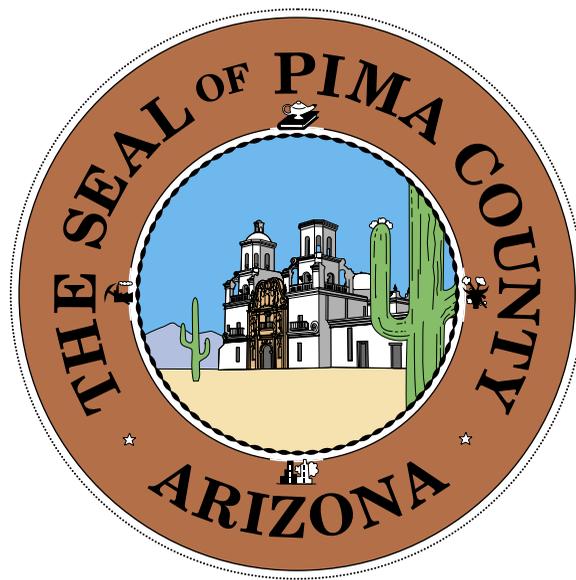


Pima County
Arizona
Adopted Budget
Fiscal Year 2014/2015



PIMA COUNTY, ARIZONA

ADOPTED BUDGET

FISCAL YEAR 2014/2015

SHARON BRONSON, CHAIR
District 3

ALLY MILLER, MEMBER
District 1

RAMÓN VALADEZ, MEMBER
District 2

RAYMOND CARROLL, MEMBER
District 4

RICHARD ELÍAS, VICE CHAIR
District 5

Submitted by:

C. H. HUCKELBERRY
COUNTY ADMINISTRATOR

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PREFACE

The Fiscal Year 2014/2015 Adopted Budget publication was developed to serve the needs of an audience that ranges from the Board of Supervisors and County Administration to the County departments and the general public. Since the need for financial information and detail varies with each group, the budget is presented in different formats, with differing levels of detail.

The *Budget Issues* section starts with a three-page brief that discusses the primary issues that the Board of Supervisors and County Administrator had to confront in developing the final budget. Since there are many who require more information on these considerations, the County Administrator's Recommended Budget, Tentative Budget, and Final Budget memoranda are also included in this section. These memoranda not only serve the purpose of providing background information on the fiscal year 2014/2015 budget process, they also provide permanent documentation of the issues, considerations, and financial planning that went into the budget development.

Those individuals who are only interested in a broad-brush view of the budget may find all the information they require, by reviewing the Summary Schedule of Estimated Revenues and Expenditures/Expenses (Schedule A) in the *State Reports* section of this publication. This schedule provides the total available resources and the total expenditures by fund.

Since others require a more comprehensive review of the budget, the *Budget Overview* section includes a discussion of Pima County's Financial Structure, as well as presentations of the expenditures, revenues, full time equivalents (positions with funded hours), and capital projects for fiscal year 2014/2015.

The *Budget Planning Practices* section details the financial policies and provides an overview of the goals that guide Pima County's budget development process. The financial segment discusses the balanced budget requirement, taxes, the General Fund ending fund balance, accountability, and many other items that impact the budget development. The nonfinancial segment provides a general view of the nonfinancial and strategic planning goals and mission considerations that guide the departments.

Finally, detailed information on the program budgets are presented in the *Functional Areas* section. The introductory information in each functional area provides the program and department totals for expenditures, revenues, and full time equivalents; while the function statements, goals and objectives, performance measures, and financial summaries are presented in the department budget segments.



MEMORANDUM

Date: October 2, 2014

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator *CHH*

Re: **Fiscal Year 2014/2015 Adopted Budget**

Transmitted herewith is the budget for Fiscal Year 2014/2015, as adopted by the Board of Supervisors on June 17, 2014. This document provides the detail for the Fiscal Year 2014/2015 budget, which totals \$1,188,464,252 in expenditures and \$1,034,812,913 in revenues.

Summary information by fund, department and functional area provides a countywide overview. Each department's operating budget is presented in a format that provides specific information on their revenues, authorized expenditures, staffing levels, programs, goals, and performance measures. The department information is divided into five broad functional areas (General Government Services, Community Resources, Justice & Law, Health Services, and Public Works), which reflect the basic service areas within the County. This format is consistent with the presentations made to the Board during the budget process.

This document provides a framework to guide Pima County operations during the year. It represents many months of effort on the part of elected officials, department representatives and administrative staff throughout the County, as well as the staff of the Budget Division. All those involved are to be commended for their efforts and contributions.

It should also be noted that the Fiscal Year 2013/2014 budget document received the Distinguished Budget Presentation Award from the Government Finance Officers Association. This is the 16th consecutive year the County's budget was so recognized.

CHH/anc

Attachment



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Pima County
Arizona**

For the Fiscal Year Beginning

July 1, 2013

Executive Director

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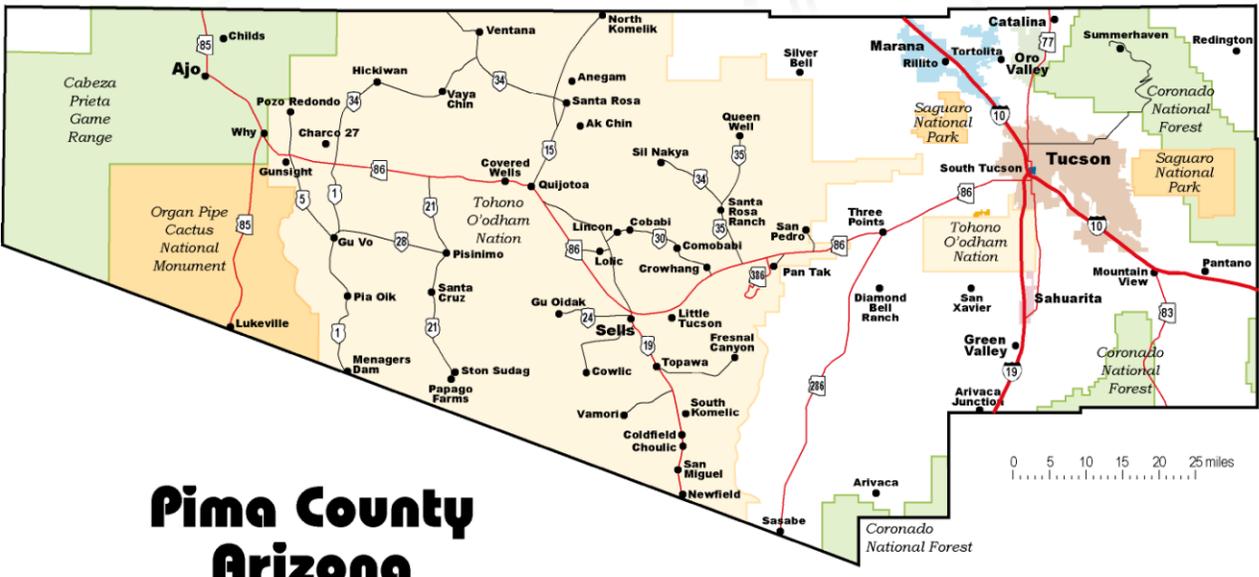
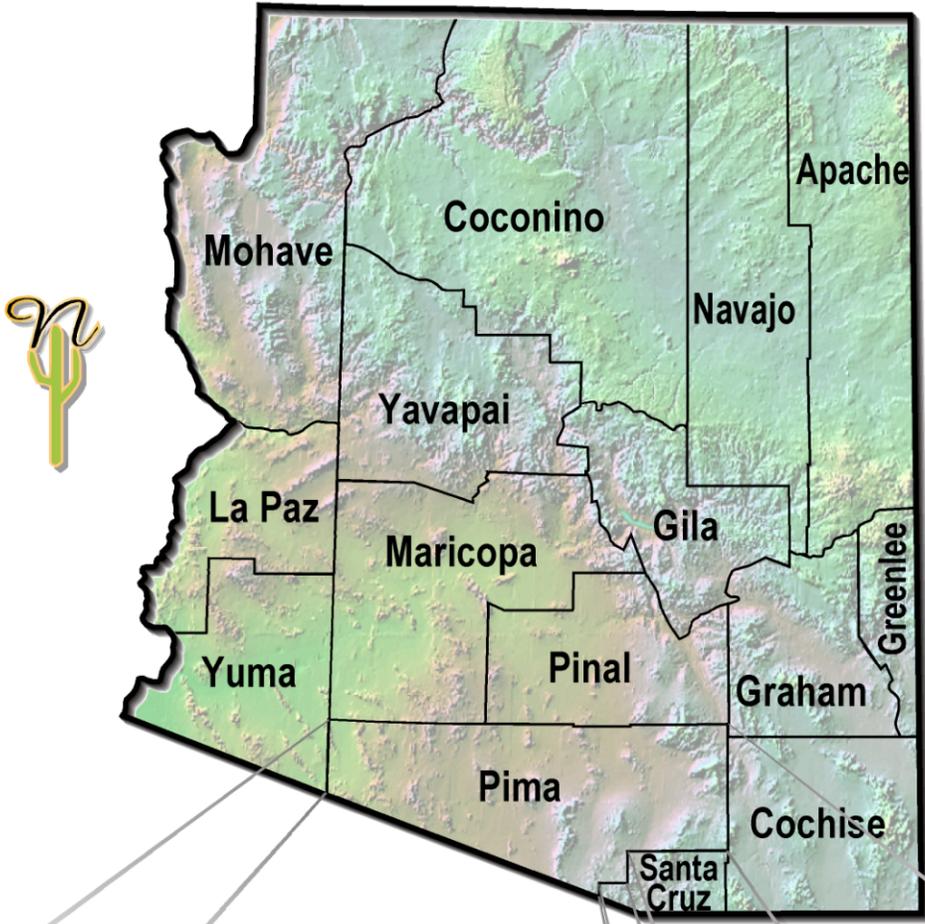
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Pima County Arizona

Map provided by: Pima Association of Governments

PIMA COUNTY CHARACTERISTICS

Pima County, the second largest of the four original counties, was created in 1864 and included nearly all of the southern Arizona area acquired from Mexico by the Gadsden Purchase. Settlement of the region by Europeans goes back to the 1690s with the arrival of Spanish settlers who encountered Native Americans already living in the area.

During the first half of the 18th century, silver and gold were discovered and prospectors from Mexico swarmed into the region. The latter part of the 18th century saw expansion of mining and ranching in Pima County and an increase in population, despite ongoing threats from raiding Apaches.

The Royal Presidio of San Augustin del Tucson was completed by 1781, and it remained the northernmost outpost of Mexico until the arrival of American soldiers in 1856. From a population of 395 in 1820, Tucson has grown to be the second largest city in Arizona. It has always served as the Pima County seat and was the Arizona territorial capital from 1867 to 1877. Tucson is home to the University of Arizona and many historical and cultural attractions.

Just south of Tucson is the Mission San Xavier del Bac, founded in 1697 by Father Kino. The mission is still in use today. Within Pima County are two cactus forests, Saguaro National Park in the eastern portion and Organ Pipe Cactus National Monument in the western portion.

Although greatly reduced from its original size, Pima County still covers 9,189 square miles. It ranges in elevation from 1,200 feet to the 9,185-foot peak of Mount Lemmon. Together, the San Xavier, Pascua Yaqui and Tohono O’odham reservations cover 42.1 percent of Pima County’s 5.88 million acres. Lands held in trust for the state’s schools comprise another 14.7 percent of the County’s land ownership, and 28.0 percent is held by Federal agencies as wildlife refuges, national forests, national parks and monuments. Military reserves and bases occupy 1.2 percent, and local government holdings, used for parks and recreation, account for 0.4 percent. Privately owned lands comprise 13.6 percent of the County’s total acreage. The county has a foreign trade zone encompassing 565 acres on seven sites in the metropolitan Tucson area. South Tucson and portions of the City of Tucson are located in an Empowerment Zone. Employment tax credits, property tax reductions and other incentives to reduce operating costs are available for businesses locating within these zones.

CLIMATE CHARACTERISTICS

	Month with Highest Average	Month with Lowest Average	Annual Average
Daily Max Temperature ¹	June (100.3°)	December (64.8°)	83.1°
Daily Min Temperature ¹	July (74.4°)	December (39.1°)	55.8°
Average Precipitation ¹	August (2.39")	June (0.20")	Total Rainfall 11.59"
Possible Sunshine ²	June (93%)	July (78%)	85%
Relative Afternoon Humidity ²	December (34%)	June (13%)	25%
Average Wind Speed ²	April (7.9 mph)	December (6.3 mph)	7.1 mph

¹ Source: National Climatic Data Center 1981-2010 Monthly Normals

² Source: Western Regional Climate Center. Average wind speed is based on years 2001 through 2011.

TRANSPORTATION FACILITIES

Access to Pima County is provided by interstate and state highways, airlines, and railroads. City and County maintained roadways provide the intracounty transportation network for motor vehicles, along with bus services by the City of Tucson in the metropolitan Tucson area and Regional Transportation Authority funded transit services in many rural areas of the County.

Interstate 10 passes through eastern Pima County, connecting Tucson and the surrounding area with Phoenix and cities farther west such as Los Angeles. Interstate 10 connects with Interstate 8 in central Pinal County, providing Pima County with good highway access to Yuma and San Diego. To the east, Interstate 10 connects the area with New Mexico and other points in the southern and southeastern United States. Interstate 19 comes from Nogales and the border with Mexico and ends where it connects with Interstate 10 in Tucson.

There are many state routes passing through the County. State Route 77 in eastern Pima County leads north from Tucson and connects this part of the County with Globe, Miami, and the White Mountains of east-central Arizona. State Route 86 connects the more populated eastern part of the County with Tohono O'odham Nation lands in the center of the County and with Ajo in the western portion of the County. State Route 86 ends in the community of Why, where it meets State Route 85. State Route 85 goes south from this point to the Mexican border at Lukeville and connects with Mexico Highway 8, leading to the town of Rocky Point on the Gulf of California. State Route 85 goes north from Why to Ajo and on to Interstate 8 near the Maricopa County community of Gila Bend. Less traveled state routes also lead to other towns in southern Pima County. City and County roadways provide the remainder of the road network in the County. Pima County provides the road network for all of the unincorporated areas of the County, and the cities generally provide the road network within their boundaries.

Eastern Pima County is served by Amtrak for passenger service and the Union Pacific Railroad for freight service. The main rail line runs through Tucson and connects the area with Los Angeles to the west and points to the east such as Houston and New Orleans. There also is a spur line which connects the main rail line with Nogales and the Mexican border to the south.

Pima County has several small airports, an international airport and an Air Force base. The international airport, located on the south side of Tucson, serves as the major air terminal for southeastern Arizona. Six airlines provide air service to Arizona cities and other states for 3.31 million annual passenger departures/arrivals. Four smaller facilities in the County provide a variety of general aviation services. Davis-Monthan Air Force Base accommodates military aircraft and is not open to public use without permission from the Department of Defense.

Source: Pima County Budget Division.

TAX CHARACTERISTICS

CORPORATE INCOME TAX

The corporate income tax in Arizona for 2014 is 6.5 percent of taxable income, with a \$50 minimum tax. The tax rate will decrease each year until it equals 4.9 percent by 2017.

SALES TAX

Arizona has a general sales tax rate of 5.6 percent. South Tucson has a general sales tax of 2.5 percent and Marana, Oro Valley, Sahuarita, and Tucson have 2 percent general sales tax rates. The Regional Transportation Authority has a 0.5 percent sales tax for transportation and mass transit improvements in the metropolitan area of eastern Pima County.

PAYROLL TAX

Payroll taxes for employers and employees in Arizona are paid when federal filings are made. Employees select a state income tax withholding rate between 0.8 and 5.1 percent of their taxable wages, net of pre-tax deductions such as health insurance premiums. Employers must pay an unemployment insurance premium that ranges from .03 percent to 7.17 percent on the first \$7,000 of wages for each employee during the calendar year based on the employer's rating. Employers also may be subject to a 0.10 percent job training tax.

PROPERTY TAX

For details regarding property taxes, please see the various tax schedules in the *Supplemental Information* section.

POPULATION CHARACTERISTICS

Population increased 84 percent between 1980 and 2010. Shown below are historical census population statistics for the County, unincorporated areas of the County, and the state of Arizona.

POPULATION

	<u>1980</u>	<u>1990</u>	<u>2000</u>	<u>2010</u>
Pima County - Total	531,443	666,880	843,746	980,263
Unincorporated Pima County	191,189	245,219	305,059	353,264
Arizona	2,716,546	3,665,228	5,130,632	6,392,017

Source: U.S. Bureau of the Census. (Census population count on April 1 of each year.)

POPULATION GROWTH RATES

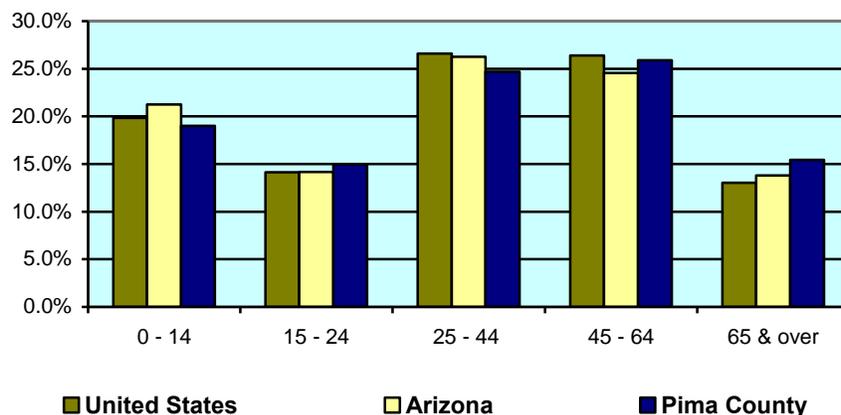
Average Annual Compounded Rate of Change

	<u>1980 - 1990</u>	<u>1990 - 2000</u>	<u>2000 - 2010</u>
Pima County - Total	2.3%	2.4%	1.5%
Unincorporated Pima County	2.5%	2.2%	1.5%
Arizona	3.0%	3.4%	2.2%

Source: Pima County Budget Division.

AGE DISTRIBUTION

2010 Census

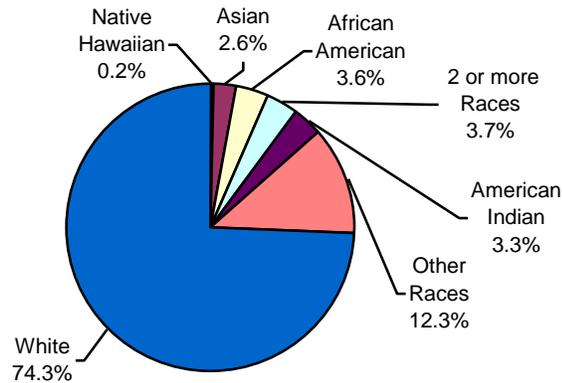


Source: Bureau of the Census, 2010 Census.

POPULATION DIVERSITY

Racial Mix

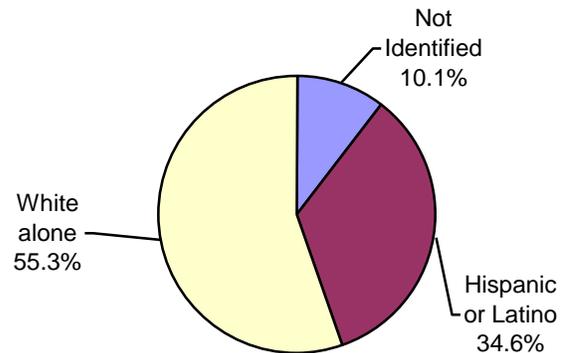
(PERCENT OF TOTAL POPULATION, 2010)



Source: Bureau of the Census, 2010 Census.

White & Hispanic/Latino

(PERCENT OF TOTAL WHITE POPULATION, 2010)



Source: Bureau of the Census, 2010 Census.

EMPLOYMENT CHARACTERISTICS

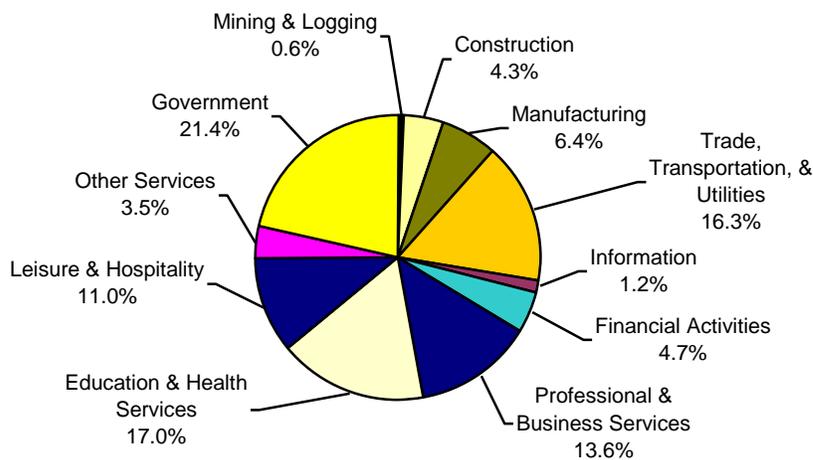
UNEMPLOYMENT RATES

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Pima County	5.7%	9.0%	9.4%	8.4%	7.4%	7.0%
Arizona	6.0%	9.8%	10.4%	9.4%	8.3%	8.0%
United States	5.8%	9.3%	9.6%	8.9%	8.1%	7.4%

Source: U.S. Department of Labor, Bureau of Labor Statistics.

EMPLOYMENT BY INDUSTRY

Percent of Non-Farm Employment, 2013



Source: U.S. Department of Labor, Bureau of Labor Statistics.

MAJOR EMPLOYERS (Employers with 2,000 or more employees)

<u>Company</u>	<u>Employment Sector</u>	<u>Employees</u>	
		<u>2012</u>	<u>2013</u>
University of Arizona	Government (College Education)	10,846	11,047
Raytheon Missile Systems	Manufacturing	10,300	9,933
State of Arizona	Government	8,807	9,439
Davis-Monthan Air Force Base	Government (Military)	9,100	8,933
Pima County *	Government	7,314	7,330
Tucson Unified School District	Government (K -12 Education)	6,790	6,525
The University of Arizona Health Network	Services (Health)	6,099	6,329
Freeport-McMoran Copper & Gold Inc.	Mining	5,463	5,600
Wal-Mart Stores Inc.**	Trade (Retail)	7,450	5,200
City of Tucson *	Government	4,938	4,918
Tohono O'odham Nation **	Government	4,350	4,350
U.S. Customs and Border Protection ***	Government	6,500	4,135
Carondelet Health Network	Services (Health)	3,668	3,476
TMC HealthCare	Services (Health)	2,977	2,954
Southern Arizona VA Health Care System	Government (Health)	2,182	2,450
Asarco LLC	Mining	2,297	2,366
Pima Community College **	Government (College Education)	2,384	2,177
Fry's Food Stores **	Trade (Grocery)	2,700	2,024
Sunnyside Unified School District **	Government (K -12 Education)	2,083	2,000

* Budgeted full-time equivalents reported by Pima County and City of Tucson for fiscal years 2012/13 and 2013/14.

** Employee counts for 2013/14 are based on Arizona Daily Star estimates.

*** The 2012/13 count combined jobs for the U.S. Customs and Border Protection and the Border Patrol. The 2013/14 total is only a Border Patrol estimate since CBP did not respond before the Arizona Daily Star deadline.

Source: Star 200 Directory, published by The Arizona Daily Star (April 27, 2014) and Pima County Budget Division.

MAJOR MANUFACTURERS (Manufacturers with 200 or more employees)

<u>Company</u>	<u>Type of Business</u>	<u>Employees</u>	
		<u>2012</u>	<u>2013</u>
Raytheon Missile Systems	Military and Defense	10,300	9,933
Ventana Medical Systems	Manufacturing and Research	1,150	1,100
IBM *	Manufacturing and Research	1,375	915
Bombardier Aerospace	Aerospace and Aircraft	776	913
Honeywell Aerospace *	Aerospace and Aircraft	650	800
B/E Aerospace	Aerospace and Aircraft	680	720
Hexcel *	Manufacturing and Research	N/A	500
Abbott Laboratories *	Manufacturing and Research	N/A	450
Solar Industries Inc. *	Manufacturing and Research	N/A	400
Frito-Lay	Manufacturing and Research	N/A	395
Texas Instruments	Manufacturing and Research	370	370
Sargent Aerospace & Defense *	Aerospace and Aircraft	313	315
FLSmith Krebs	Manufacturing and Research	306	293
Universal Avionics Systems Corp.	Aerospace and Aircraft	271	268
CAID Industries Inc.	Manufacturing and Research	210	230

* Employee counts for 2013/14 are based on Arizona Daily Star estimates.

Source: Star 200 Directory, published by The Arizona Daily Star (April 27, 2014).

Pima County FY 2014/2015 Adopted Budget

EMPLOYMENT BY INDUSTRY based on North American Industry Classification System (NAICS)

<u>Industry</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Trade, Transportation & Utilities	62,700	58,200	56,900	57,700	57,800	58,800
Educational & Health Services	57,100	58,500	58,300	59,800	60,900	61,200
Professional & Business Services	51,400	47,100	45,700	46,700	48,400	49,200
Leisure & Hospitality	40,400	38,700	38,100	39,100	40,300	39,800
Manufacturing	27,200	25,100	24,000	23,400	23,400	23,200
Construction	22,800	16,600	15,000	14,500	14,400	15,300
Financial Activities	16,800	17,000	17,200	16,800	16,800	17,000
Information	5,300	4,700	4,300	4,200	4,200	4,300
Mining & Logging	1,900	1,700	1,800	1,900	2,100	2,300
Other Services	14,600	13,400	12,700	12,500	12,800	12,700
Government	<u>79,800</u>	<u>79,100</u>	<u>78,200</u>	<u>76,800</u>	<u>77,700</u>	<u>77,300</u>
Total Non-Farm Employment	380,000	360,100	352,300	353,500	358,800	361,200

Source: U.S. Department of Labor, Bureau of Labor Statistics.

Sum by industry may not add to total because industry employment is rounded to nearest 100 employees.

EMPLOYMENT BY OCCUPATION, 2013

<u>Occupations</u>	<u>Percent of Total</u>
Office and Administrative Support	17.3%
Sales and Related	10.0%
Food Preparation and Serving Related	9.7%
Healthcare Practitioners and Technical	6.6%
Education, Training, and Library	6.4%
Management	5.1%
Transportation and Material Moving	4.6%
Business and Financial Operations	4.3%
Installation, Maintenance and Repair	4.2%
Personal Care and Service	3.8%
Construction and Extraction	3.7%
Building and Grounds Cleaning and Maintenance	3.4%
Production	3.4%
Healthcare Support	3.3%
Protective Service	3.3%
Computer and Mathematical	2.9%
Architecture and Engineering	2.4%
Community and Social Service	2.0%
Arts, Design, Entertainment, Sports, and Media	1.4%
Life, Physical, and Social Science	1.3%
Legal	0.8%
Farming, Fishing, and Forestry	0.1%

Source: U.S. Department of Labor, Bureau of Labor Statistics, May 2013.

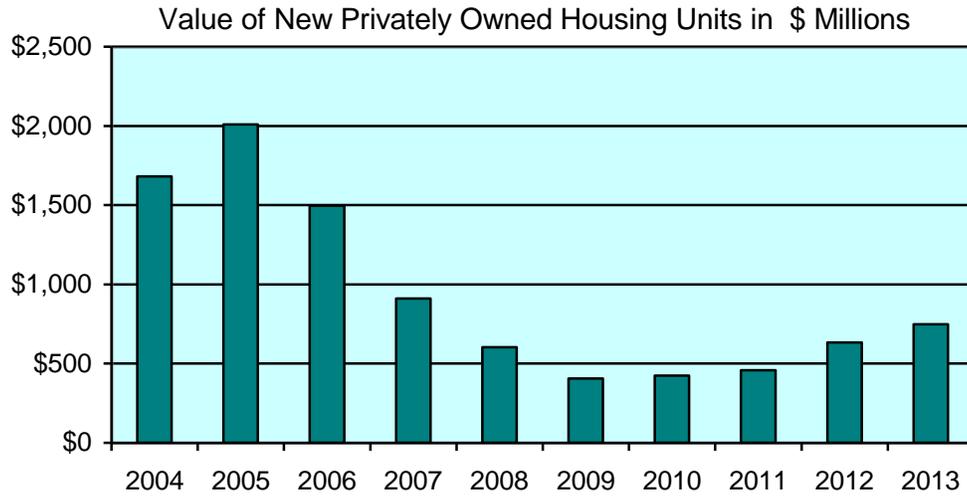
NEW COMPANIES IN PIMA COUNTY (New company announcements from July 2012 to June 2014)

<u>Company Name</u>	<u>Product or Service</u>	<u>Projected # of Jobs</u>
Aris Integration, LLC	Business Services – Alternative Energy	600
Accelerate Diagnostics	Business Services – Bioscience	300
Infinity Insurance	Business Services – Call Center	300
Sorenson Communications	Business Services – Call Center	270
Integrated Technologies Group	Business Services – Aerospace/Defense	200
Hacienda at the River	Health Care – CCRC	200

Sources: Univ. of Arizona Economic & Business Research Center & Tucson Regional Economic Opportunities, Inc.

CONSTRUCTION ACTIVITY

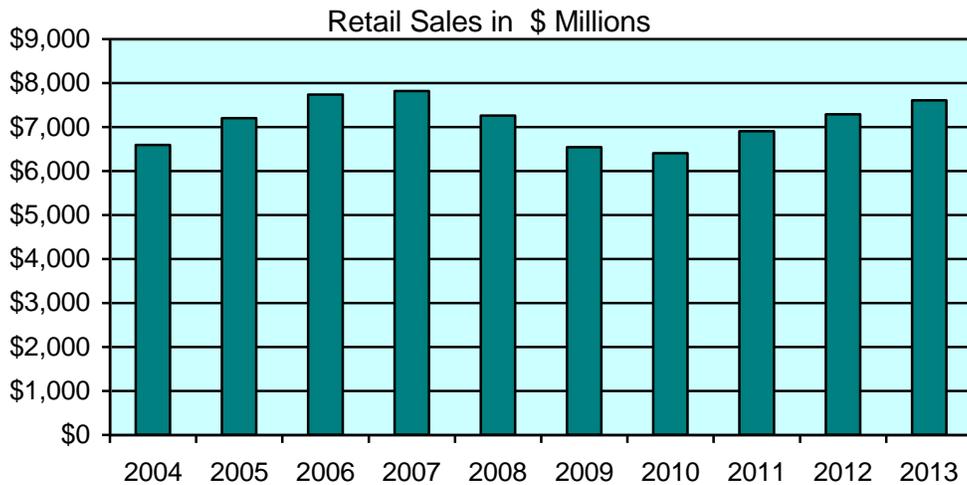
PIMA COUNTY VALUE OF NEW PRIVATELY OWNED HOUSING UNITS AUTHORIZED



Source: U.S. Department of Commerce, United States Census Bureau

RETAIL SALES

PIMA COUNTY RETAIL SALES (not including food sales)



Source: Arizona Department of Revenue & Pima County Budget Division.

INTRODUCTION

ORGANIZATION

The governmental and administrative affairs of Pima County are directed by a five-member Board of Supervisors with each member elected from a designated district to serve a four-year term. The chairperson is selected by the Board from among its members. Other elected officials, often referred to as *constitutional officers*, are the Assessor, Clerk of the Superior Court, the Constables, County Attorney, Recorder, School Superintendent, Sheriff, and Treasurer. Presiding judges are appointed from elected members of the judicial bench.

REPORTING RELATIONSHIPS

Because of Arizona's constitutional provisions and the requirements promulgated by Arizona Revised Statutes, the government of Pima County is organized to have a direct and indirect relationship with the Board of Supervisors. The Board of Supervisors has direct control over the County's general government functions; community services; indigent defense; medical, health, and welfare services; and public works functions. These broad functions include the County's internal governmental administrative/management activities; maintenance and construction of the County's sewerage and sanitation infrastructures; County streets, roads, and bridges which comprise the County's transportation infrastructure; natural resources, parks, community centers, recreational facilities, and libraries; and numerous clinics. Indirect relationships are maintained with the elected officials.

BOARD OF SUPERVISORS

The Pima County Board of Supervisors is responsible for establishing the policies of the County that provide direction for the various departments and for appointing a County Administrator. The Board has the legal authority and responsibility to establish spending limits and approve the budgets of all County departments, including those of the elected officials. The Board also sets the amount of taxes to be levied in the County.

The members of the Board of Supervisors also sit as the Board of Directors for the Air Quality Control District, the Board of Deposit, the Regional Flood Control District, various improvement districts, the Library District, the Stadium District, and as the Zoning Enforcement Board of Appeals. They are members of several statutory boards, commissions, and/or committees and various regional organizations such as the Pima Association of Governments, Visit Tucson (formerly known as the Metropolitan Tucson Convention and Visitors Bureau), and the Tucson Regional Economic Opportunities Board. The Board of Supervisors is the statutory commission for the Tucson Airport Area Enterprise Zone and is the incorporator of the Pima County, Arizona Municipal Property Corporation.

COUNTY ADMINISTRATOR

Pima County's chief appointed official is the County Administrator who serves at the pleasure of the Board of Supervisors. The County Administrator reports directly to the Board. With the exception of certain duties of elected officials' departments, the County Administrator has direct responsibility for the oversight and operation of all County government functions in the areas of General Government Services, Community Resources, Justice & Law, Health Services, and Public Works.

The County Administrator implements Board policy and has the responsibility for developing the annual County budget and submitting a recommended budget to the Board of Supervisors for their consideration. Subsequent to public hearings and Board approval, the County Administrator also compiles and publishes the Adopted Budget.

SERVICES PROVIDED

Pima County offers a wide variety of governmental services that are organized into the following five functional areas:

GENERAL GOVERNMENT SERVICES

General Government Services primarily provides internal administrative and support services to County departments directly serving the public. The departments comprising this function include the Assessor; Board of Supervisors; Clerk of the Board; Communications Office; County Administrator; Elections; Facilities Management; Finance & Risk Management; Fleet Services; Human Resources; Information Technology; Non Departmental; Office of Emergency Management and Homeland Security; Office of Sustainability & Conservation; Procurement; Recorder; and the Treasurer.

COMMUNITY RESOURCES

Community Resources provides educational, cultural, social, economic development, and recreational programs to the public. The departments in this functional area are Community & Economic Development Administration; Community Development & Neighborhood Conservation; Community Services, Employment & Training; County Free Library; Economic Development & Tourism; Kino Sports Complex; Natural Resources, Parks & Recreation; School Superintendent; and the Stadium District.

JUSTICE & LAW

Justice & Law provides public safety, felony and misdemeanor investigation, and prosecution services for victims, witnesses, and those needing fiduciary assistance. Services are also provided in the areas of indigent defense, civil representation, correctional housing, and juvenile detention. Judicial services include jury selection, adjudication of trials, sentencing, and probation supervision. The child support services include Title IV-D and non-Title IV-D administrative functions such as maintaining child support, spousal maintenance, and special paternity case information; processing court orders; preparing and serving wage assignments; and receiving and processing court ordered payments. The departments within this area are the Clerk of the Superior Court; Constables; County Attorney; Forensic Science Center; Justice Court Ajo; Justice Court Green Valley; Justice Courts Tucson; Juvenile Court; Legal Defender; Office of Court Appointed Counsel; Public Defender; Public Fiduciary; Sheriff; and Superior Court.

HEALTH SERVICES

Health Services provides various public health and animal control services, as well as medical assistance to indigents. The component departments are Environmental Quality; Health; and Office of Medical Services.

PUBLIC WORKS

Public Works provides construction, operations, and maintenance services related to the County infrastructure and related planning and environmental issues. The departments within this area are Capital Projects; Development Services; Public Works Administration; Regional Flood Control District; Regional Wastewater Reclamation; and Transportation.

THE BUDGETARY PROCESS

FUND COMPOSITION

The County adopts budgets for all governmental and enterprise funds. The internal service funds, Fleet Services, Health Benefits Trust, Print Shop, Risk Management, and Telecommunications, are described in the budget document but are not included in the total amount budgeted. To do so would duplicate the revenues and expenditures of the internal service funds in the budget as a whole.

BASIS OF PRESENTATION

As in prior years, departments are budgeted on a cost unit/object line item basis. Fiscal year 1998/1999 was the first year the budget presentation included and emphasized the programmatic components of County services. Accordingly, the fiscal year 2014/2015 budget shows the costs and funding associated with programs, regardless of the funding source.

BASIS OF BUDGETING

The budgets of the governmental funds are presented on a modified accrual basis. The basis of the modified accrual methodology refers to how expenditures and revenues are projected and recognized. Under this methodology, revenues are recognized when they are measurable and available to finance current expenditures. Expenditures, on the other hand, are generally recognized when incurred. Exceptions to this policy are principal and interest expenditures on general long term debt which are budgeted either when due, or in period 12 (June) if the due date falls early in the next fiscal year.

The budgets of the proprietary funds are presented using the accrual basis. Under this methodology, revenues are recognized when they are earned, and expenses are recognized when they are incurred.

Under the basis of budgeting for capital leases, the acquisition costs and corresponding proceeds of the capital lease agreement are recorded. Only the principal and interest payments applicable to the budget period are reflected in the budget document.

Note that under the requirements of the Government Accounting Standards Board Statement No. 34 (GASB 34), Countywide audited financial statements are now produced on a full accrual basis. However, GASB 34 also requires that supplemental financial statements be produced that will serve as a crosswalk between the accounting basis of the audited financial statements and the budget.

BUDGETARY CONTROL

The County's adopted budget serves as a legal operating plan for the fiscal year. While its primary function is to provide a planning and allocation tool, it also serves management by providing the basis for measuring performance during the year.

The adopted budget has two levels of budgetary constraints: 1) within the General Fund, expenditures may not legally exceed appropriations at the department level and 2) within each Special Revenue Fund department, Capital Projects, Debt Service, and the Enterprise Fund, expenditures may not legally exceed the level of the total funding source. It should be noted that while budget limitations are based upon expenditures, emphasis is given in the budget documents to Net Fund Impact (NFI) for governmental funds and Net Assets Impact (NAI) for proprietary funds. NFI and NAI show the difference between total revenues and total expenditures for the fiscal year, plus or minus net operating transfers and other financing sources, when appropriate.

These concepts provide a clearer picture of how dollars are allocated rather than emphasizing expenditures alone. For example, it is possible that a department could remain within its expenditure budget while, at the same time, fail to generate its corresponding budgeted revenues. In such an instance, more dollars would be required to meet the departmental and/or programmatic objectives

Pima County FY 2014/2015 Adopted Budget

than noted solely by the spending ceilings granted by the Board of Supervisors.

To monitor compliance with these budgetary constraints, departments prepare both revenue and expenditure projections on a monthly basis and the projections are compiled by the Budget Division. Variances between these projections and the full year appropriations are reported to the County Administrator and the Board of Supervisors. These analyses provide not only a mechanism for monitoring performance, but also for adjusting (when necessary) departmental operating plans and resource utilization.

BUDGET AMENDMENTS

While state statutes prohibit the County from exceeding the final adopted budget amount, the budget is still just a planning document and as such remains sufficiently flexible to accommodate changes that may occur during the fiscal year.

There are two categories of change that may be required to the adopted budget: 1) those affecting line items within a single department and 2) those requiring a transfer between departments or funds. In the first instance, departments retain the authority to modify line item amounts within their own budgets provided the total program budgeted amount remains unchanged. In the second instance, the County Administrator has the authority to evaluate departmental requests for changes between departments and make recommendations for approval to the Board of Supervisors. Should the County Administrator recommend the change to the Board of Supervisors, the recommendation will be considered at a regularly scheduled, open meeting of the Board.

BUDGET PREPARATION AND APPROVAL

The budget of Pima County is comprised of two components: 1) departmental operating budgets, and 2) the Capital Improvement Budget.

Departmental Operating Budgets

All departments within each functional area are required to prepare their next year's budget requests using a target-based budgeting approach. Under this approach, base budgets are developed wherein revenues are assumed to be identical with those of the prior year unless new revenues are clearly identified. Additionally, expenditures are assumed identical to those of the prior year after adjusting for such items as: 1) Board of Supervisors' approved programs, 2) changes in employee benefits, 3) Internal Service Fund charges, 4) one-time expenses, 5) annualized cost of prior year positions, 6) annualized costs associated with ongoing programs, and 7) annualized cost of prior year employee compensation.

In keeping with the target-based model, departments may also submit requests for supplemental funding if they believe their base budget requests are too low to fund all programmatic needs. These supplemental requests must detail all needed support including personnel services, operating expenses, and capital. Supplemental requests must also identify the requested funding source. Additionally, supplemental requests must be prioritized for the department as a whole and include an impact statement (should supplemental funding be denied) detailing the opportunity lost, mandate not met, measurement of services not provided, or outcome not achieved.

After these departmental budget requests are prepared, they are verified, corrected as necessary, and consolidated by the Budget Division for presentation to the County Administrator. The County Administrator then reviews and recommends base and supplemental requests to the Board of Supervisors (usually in the month of April or May). Following receipt and public discussion of this *Recommended Budget*, the Board of Supervisors, on or before the third Monday in July, adopts a *Tentative Budget* which sets a ceiling on expenditures that may be incurred for the County as a whole. The final step in the process is a public hearing and special Board meeting, where the *Final Budget* is adopted as required by Arizona Revised Statutes. Unless the budget process is accelerated, this special meeting is customarily held on the first Monday in August, for the adoption of the budget covering the fiscal year that began July 1.

Capital Improvement Budget

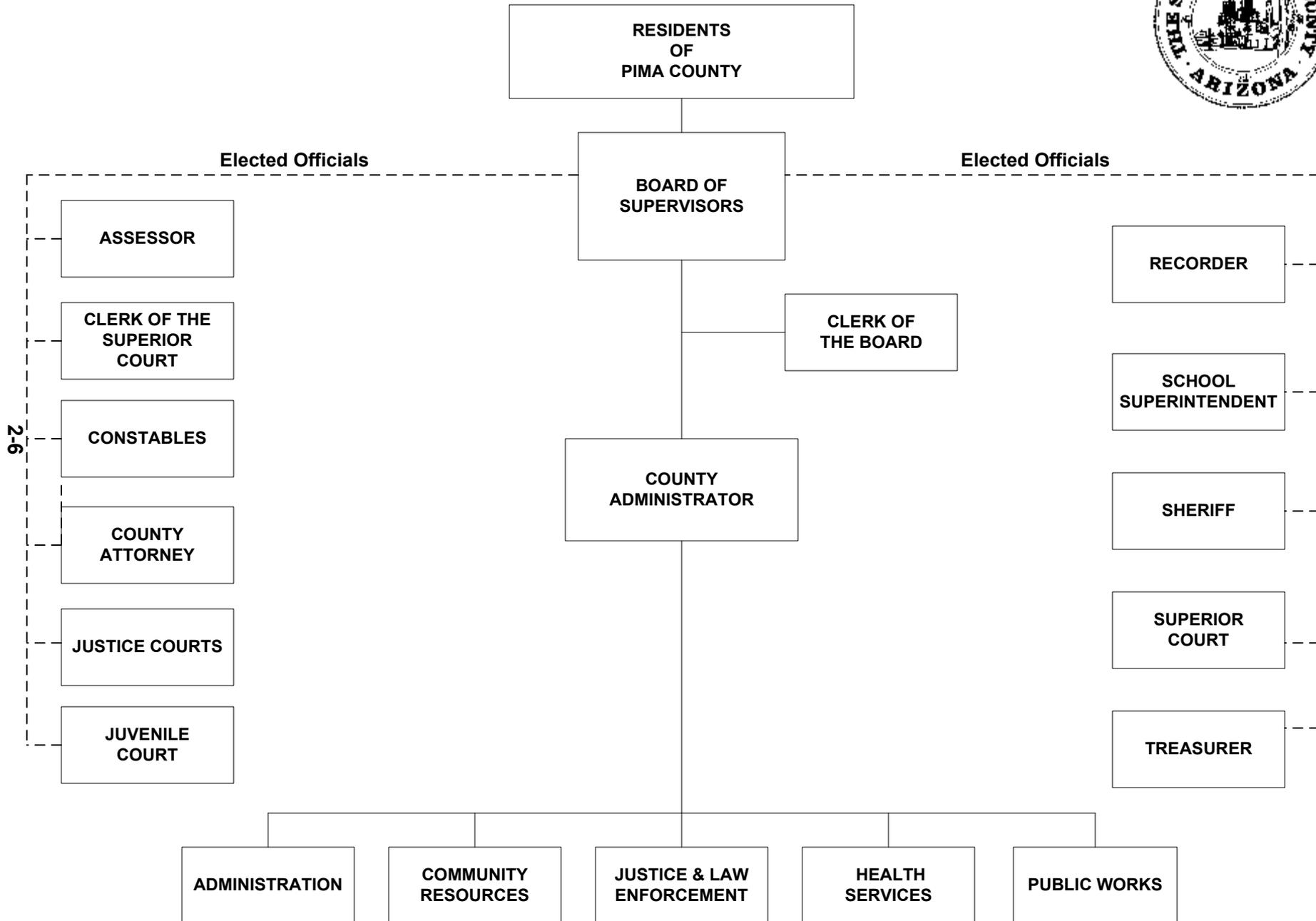
On an annual basis, the County Administrator's office prepares a five-year Capital Improvement Plan (CIP) and a one-year Capital Improvement Budget (CIB). A summary of capital improvement projects for fiscal year 2014/15-2018/19 and beyond is provided in the Capital Improvement Program section, and a capital improvement program overview is provided in the Budget Overview section.

Preparation and Approval Timetable

A timetable for the budget preparation and approval processes for fiscal year 2014/15 is provided below.

October 15, 2013	Planning and Budgeting System (the budget system) released for early budgeting and year end forecasts
October 15, 2013	Base target budgets, assumptions, and other information are distributed to departments
October/ November 2013	Budget training for department representatives
December 16 2013	Initial General Government Revenue Forecast
January 10, 2014	Operational and CIP Budget due to the Budget Division and Finance CIP from departments
February 28, 2014	County Administrator department meetings regarding CIP budgets
March 7, 2014	County Administrator meets with County Budget Division staff
March 7, 2014 – April 11, 2014	County Administrator gives direction to the Budget Division
April 25, 2014	County Administrator submits Recommended Budget to the Board
May 20, 2014	Board of Supervisors Recommended Budget public hearings
May 20, 2014	Board of Supervisors Tentative Budget adoption
June 17, 2014	Board of Supervisors Final Budget adoption
August 18, 2014	Board of Supervisors adoption of the Levy of Taxes

PIMA COUNTY ORGANIZATIONAL CHART



LEGAL REQUIREMENTS

COUNTY SPENDING LIMITATION

Pima County, like all counties and cities in Arizona, is subject to numerous budgetary and related legal requirements. Article 9, Section 20 of the Arizona Constitution sets limits on the County's legal budget capacity. In general, the Board of Supervisors, as the governing body of the County, cannot authorize expenditures from local revenues in excess of the expenditure limitation determined annually for Pima County by the Arizona Economic Estimates Commission. The expenditure limitation is determined each year by adjusting the amount of actual payments of local revenues received by the County during fiscal year 1979/80 to reflect inflation and subsequent population growth for the County. Not subject to this limitation are items such as bond proceeds, related debt service, interest earnings, special voter approved districts, certain highway user revenue funds, federal grant and aid funds, monies received pursuant to intergovernmental agreements, and state grants which are to be used for specific purposes.

Arizona Revised Statutes (ARS) § 42-17151, in effect, also mandates the adoption of a balanced budget for the County, as it requires *the governing body of each county shall fix, levy and assess the amount to be raised from primary property taxation and secondary property taxation. This amount, plus all other sources of revenue, as estimated, and restricted and unrestricted unencumbered balances from the preceding fiscal year, shall equal the total of amounts proposed to be spent in the budget for the current fiscal year.*

TENTATIVE BUDGET PREPARATION AND PUBLICATION

State law (ARS § 42-17101) requires that on or before the third Monday in July of each fiscal year, the Board of Supervisors must prepare an estimate of the County's expenditures and revenues. Pima County refers to these estimates as the *Tentative Budget*. According to ARS § 42-17101, this Tentative Budget must be included in the governing body's minutes and must be fully itemized in accordance with forms supplied by the state Auditor General. (See the *State Reports* section.) ARS § 42-17102 defines those expenditures and revenues comprising the Tentative Budget. The Tentative Budget and state reports include all monies used for County purposes, interest and principal payments on bonds, the amount for each special levy provided by law, and the amount for unanticipated contingencies or emergencies.

ARS § 42-17103 requires publication of the Tentative Budget once a week for at least two consecutive weeks. The published Tentative Budget must be accompanied by a notice of the scheduled date and time for a public hearing and special meeting regarding the proposed budget and taxes levied on property.

ARS § 42-17104 specifies that the Board of Supervisors shall hold a public hearing and special meeting at which any taxpayer may appear and speak for or against the Tentative Budget and tax levy. This public hearing and special meeting must be held on or before the fourteenth day before the day the Board levies taxes.

ARS § 42-17105 prescribes that once the Tentative Budget has been published, expenditures may not be increased above the published amounts; however, they may be decreased. In

effect, with the publication of the Tentative Budget, the Board has set its maximum limits for expenditures, but these limits may be reduced upon adoption of the final budget.

FINAL BUDGET ADOPTION

State law (ARS § 42-17105) specifies that after the hearing required by ARS § 42-17104, the Board of Supervisors must adopt the estimates of proposed expenditures for the fiscal year at a special meeting called for that purpose. The proposed expenditures become the final adopted budget for the current fiscal year when approved by a majority of the supervisors, provided that the total amounts proposed to be spent in the budget do not exceed the total amounts that were proposed for expenditures in the published estimates, i.e., the Tentative Budget.

Copies of the Board of Supervisors' resolutions adopting the fiscal year 2014/15 budgets for Pima County, the County Free Library District, the Flood Control District, and the Stadium District are provided on pages 3-7 through 3-10.

BUDGET REVISIONS

ARS § 42-17106 requires that no money shall be expended for a purpose not included in the adopted budget and no expenditures shall be made in excess of the amounts specified for each purpose in the budget, except as provided by law. This restriction applies whether or not the County has at any time received, or has on hand, funds or revenues in excess of those required to meet expenditures incurred under the adopted budget.

Pima County defines *purpose* as a *program*, i.e., an activity or group of activities that accomplishes a single function or provides a category of service. ARS § 42-17106 permits the Board of Supervisors, upon approval by a majority of the supervisors at a duly noticed public meeting, to authorize the transfer of funds between programs when the funds are available and the transfer is in the public interest and based on a demonstrated need, as long as the transfer does not result in violation of the limitations prescribed by Article 9, Sections 19 and 20 of the Arizona Constitution, i.e., the limitation on annual increases in local ad valorem property tax levies and the limitation on county expenditures, respectively.

TRUTH IN TAXATION

State law (ARS § 42-17052) requires that on or before February 10th of each year, the County Assessor shall transmit to the Board of Supervisors an estimate of the total net assessed valuation of the County, including an estimate of new property that has been added to the tax roll since the previous levy of property taxes in the County. If the proposed primary property tax levy, excluding amounts that are attributable to new construction, is greater than the amount levied by the County in the preceding year, the Board of Supervisors is required by ARS § 42-17107 to publish a notice of tax increase, inviting citizens to appear and speak for or against the proposed increase at a public truth in taxation hearing. The notice of tax increase must be published twice, with the first publication of the notice being at least fourteen but not more than twenty days before the date of the truth in taxation hearing and the second publication being at least seven days but not more than ten days prior to the hearing.

ARS § 42-17107 requires a public truth in taxation hearing be held prior to the Board's approval of the adopted budget. Furthermore, ARS § 42-17104 requires such a public hearing be held on or before the fourteenth day before the day taxes are levied. Whenever a truth in taxation hearing has been required, Pima County has customarily held such a hearing on the same day and immediately preceding the Board's approval of the adopted budget.

ADOPTION OF TAX LEVY

ARS § 42-17151 specifies that on or before the third Monday in August the Board of Supervisors must fix, levy, and assess the amounts to be raised from primary property taxation and secondary property taxation. The Board must also designate the amounts to be levied for each purpose appearing in the adopted budget and determine and fix a primary property tax rate and the secondary property tax rates.

ARS § 42-17151 requires the primary property tax levy and rate and the secondary property tax levy and rate adopted by the Board of Supervisors for the purpose of retiring principal and paying interest on general obligation bonds shall be fixed using the net assessed values of real and personal property from the assessment roll of the County as transmitted pursuant to ARS § 42-17052 by the Assessor on or before February 10th of each year, unless subsequent changes in such values are approved by the Property Tax Oversight Commission. Pima County also uses the net assessed values from this assessment roll in fixing other secondary property tax rates in the adopted budget. Although the County's secondary tax rates are fixed using the February values, the amounts adopted by the Board of Supervisors on or before the third Monday in August for the secondary tax levies of the County Free Library District and the Flood Control District are based on actual property billing values available from the Assessor around the beginning of August. This enables the Assessor to produce the most accurate billing roll possible, using the most current information for property values and exemptions as authorized by law.

A copy of the Board of Supervisors' resolution for the levy of taxes for fiscal year 2014/15 is provided on pages 3-11 through 3-25.

PROPERTY TAX LEVY LIMITATION

The Arizona Constitution and state statutes specify two distinct types of ad valorem property taxes: a limited property tax levy known as the primary property tax levy and a number of unlimited levies referred to as secondary property tax levies. The primary levy may be imposed for any purpose, while the secondary levies may be used only for specific purposes.

Primary Property Tax Levy: There is a strict limitation on how much the County can levy as an ad valorem primary property tax. Article 9, Section 19 of the Arizona Constitution and ARS § 42-17051 constrain the County's *maximum allowable primary property tax levy limit* each year to an amount that is two percent greater than the previous year's maximum allowable primary property tax levy limit, plus a dollar amount that reflects the net gain in property not taxed the previous year. Even if the County does not tax at the maximum allowable primary property tax levy limit from year to year, the allowed two percent increase is based on the prior year's maximum allowable levy limit. The amount of *net gain in property* is included in the calculation to take into account all new construction and any additional property added to the assessment roll from the previous year.

Secondary Property Tax Levy: Secondary property tax levies allow the County to levy ad valorem property taxes for various specific purposes. For many years, Pima County has levied four secondary property taxes. ARS § 11-275 authorizes a tax levy on the secondary net assessed value of all real and personal property in the County for the purpose of retiring principal and paying interest on general obligation bonds. ARS § 48-807 mandates the Board of Supervisors levy a countywide Fire District Assistance Tax on the secondary net assessed value of all real and personal property to assist the fire districts in Pima County, and ARS § 48-

3903 authorizes a similar secondary tax levy on all property to pay the expenses of the County Free Library District. ARS § 48-3620 authorizes a tax levy only on the secondary net assessed value of real property in the County to pay the expenses of the Regional Flood Control District.

Secondary tax levies are commonly referred to as *unlimited levies* because such property taxes may be levied in amounts necessary to meet expenses and are not statutorily limited in how they may change from year to year. The Fire District Assistance Tax is an exception, however, as ARS §48-807 limits the Fire District Assistance Tax to a rate not to exceed ten cents per \$100 of secondary net assessed valuation.

Not only is the dollar amount of the secondary tax levy unlimited, the actual full cash value of property used to determine the secondary tax levy can vary without limitation to reflect changes in overall market values. This is in contrast to the limitations placed on the primary property tax levy and the changes in the value of property used to determine the primary levy. (See Article 9, Sections 18 and 19 of the Arizona Constitution.)

Note: Copies of the resolutions for the Adoption of the County Budget, the Adoption of the County Free Library District Budget, the Adoption of the Flood Control District Budget, and Adoption of the Stadium District Budget are provided on the following four pages. Although each of the resolutions makes reference to the “accompanying schedules” which show the estimates of revenues and expenditures/expenses, the schedules have been withdrawn, since these schedules replicate the information provided in the section labeled *State Reports*. Please refer to the tab labeled *State Reports* for the estimates of revenues and expenditures/expenses.

RESOLUTION NO. 2014 - 57
PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE BUDGET
FISCAL YEAR 2014/2015

WHEREAS, in accordance with the provisions of A.R.S. §42-17101 et seq., the Board of Supervisors did, on May 20, 2014, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenue from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of Pima County, and

WHEREAS, publication has been duly made as required by law, of said estimates together with a notice that the Board will hold a public hearing and special board meeting for the purpose of hearing taxpayers at the designated time and place, and

WHEREAS, in accordance with A.R.S. §42-17104, the Board met on June 17, 2014, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies, and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in A.R.S. §42-17051.

NOW, THEREFORE, BE IT RESOLVED, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced or changed by the same, are hereby adopted as the budget of Pima County for the Fiscal Year 2014/2015.

Passed and adopted this 17th day of June, 2014.

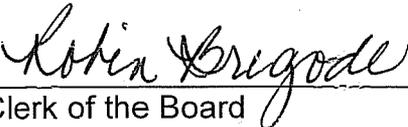
JUN 17 2014



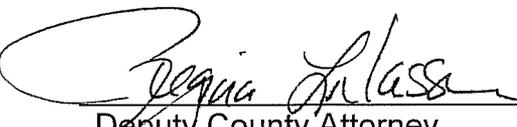
Chair
Pima County Board of Supervisors

ATTEST:

APPROVED AS TO FORM:



Clerk of the Board



Deputy County Attorney
REGINA NASSEN

RESOLUTION NO. 2014 - LD 1

PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE
COUNTY FREE LIBRARY DISTRICT BUDGET FOR
FISCAL YEAR 2014/2015

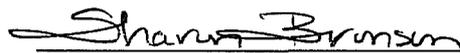
WHEREAS, in accordance with the provisions of A.R.S. §42-17101 et seq. and §48-3903, the Board of Supervisors, sitting as the County Free Library District Board, did, on May 20, 2014, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenue from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the Pima County Free Library District, and

WHEREAS, publication has been duly made as required by law, of said estimates together with a notice that the Board will hold a public hearing and special board meeting for the purpose of hearing taxpayers at the designated time and place, and

WHEREAS, in accordance with said sections of said titles, the Board met on June 17, 2014, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies, and

NOW, THEREFORE, BE IT RESOLVED, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced or changed by the same, are hereby adopted as the budget of the Pima County Free Library District for the Fiscal Year 2014/2015.

Passed and adopted this 17th day of June, 2014.



JUN 17 2014

Chair

Pima County Free Library District Board

ATTEST:

APPROVED AS TO FORM:


Clerk of the Board
Deputy County Attorney
REGINA NASSEN

RESOLUTION NO. 2014 - FC 3

PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE
FLOOD CONTROL DISTRICT BUDGET FOR
FISCAL YEAR 2014/2015

WHEREAS, in accordance with the provisions A.R.S. §42-17101 et seq. and §48-3620, the Board of Supervisors, sitting as the Flood Control District Board, did, on May 20, 2014, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenue from sources other than direct taxation, and the amount to be raised by taxation upon real property of the Pima County Flood Control District, and

WHEREAS, publication has been duly made as required by law, of said estimates together with a notice that the Board will hold a public hearing and special board meeting for the purpose of hearing taxpayers at the designated time and place, and

WHEREAS, in accordance with said sections of said titles, the Board met on June 17, 2014, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies, and

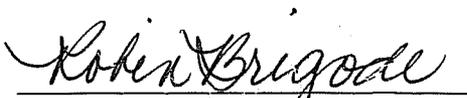
NOW, THEREFORE, BE IT RESOLVED, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced or changed by the same, are hereby adopted as the budget of the Pima County Flood Control District for the Fiscal Year 2014/2015.

Passed and adopted this 17th day of June, 2014.

 JUN 17 2014
Chair
Pima County Flood Control District Board

ATTEST:

APPROVED AS TO FORM:


Clerk of the Board


Deputy County Attorney
REGINA NASSEN

RESOLUTION NO. 2014 - SD 1

PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE
STADIUM DISTRICT BUDGET FOR
FISCAL YEAR 2014/2015

WHEREAS, in accordance with the provisions of A.R.S. §42-17101 et seq. and §48-4232, the Board of Supervisors, sitting as the Stadium District Board, did, on May 20, 2014, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenue from sources other than direct taxation, and

WHEREAS, publication has been duly made as required by law, of said estimates together with a notice that the Board will hold a public hearing and special board meeting for the purpose of hearing taxpayers at the designated time and place, and

WHEREAS, in accordance with said sections of said titles, the Board met on June 17, 2014, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses, and

NOW, THEREFORE, BE IT RESOLVED, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced or changed by the same, are hereby adopted as the budget of the Pima County Stadium District for the Fiscal Year 2014/2015.

Passed and adopted this 17th day of June, 2014.


Chair
Pima County Stadium District Board

JUN 17 2014

ATTEST:

APPROVED AS TO FORM:


Clerk of the Board


Deputy County Attorney
REGINA NASSEN

**RESOLUTION OF THE PIMA COUNTY BOARD
OF SUPERVISORS FOR THE LEVY OF TAXES
FOR FISCAL YEAR 2014/2015**

WHEREAS, in accordance with the provisions of A.R.S. §11-275; A.R.S. §42-17101, et. seq.; and A.R.S. §48-3620 and 3903, the Pima County Board of Supervisors did on May 20, 2014, make an estimate of the different amounts required to meet the public expenditures/ expenses of Pima County, Pima County Flood Control District and Pima County Free Library District for the ensuing fiscal year, and on June 17, 2014, the Pima County Board of Supervisors did adopt the budget of Pima County, Pima County Flood Control District and Pima County Free Library District and the amounts to be raised by taxation upon real and personal property within Pima County for Fiscal Year 2014/2015; and

WHEREAS, pursuant to A.R.S. §42-17104, a meeting was held on June 17, 2014, at which taxpayers were privileged to appear and be heard in favor of or against any of the proposed Pima County expenditures or tax levies; and

WHEREAS, the Pima County Board of Supervisors has received information enabling the Board to determine the amount of taxes and/or special assessments to be imposed on property within the various school districts, municipalities, and special taxing districts in the County for Fiscal Year 2014/2015, by or on behalf of those entities; and

WHEREAS, public notice of the levy of taxes was given as required by law,

NOW, THEREFORE, BE IT RESOLVED, that the following taxes and special assessments are to be levied upon property located in Pima County for payment of taxes for Fiscal Year 2014/2015 for the entities listed:

PIMA COUNTY FISCAL YEAR 2014/15 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
STATE OF ARIZONA:			
State of Arizona Property Tax			
Primary	7,518,481,988	0	0.0000
STATE (EDUCATION) EQUALIZATION ASSISTANCE TAX:			
Primary	7,518,481,988	38,261,555	0.5089
PIMA COUNTY:			
Primary			
General Fund	7,518,481,988	321,633,141	4.2779
Secondary			
County Free Library	7,522,893,581	32,747,156	0.4353
Debt Service	7,579,898,868	53,059,292	0.7000
Fire District Assistance	7,579,898,868	3,577,714	0.0472
Flood Control District	6,767,457,872	20,539,235	0.3035
TOTAL PIMA COUNTY		431,556,538	5.7639
UNORGANIZED SCHOOL DISTRICT TAX:			
Primary	18,329,885	387,182	2.1123
PIMA COMMUNITY COLLEGE:			
Primary	7,518,481,988	100,326,624	1.3344
CENTRAL ARIZONA WATER CONSERVATION DISTRICT:			
Ad Valorem Secondary	7,522,893,581	7,522,894	0.1000
Water Storage Secondary	7,522,893,581	3,009,157	0.0400
Ground Water Replenishment			
Category 1 Member Lands			
Water Usage (rate per acre-foot and usage of 1,466.97 acre-feet)		902,187	615.0000
Membership Dues (rate per lot, with 17,756 lots assessed)		175,252	9.8700
Total Category 1 Member Lands		1,077,439	
Category 2 Member Lands			
Water Usage (rate per acre-foot and no usage)		0	535.0000
CITY OF TUCSON:			
Primary	3,100,675,345		
Primary		13,599,561	0.4386
Involuntary Tort Judgments (Arizona			
Administrative Code Regulation 15-12-202)		1,374,149	0.0443
TOTAL PRIMARY		14,973,710	0.4829
Secondary	3,131,952,246	30,622,420	0.9777
TOTAL CITY OF TUCSON		45,596,130	1.4606
CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT:		466,762	list attached

PIMA COUNTY FISCAL YEAR 2014/15 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
CITY OF SOUTH TUCSON:			
Primary	21,180,048	53,543	0.2528
STREET LIGHTING IMPROVEMENT DISTRICTS:			
Cardinal Estates	605,933	6,643	1.0963
Carriage Hills No. 1	2,079,194	3,821	0.1838
Carriage Hills No. 3	871,219	1,306	0.1499
Desert Steppes	1,463,676	2,294	0.1567
Hermosa Hills Estates	2,251,408	1,968	0.0874
Lakeside No. 1	1,569,125	3,053	0.1946
Littletown	1,430,909	14,560	1.0175
Longview Estates No. 1	1,952,919	4,147	0.2123
Longview Estates No. 2	2,366,149	4,800	0.2029
Manana Grande "B"	1,688,413	3,274	0.1939
Manana Grande "C"	2,105,417	5,347	0.2540
Midvale Park	6,640,526	6,758	0.1018
Mortimore Addition	3,115,650	14,861	0.4770
Oaktree No. 1	703,870	11,309	1.6067
Oaktree No. 2	483,558	8,890	1.8385
Oaktree No. 3	609,982	11,654	1.9105
Orange Grove Valley	1,142,829	3,446	0.3015
Peach Valley	402,952	1,795	0.4455
Peppertree	11,241,482	4,963	0.0441
Rolling Hills	5,208,009	7,862	0.1510
Salida del Sol	501,523	7,286	1.4528
FIRE DISTRICTS:			
Arivaca	4,630,752	115,768	2.5000
Avra Valley	34,816,090		
Operations		1,131,523	3.2500
Bonds		201,933	0.5800
Total Avra Valley		<u>1,333,456</u>	3.8300
Corona de Tucson	44,457,558	1,355,956	3.0500
Drexel Heights	181,008,337		
Operations		5,882,771	3.2500
Bonds		615,428	0.3400
Total Drexel Heights		<u>6,498,199</u>	3.5900
Golder Ranch	603,394,987		
Operations		12,312,322	2.0405
Bonds		844,753	0.1400
Total Golder Ranch		<u>13,157,075</u>	2.1805
Green Valley	335,667,499	7,653,219	2.2800
Hidden Valley	24,211,660	193,693	0.8000
Mescal-J6	3,869,559	47,298	1.2223

PIMA COUNTY FISCAL YEAR 2014/15 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
FIRE DISTRICTS (continued):			
Mt. Lemmon	15,535,923	504,917	3.2500
Mountain Vista	257,335,269	5,018,038	1.9500
Northwest	973,803,888		
Operations		25,400,000	2.6083
Bonds		3,105,123	0.3189
Total Northwest		<u>28,505,123</u>	2.9272
Picture Rocks	34,176,995		
Operations		1,110,752	3.2500
Bonds		230,353	0.6740
Total Picture Rocks		<u>1,341,105</u>	3.9240
Rincon Valley	96,585,175		
Operations		2,602,064	2.6941
Bonds		576,394	0.5968
Total Rincon Valley		<u>3,178,458</u>	3.2909
Sabino Vista	28,531,163	357,010	1.2513
Sonoita-Elgin	5,375,386	112,883	2.1000
Tanque Verde Valley	11,149,666	222,965	1.9997
Three Points	29,427,295		
Operations		956,387	3.2500
Bonds		441,410	1.5000
Total Three Points		<u>1,397,797</u>	4.7500
Tucson Country Club Estates	17,811,883	152,862	0.8582
Why	986,020	32,045	3.2500
HEALTH DISTRICTS:			
Ajo-Lukeville Health District	14,726,992	110,452	0.7500
TUCSON UNIFIED SCHOOL DISTRICT NO 1:			
Primary	3,001,654,186		
Maintenance & Operation		180,948,719	6.0283
Unrestricted Capital		22,977,663	0.7655
Adjacent Ways		249,137	0.0083
TOTAL PRIMARY		<u>204,175,519</u>	6.8021
Secondary	3,028,698,794		
Class B Bond Interest and Redemption		21,421,987	0.7073
TOTAL SECONDARY		<u>21,421,987</u>	0.7073

PIMA COUNTY FISCAL YEAR 2014/15 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
MARANA UNIFIED SCHOOL DISTRICT NO 6:			
Primary	710,742,511		
Maintenance & Operation		30,212,243	4.2508
Adjacent Ways		700,081	0.0985
TOTAL PRIMARY		30,912,324	4.3493
Secondary	716,727,241		
Class A Bond Interest and Redemption		3,413,772	0.4763
Class B Bond Interest and Redemption		3,916,198	0.5464
Override Maintenance & Operation		6,140,919	0.8568
TOTAL SECONDARY		13,470,889	1.8795
FLOWING WELLS UNIFIED SCHOOL DISTRICT NO. 8:			
Primary	186,861,550		
Maintenance & Operation		8,252,740	4.4165
TOTAL PRIMARY		8,252,740	4.4165
Secondary	188,539,024		
Class B Bond Interest and Redemption		1,669,136	0.8853
Override Maintenance & Operation		2,473,066	1.3117
TOTAL SECONDARY		4,142,202	2.1970
AMPHITHEATER UNIFIED SCHOOL DISTRICT NO. 10:			
Primary	1,376,502,037		
Maintenance & Operation		59,817,273	4.3456
Adjacent Ways		300,077	0.0218
TOTAL PRIMARY		60,117,350	4.3674
Secondary	1,388,632,126		
Class B Bond Interest and Redemption		13,054,531	0.9401
Override Maintenance & Operation		6,900,113	0.4969
TOTAL SECONDARY		19,954,644	1.4370
SUNNYSIDE UNIFIED SCHOOL DISTRICT NO. 12:			
Primary	407,058,151		
Maintenance & Operation		14,069,965	3.4565
TOTAL PRIMARY		14,069,965	3.4565
Secondary	411,215,844		
Class A Bond Interest and Redemption		6,008,275	1.4611
Class B Bond Interest and Redemption		4,600,683	1.1188
TOTAL SECONDARY		10,608,958	2.5799

PIMA COUNTY FISCAL YEAR 2014/15 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
TANQUE VERDE UNIFIED SCHOOL DISTRICT NO. 13:			
Primary	168,680,927		
Maintenance & Operation		6,493,204	3.8494
Unrestricted Capital		72,870	0.0432
TOTAL PRIMARY		6,566,074	3.8926
Secondary	169,220,355		
Class B Bond Interest and Redemption		930,712	0.5500
Override Maintenance & Operation		998,908	0.5903
TOTAL SECONDARY		1,929,620	1.1403
AJO UNIFIED SCHOOL DISTRICT NO. 15:			
Primary	19,274,239		
Maintenance & Operation		933,875	4.8452
TOTAL PRIMARY		933,875	4.8452
Secondary	19,423,050	0	0.0000
CATALINA FOOTHILLS UNIFIED SCHOOL DISTRICT NO. 16:			
Primary	555,678,226		
Maintenance & Operation		17,377,725	3.1273
TOTAL PRIMARY		17,377,725	3.1273
Secondary	558,433,356		
Class B Bond Interest and Redemption		3,740,945	0.6699
Override Maintenance & Operation		2,339,277	0.4189
Override Election K-3		739,366	0.1324
Override Capital Outlay		1,999,750	0.3581
TOTAL SECONDARY		8,819,338	1.5793
VAIL UNIFIED SCHOOL DISTRICT NO. 20:			
Primary	417,720,711		
Maintenance & Operation		18,707,204	4.4784
Unrestricted Capital		708,454	0.1696
Adjacent Ways		948,644	0.2271
TOTAL PRIMARY		20,364,302	4.8751
Secondary	420,342,209		
Class B Bond Interest and Redemption		4,532,130	1.0782
Override Maintenance & Operation		5,660,749	1.3467
TOTAL SECONDARY		10,192,879	2.4249

PIMA COUNTY FISCAL YEAR 2014/15 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
SAHUARITA UNIFIED SCHOOL DISTRICT NO. 30:			
Primary	310,070,522		
Maintenance & Operation		12,537,081	4.0433
Adjacent Ways		792,230	0.2555
TOTAL PRIMARY		13,329,311	4.2988
Secondary	311,158,214		
Class B Bond Interest and Redemption		4,661,772	1.4982
Override Maintenance & Operation		3,640,862	1.1701
Override Capital Outlay		1,000,062	0.3214
TOTAL SECONDARY		9,302,696	2.9897
SAN FERNANDO ELEMENTARY SCHOOL DISTRICT NO. 35:			
Primary	1,287,681		
Maintenance & Operation		49,999	3.8829
Unrestricted Capital		25,000	1.9415
TOTAL PRIMARY		74,999	5.8244
Secondary	1,293,428	0	0.0000
EMPIRE ELEMENTARY SCHOOL DISTRICT NO. 37:			
Primary	7,660,522		
Maintenance & Operation		50,000	0.6527
A.R.S. 15-992 B		116,134	1.5160
TOTAL PRIMARY		166,134	2.1687
Secondary	7,713,138	0	0.0000
CONTINENTAL ELEMENTARY SCHOOL DISTRICT NO. 39:			
Primary	304,352,575		
Maintenance & Operation		4,621,289	1.5184
A.R.S. 15-992 B		2,249,470	0.7391
TOTAL PRIMARY		6,870,759	2.2575
Secondary	307,026,750		
Class B Bond Interest and Redemption		665,327	0.2167
Override Maintenance & Operation		431,066	0.1404
TOTAL SECONDARY		1,096,393	0.3571

PIMA COUNTY FISCAL YEAR 2014/15 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
BABOQUIVARI UNIFIED SCHOOL DISTRICT NO. 40:			
Primary	1,045,743		
Maintenance & Operation		0	0.0000
TOTAL PRIMARY		<u>0</u>	<u>0.0000</u>
Secondary	1,045,743	0	0.0000
REDINGTON ELEMENTARY SCHOOL DISTRICT NO. 44:			
Primary	1,405,204		
Maintenance & Operation		67,044	4.7711
TOTAL PRIMARY		<u>67,044</u>	<u>4.7711</u>
Secondary	1,453,488	0	0.0000
ALTAR VALLEY ELEMENTARY SCHOOL DISTRICT NO. 51:			
Primary	30,178,032		
Maintenance & Operation		1,315,068	4.3577
Unrestricted Capital		442,651	1.4668
TOTAL PRIMARY		<u>1,757,719</u>	<u>5.8245</u>
Secondary	30,502,585		
Override Maintenance & Operation		278,672	0.9136
TOTAL SECONDARY		<u>278,672</u>	<u>0.9136</u>
JOINT TECHNICAL EDUCATION DISTRICT			
Secondary	7,213,435,956	3,606,718	0.0500
DOMESTIC WATER IMPROVEMENT DISTRICTS:			
Marana Domestic Water Improvement District			
Secondary	6,569,539	38,000	0.5784
Mt. Lemmon Domestic Water District			
Secondary	13,703,784	362,737	2.6470
IMPROVEMENT DISTRICTS:			
Hayhook Ranch			
Secondary	904,384	45,000	4.9758
GLADDEN FARMS COMMUNITY FACILITIES DISTRICT:			
Secondary	15,723,726		
Maintenance & Operation		47,171	0.3000
Bond Indebtedness		393,093	2.5000
TOTAL SECONDARY		<u>440,264</u>	<u>2.8000</u>

PIMA COUNTY FISCAL YEAR 2014/15 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
GLADDEN FARMS PHASE II COMMUNITY FACILITIES DISTRICT:			
Secondary	61,346		
Maintenance & Operation		184	0.3000
TOTAL SECONDARY		184	0.3000
SAGUARO SPRINGS COMMUNITY FACILITIES DISTRICT			
Secondary	1,687,896		
Maintenance & Operation		5,064	0.3000
TOTAL SECONDARY		5,064	0.3000
VANDERBILT FARMS COMMUNITY FACILITIES DISTRICT:			
Secondary	896,465		
Maintenance & Operation		2,689	0.3000
TOTAL SECONDARY		2,689	0.3000
QUAIL CREEK COMMUNITY FACILITIES DISTRICT:			
Secondary	10,749,352		
Maintenance & Operation		32,248	0.3000
Bond Indebtedness		322,481	3.0000
TOTAL SECONDARY		354,729	3.3000
CORTARO-MARANA IRRIGATION DISTRICT 12,154.50 ACRES			
Maintenance & Operation		838,661	69.0000
FLOWING WELLS IRRIGATION DISTRICT 1,681.77 ACRES			
Maintenance & Operation		32,542	19.3500
SILVERBELL IRRIGATION & DRAINAGE DISTRICT 1,912.15 ACRES			
Maintenance & Operation		5,736	3.0000
MOBILE HOME RELOCATION FUND ASSESSMENT			
Primary	Valuation Unavailable		0.5000
TOTAL		1,191,662,622	

FISCAL YEAR 2014/15 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID # TAX LEVY

PARCEL ID # TAX LEVY

117061740	\$248.47
117061780	296.35
117061900	1,406.23
117061910	1,999.50
117061960	1,713.23
117062000	665.28
117062010	2,679.40
117067090	1,923.90
117067100	1,530.91
117067110	488.57
117067120	115.79
117067130	827.70
117062050	1,339.77
117062060	1,536.83
117062070	2,175.65
117062080	1,339.77
117062090	1,339.77
117062100	3,538.67
117062110	550.50
117062120	1,017.71
117062160	2,058.10
117062170	3,071.90
117062200	2,793.75
117067240	776.04
117067250	129.02
117100600	1,633.72
117100610	910.42
117100620	1,468.73
117100630	1,612.56
117100670	751.34
117100680	264.35
117100710	50.40
117100760	3,208.61
117100780	432.43
117100840	462.80
117100920	388.71
117100950	330.75
117100960	553.46
117100970	237.83

117100990	\$707.62
117101010	1,964.10
117101020	1,463.44
117101210	1,432.25
117101250	524.60
117101260	640.34
117101270	399.17
117101280	831.60
117101290	561.33
117101300	411.52
117101310	365.28
117101320	340.58
117101350	466.39
117101360	403.55
117110160	1,080.20
117110170	13,002.58
117110180	582.82
117110210	2,776.11
117110730	623.07
117110740	908.91
117110750	251.75
117110770	499.65
117110780	516.41
117110790	911.51
117110820	1,343.04
117110830	1,543.51
117110840	2,315.26
117110890	898.76
117110900	3,779.83
117110910	1,118.89
117110920	1,004.73
117120860	1,555.86
11712087B	5,443.92
117121300	153.34
117121310	181.31
117121320	181.31
117121330	174.01
117121340	271.53
117121350	935.43

FISCAL YEAR 2014/15 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID # TAX LEVY

117121360	\$146.16
117121370	90.22
117121380	135.58
117121390	135.58
117121400	90.22
117121410	146.16
117121420	146.16
117121430	105.46
117121440	81.90
117121450	81.90
117121460	122.60
117121470	149.44
117121480	392.37
117121490	146.16
117121500	90.22
117121510	135.58
117121520	135.70
117121530	91.10
117121540	145.91
117121550	146.41
117121560	105.71
117121570	81.90
117121580	81.90
117121590	122.60
117121600	149.44
117121610	146.16
117121620	90.22
117121630	135.58
117121640	135.70
117121650	91.10
117121660	145.91
117121670	146.41
117121680	105.46
117121690	81.90
117121700	81.90
117121710	122.60
117121720	149.44
117121730	138.73
117121740	82.53

PARCEL ID # TAX LEVY

117121750	\$135.58
117121760	135.70
117121770	91.10
117121780	145.91
117121790	146.41
117121800	105.46
117121810	81.90
117121820	81.77
117121830	122.60
117121840	148.55
117121850	297.36
117121860	217.23
117121870	452.47
117121880	208.28
117121910	318.78
117121920	1,001.20
117121890	372.33
117121900	3,540.87
117130250	825.93
117130390	4,686.66
117131740	1,300.20
117131750	548.23
117131760	835.38
117131770	990.37
117132170	169.34
117132180	1,477.99
117132190	370.06
117132200	359.86
117132210	359.86
117132220	370.06
11713223A	647.90
117132250	357.97
117132260	340.77
117132270	6,086.27
117170610	34.65
117170620	33.71
117170630	33.71
117170640	34.65
117170650	26.84

FISCAL YEAR 2014/15 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID # TAX LEVY

117170660	\$26.15
117170670	26.15
117170680	26.15
117170690	26.84
117170700	34.65
117170710	33.64
117170720	33.64
117170730	34.65
117170740	27.28
117170750	39.56
117170760	39.56
117170770	36.35
117170780	43.34
117170790	34.71
117170800	33.83
117170810	33.83
117170820	34.71
117170830	26.96
117170840	26.21
117170850	26.21
117170860	26.21
117170870	26.96
117170880	34.71
117170890	33.77
117170900	33.77
117170910	33.77
117170920	33.77
117170930	34.71
117170940	27.28
117170950	39.56
117170960	39.56
117170970	39.56
117170980	40.13
117170990	34.71
117171000	33.83
117171010	33.83
117171020	34.71
117171030	26.96
117171040	26.21

PARCEL ID # TAX LEVY

117171050	\$26.21
117171060	26.21
117171070	26.96
117171080	34.71
117171090	33.77
117171100	33.77
117171110	33.77
117171120	33.77
117171130	34.71
117171140	289.93
117171150	122.35
117171160	375.73
117171170	351.29
117171180	294.09
117171190	294.09
117171200	100.04
117171210	146.03
11706089C	2,630.58
11706166B	4,721.94
11706168A	2,971.73
11706168B	119.95
11706168C	523.53
11706175D	15,151.14
11706177A	565.18
11706177B	986.84
11706179A	1,919.87
11706183B	5,818.90
11706187D	2,812.97
11706193B	575.32
11706193C	1,709.96
11706194A	538.78
11706195A	2,297.75
11706197A	1,261.46
11706218A	1,406.42
11706219D	2,923.28
11706219F	853.40
11710065A	1,036.80
11710066A	930.64
11710069A	243.69

FISCAL YEAR 2014/15 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID # TAX LEVY

PARCEL ID # TAX LEVY

11710069B	\$323.44
11710075B	1,472.82
11710077A	1,380.09
11710079A	1,128.59
11710081D	950.99
11710082A	1,013.17
11710083A	535.50
11710089A	10,796.87
11710094A	294.21
11710098A	370.69
11710100A	920.56
11710133A	747.25
11711020A	1,385.00
11711076A	992.26
11711076B	2,098.79
11711080A	25,289.60
11711080C	2,954.28
11711085A	2,915.47
11711096C	11,796.75
11711096D	8,810.54
11711096E	5,567.72
117110980	1,425.38
117110990	640.08
117111000	1,642.61
117111010	1,195.75
11711102A	1,268.76
117111040	1,443.27
117111050	1,525.87
117111060	331.57
117120030	95.45
11712006A	900.15
11712007A	3,628.82
117120080	3,933.87
117120130	613.43
117120140	874.76
117120150	255.78
11712017A	2,383.05
11712019A	571.85
117120200	2,882.83

117120210	\$3,082.98
117120220	799.41
117120280	774.27
117120290	785.61
117120300	480.06
117120310	2,254.53
11712033A	1,571.29
117120360	672.84
11712037A	1,948.32
117120470	1,616.08
11712048A	236.63
117120490	215.08
11712087C	10,550.35
11712098A	18,313.32
11712099A	3,059.04
11712103C	21,981.51
117121240	495.18
117121250	474.08
117121260	482.83
117121270	243.87
117121280	493.29
117121290	1,113.59
117130260	193.29
11713027A	630.66
117130290	1,310.41
117130300	239.40
117130310	239.40
117130360	1,348.52
11713037A	1,193.48
117130400	2,470.75
117130410	1,885.22
117130420	1,066.66
117130430	1,550.94
117131560	4,037.13
11713157A	2,814.73
11713158A	952.94
117131590	1,280.92
117131600	3,493.21
117131610	693.00

FISCAL YEAR 2014/15 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

<u>PARCEL ID #</u>	<u>TAX LEVY</u>	<u>PARCEL ID #</u>	<u>TAX LEVY</u>
117131620	\$1,051.10	117160050	\$1,222.46
117131630	116.42	11716007B	5,685.03
117131640	781.20	117160100	1,752.54
117131650	31.50	117160110	1,994.09
117131660	982.81	117160130	3,014.44
117131670	982.81	117160330	908.21
117131680	408.97	117160360	945.01
117131720	3,001.59	117160370	1,159.21
117131780	756.00	117170010	2,461.55
117131790	435.46	117170020	926.11
117131800	340.58	117170060	555.66
11713182A	3,082.48	11717007B	502.87
117131830	1,224.10	11717008B	1,160.84
11714072A	1,028.04	117170090	1,748.26
11714077A	1,876.84	117170110	2,062.57
11714081A	1,443.02	117170120	2,731.88
117140860	2,724.13	117170170	3,041.09
117140870	1,772.07	11717020A	2,875.46
117150010	2,502.12	117170340	473.51
117150030	881.19	117170380	965.86
117150040	982.81	117170400	421.22
117150050	1,973.04	11717044B	1,811.57
117160030	3,088.02	11720024A	4,099.50
		Total Levy	\$466,762.28

Passed and adopted this 18th day of August, 2014.



Chair
Pima County Board of Supervisors

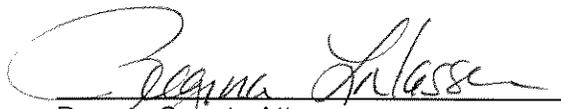
AUG 18 2014

ATTEST:



Clerk of the Board

APPROVED AS TO FORM:



Deputy County Attorney
REGINA NASSEN

BUDGET ISSUES

This section of the Fiscal Year 2014/2015 Adopted Budget for Pima County identifies the predominant budget issues faced by the Pima County Board of Supervisors, during the formulation and adoption of this fiscal year's budget. The issues are delineated in the County Administrator's memorandum, *Transmittal of Recommended Fiscal Year 2014/15 Budget*, dated April 28, 2014; his May 20, 2014 memorandum, *Tentative Budget Adoption: Fiscal Year 2014/15*; and his June 17, 2014 memorandum, *Fiscal Year 2014/15 Final Budget Adoption*. (The memoranda are located on pages 4-4, 4-39, and 4-47, respectively.) The tax rates included in the June 17th memorandum are not the final rates; Schedule B in the State Reports section contains the adopted County Tax Rates approved for the fiscal year 2014/2015.

Issues Synopsis

During the development of the fiscal year 2014/15 budget, the following issues were recognized:

- Continued Decrease in Net Assessed Values – The Primary Net Assessed Value of the County for fiscal year 2014/15 decreased \$40 million or 0.54 percent from the current year. The value of existing property actually decreased by more than 2.57 percent, but was partially offset by an increase of 2.09 percent as a result of new construction added to the tax base. Because the tax base has decreased for fiscal year 2014/15, use of the current tax rate results in a primary levy amount that is \$1,490,326 less than the Fiscal Year 2013/14 levy. The County's Secondary Net Assessed Values showed similar declines.
- Maintenance of Effort Budget - The County Administrator's base recommended budget that was submitted to the Board of Supervisors for Fiscal Year 2014/15 was primarily a "maintenance of effort" budget. It did not expand or add service programs. The budget did sustain all of Pima County's existing service priorities and programs. Because of the ongoing reduction in the value of the County's property tax base, there were insufficient dollars to fund these existing essential services. In order to address this shortfall the County Administrator's Recommended Budget proposed a 27.87 cent increase in the primary property tax rate.
- Decision Packages Added to Adopted Budget - The proposed tentative adopted budget included nine decision packages representing an additional \$24,152,622 of potential increases that did not fall within the budget policies or prior directives of the Board of Supervisors and were not included in the adjustments made to develop the recommended base revenues, operating transfers and expenditures. Several of the departmental supplemental requests for funding were included in this total adjustment to the proposed tentative adopted budget. The Board of Supervisors approved the inclusion of all nine decision packages in the fiscal year 2014/15 adopted budget with the provision that all packages undergo a final review and approval by the Board prior to making the final allocations to the individual impacted departments during the fiscal year.
- Property Taxes - The fiscal year 2014/15 Adopted Budget relies on a \$0.6114 increase in the primary property rate for General Government over the fiscal year 2013/14 tax rate. The Library District secondary property tax rate increases by \$0.0600. Debt Service's secondary tax rate decreases by \$0.0800 and the Regional Flood Control District secondary property tax rate increases by \$0.0400. The total property tax rate for Pima County increased from \$5.0853 to \$5.7167 per \$100 of assessed valuation, a net increase of \$0.6314.

- Combined Property Tax Levy - Pima County's fiscal year 2014/15 combined property tax rate increased by 63.14 cents per \$100 assessed value over the prior fiscal year. The County will levy \$428 million in primary and secondary property taxes in fiscal year 2014/15. This is the first time that the combined levy has increased since fiscal year 2010/11 when it totaled \$418 million. The current year's levy is \$10 million or 2 percent more than the amount levied in fiscal year 2010/11.
- State-Shared Revenues – State shared sales tax revenue is projected to increase by \$7.3 million in fiscal year 2014/15. This increase reflects a gradual recovery in the local economy.
- University of Arizona Medical Center – South Campus - In fiscal year 2010/11, the County entered into a two year agreement with the Arizona Board of Regents (ABOR) on behalf of the University of Arizona College of Medicine for funding of what is now designated the University of Arizona Medical Center – South Campus. In May 2012 the Board of Supervisors approved a second two year contract with ABOR with an annual base funding of \$15,000,000. In May 2014, the Board of Supervisors approved a third two year contract with ABOR with an annual amount of \$15,000,000 effective July 1, 2014.
- Rainy Day Funds - Having a budgeted reserve has given the County a favorable bond rating which has produced substantial savings from lower interest payments on County bonds. The reserve has also enabled the County to minimize the negative fiscal impacts of a variety of unforeseen events over which the County has had little or no control. Based on revenues and transfers-in for fiscal year 2014/15, \$17,474,480 is needed to reserve 3.4 percent of General Fund revenues.
- General Fund Fiscal Year 2013/14 Ending Fund Balance – The projected General Fund available ending fund balance for fiscal year 2013/14 is \$32,474,480. This is an increase of \$9,674,437 over the budgeted General Fund Reserve of \$22,800,043. This increase is from numerous offsetting increases and decreases in actual expenditures, revenues and operating transfers from the Adopted Budget. The primary factor contributing to the increase is a beginning General Fund balance that was greater than was anticipated at the time the fiscal year 2013/14 Budget was adopted. Numerous General Fund revenues from State, Federal, and County sources were greater than estimated. In addition, several General Fund expenditures, through a variety of management initiatives, were reduced below their budgeted amounts.
- Employee Benefits Costs - Over the years, Pima County has continued to change and upgrade its benefits package for employees. Not only has the County expanded its benefits package, but the cost to provide these benefits has steadily increased. The actual cost to the County for employee benefits in fiscal year 2003/04 totaled \$65 million. The adopted budgeted benefit cost in fiscal year 2014/15 totals nearly \$134 million which is more than double the fiscal year 2003/04 amount. A significant portion of this increase is the result of increases in the cost of employee medical insurance, retirement contributions and the impact of employee salary adjustments on benefit costs. Fiscal year 2014/15 aggregate benefits increased in excess of \$5 million over fiscal year 2013/14. This increase in benefits costs will be absorbed by the County despite its shrinking tax base and increasing costs within other areas of the County's budget.
- Employee Medical Insurance Benefits - Prior to fiscal year 2013/14, the County purchased medical insurance from an independent provider. Over the five years prior to fiscal year 2013/14 the County's employee medical insurance premium increased by an average of 15 to 20 percent yearly. In order to control the rate of increase of employee medical insurance costs, the County moved to a self-insured medical plan run by a third party administrator

starting in fiscal year 2013/14. Under this new model, fiscal year 2013/14 insurance costs increased by less than 7% from the fiscal year 2012/13 cost. Medical insurance costs will increase by only 5% in fiscal year 2014/15.

- Employee Compensation – The fiscal year 2014/15 Adopted Budget includes a general compensation increase of 50 cents per hour to all eligible employees effective September 7, 2014 as part of the nine decision packages approved at the time of final budget adoption. All departments were required to adjust their final budgets to absorb the overall cost of this increase.
- Combined Adopted Budget - Overall County budgeted expenditures of \$1,188,464,252 are 6.2 percent less than fiscal year 2013/14 budgeted expenditures and 20 percent less than seven years ago.

Since the economic recession began more than seven years ago, a series of across-the-board reductions in departmental budgets have been implemented. The cumulative reduction in departmental budgets during this time has been approximately 11.5 percent except for the Sheriff's Office which has been reduced by 2.5 percent. Collectively over the subsequent years, these actions have reduced General Fund expenditures substantially.

The following County Administrator's memoranda details and discusses these issues at length.



MEMORANDUM

Date: April 28, 2014

To: The Honorable Chairman and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator

A handwritten signature in black ink, appearing to be "C.H. Huckelberry", is written over the typed name and title.

Re: **Transmittal of Recommended Fiscal Year 2014/15 Budget**

Introduction

This memorandum is to transmit the Recommended Fiscal Year 2014/15 Budget for Pima County. These recommendations are made based on information available in mid-April 2014. It is possible that additional relevant information will become available for the Board as it deliberates on the budget prior to final adoption.

Significant events in the Budget adoption and tax levy process are scheduled as follows:

May 20, 2014	Budget Hearing
May 20, 2014	Tentative Budget Adoption (Sets Budget Ceiling)
June 17, 2014	Final Budget Adoption
August 18, 2014	Tax Levy Adoption (Date Set by State Statute)

Following this budget memorandum are:

- Budget schedules showing fund balances, expenditures, revenues, transfers and other financing sources.
- A summary of each department's budget including a description of the budget on a line-item account basis.
- Descriptions of all supplemental funding packages requested by each department.

The County's base operating budget for all funds set forth in this recommendation includes projected continuing and new cost shifts, revenue reductions and revenue sharing.

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I. Overview of Recommended Budget

This Recommended Budget is primarily a maintenance of effort budget. It does not expand or add service programs. It does sustain all of Pima County's existing service priorities and programs including law enforcement, healthcare and economic development.

Like all governments in Arizona, Pima County has necessarily adjusted to reduced revenues and increased service demands during this economic recession. More than six years ago, at the beginning of the current recession, Pima County began taking actions in response to declining resources and an increasingly uncertain operating environment. Numerous initiatives were developed and implemented to address redundancy and waste. Internal services were centralized to increase efficiency and reduce cost. The workforce was reduced, primarily through natural attrition. Priorities were re-evaluated and items of discretionary spending, such as travel, have been nearly eliminated. Departmental budgets have been incrementally reduced over time pursuant to a managed, thoughtful process.

The cumulative effect of these departmental budget reductions has been substantial. General Fund supported departments have been reduced 11.5 percent, except the Sheriff's Office which was reduced only 2.5 percent. In addition to these reductions, departments have not received additional resources to address inflationary increases to operational costs or the steady decline of federal and state special and grant revenues that have historically supplemented their core services. The result over time is that departments have been unable to reinvest in the programmatic infrastructure to support their functions. Consequently, further across-the-board budget reductions are not recommended. In order to maintain current service levels, additional General Fund revenues are required.

The current primary property tax rate of \$3.6665 is recommended to be increased 27.87 cents. Because of the on-going reduction in the value of the County's property tax base, the primary levy has been reduced more than \$22 million over five years. The recommended increase in the primary rate will produce \$20,232,663 more in revenue than the current year's levy, but \$77.2 million less than the Constitutional Levy Limit which is indexed for inflation. The additional revenues from the increased rate are recommended to maintain current service levels by increasing revenues to match existing base General Fund expenditures.

In addition, nine decision packages have been recommended for consideration by the Board of Supervisors for potential additional funding. Primarily they reflect the need to make substantial adjustments to a variety of County service areas that have absorbed numerous across-the-board budget reductions and received little or no supplemental funding during the last six years since the Recession began.

It is recommended that the combined secondary property tax rates be increased by a net 2 cents. The Library District and Flood Control District rates are recommended to increase by 6 cents and 4 cents respectively to address increases in operational costs during the last five years of declining revenues. The Debt Service rate is recommended to be decreased by 8 cents to partially offset a necessary increase in the primary property tax rate.

Combined with the recommended increase of 27.87 cents in the primary rate, the combined recommended County property tax rate is \$5.3840 or 29.87 cents more than the current year. The combined County property tax levy is \$403,337,564 or \$20,395,101 more than the current year. In addition, the nine decision packages recommended for consideration by the Board of Supervisors would, if approved in their entirety, add 33.27 cents to the combined County property tax rate and \$25,013,330 to the combined levy.

The recommended combined total County Budget for Fiscal Year 2014/15 is \$1,173,705,438 which is a \$93,194,179 or 7.36 percent decrease from the current year's Adopted Budget.

II. Summary of Key Budget Issues

- The projected General Fund available ending balance for Fiscal Year 2012/13 is \$32,474,480, an increase of \$9,674,437 over the budgeted General Fund Reserve of \$22,800,043.
- It is recommended that the non-recurring Fiscal Year 2012/13 ending balance be allocated for the following purposes:
 - \$15,000,000 to fund the contract payment to the Arizona Board of Regents on behalf of the University of Arizona Medical Center – South Campus.
 - \$17,474,480 as the General Fund Reserve for Fiscal Year 2014/15 which is 3.6 percent of General Fund revenues.
- Assuming continuation of the current primary property tax rate of 3.6665, General Fund base revenues and transfers-in for Fiscal Year 2014/15 are projected to be \$485,426,480 which is \$5,889,144 or 1.2 percent less than the current year.
- Excluding primary property taxes, General Government revenues from all other sources are projected to increase \$14,935,463 or 10.3 percent.
- The value of the net primary property tax base is projected to decrease 0.54 percent which will result in a decrease in the primary levy of \$1,490,326 at the current rate.

- Total primary property tax revenues from all sources are projected to decrease \$4,156,237.
- General Fund base expenditures and transfers-out for Fiscal Year 2014/15 are projected to be \$505,659,143 which is \$29,713,094 or 5.5 percent less than the current year's.
- General Fund base expenditures exceed base revenues by \$20,232,663.
- It is recommended that the primary property tax rate be increased by 27.87 cents to a total rate of \$3.9452 to fund the deficit in General Fund base revenues to base expenditures.
- Nine Decision Packages have been recommended for consideration by the Board of Supervisors of which eight would increase the primary property tax levy and rate above those of the Recommended Budget:
 - Sheriff: \$2,581,407 to address numerous deficiencies in the Sheriff's Office.
 - Indigent Defense: \$1,800,000 to adjust the budget for contract indigent defense attorneys to reflect the historical trend of actual expenditures for this service.
 - Stadium District: \$2,177,931 to afford base General Fund support to the District until the Stadium is paid off in Fiscal Year 2017/18.
 - Information Technology: \$6,073,113 to fund one-time capital and ongoing maintenance costs necessary to keep the existing system functioning adequately and reliably as it experiences rapid increases in utilization.
 - Facilities Maintenance: \$1,273,874 to fund utilities and maintenance for the newly constructed Public Service Center for one-half year and the newly acquired Apache Park Warehouse for a full year.
 - Wildcat Dump Enforcement: \$245,515 to fund continuation of this enforcement program to mitigate the safety and environmental hazards of illegal dumping which has previously been funded by the Solid Waste Special Revenue Fund.
 - Road Repair: \$5,000,000 to continue for a third year a General Fund subsidy to supplement special revenues received and dedicated to road construction and maintenance.
 - Employee Compensation: \$6,044,876 countywide including a \$4,140,360 cost to the General Fund, all of which is recommended to be absorbed by departments, to award all eligible employees a cost of living increase of 2 percent or \$750, whichever is greater.

- The recommended budget for the Library District is \$37,772,853, a \$2,467,853 increase from the current year, and the tax rate is recommended to increase 6 cents to \$0.4353.
- The recommended budget for Debt Service is \$114,953,822, a \$9,089,649 decrease from the current year, and the tax rate is recommended to decrease 8 cents to \$0.7000.
- The recommended operating budget for the Regional Flood Control District is \$17,096,728, an increase of \$4,472,700 from the current year, and the tax rate is recommended to increase 4 cents to \$0.3035.
- The combined, total recommended County property tax rate is \$5.3840, a 29.87 cent increase from the current year and the resulting combined County levy is \$403,337,564, a \$20,395,101 increase from the current year.
- If approved in their entirety, the nine decision packages recommended for consideration by the Board of Supervisors would add 33.27 cents to the combined County property tax rate and \$25,013,330 to the combined County levy.
- The combined, total Recommended County Budget for Fiscal Year 2014/15 is \$1,173,705,438 which is \$93,194,179 or 7.36 percent less than the current year.

III. General Fund Ending Fund Balance: Fiscal Year 2013/14

A. Positive Ending Fund Balance

The projected General Fund available ending balance for Fiscal Year 2013/14 is \$32,474,480. This is the projected increase of \$9,674,437 over the budgeted General Fund Reserve of \$22,800,043. This ending balance represents 6.6 percent of projected revenues for Fiscal Year 2013/14 compared to the target ending fund balance of 4.6 percent.

This net increase of \$9,674,437 results from numerous offsetting increases and decreases in actual expenditures, revenues, and operating transfers from the Adopted Budget. The primary factor contributing to the increase is a beginning General Fund balance that was over \$12.6 million greater than was anticipated at the time the Fiscal Year 2013/14 Budget was adopted. Numerous General Fund revenues from State and County sources at the end of last fiscal year were greater than estimated including State Shared Sales Taxes and property tax collections. Partially offsetting these increases were significant overspending in the Sheriff's Office, Indigent Criminal Defense and Natural Resources, Parks and Recreation totaling over \$8.1 million.

B. Recommended Uses of General Fund Ending Balance

Set forth below are my recommendations for use of the \$32,474,480 of non-recurring, one-time resources projected as the available ending balance of the General Fund on June 30, 2014.

1. University of Arizona Medical Center – South Campus

Pima County has had a commitment to the health and welfare of the residents of our community for over 100 years. The County has strengthened that commitment over the last 35 years with the development and expansion of what is now the Kino Campus, of which the hospital and medical center are key components.

Significant transformation has occurred since the operation of the hospital was leased to University Physicians, Inc. (UPI), the predecessor to what is now known as the University of Arizona Medical Center – South Campus (UAMC – SC). In June 2004, UPI, as the new licensed provider at the hospital, assumed responsibility for a hospital with approximately 50 Level 1 acute psychiatric inpatients, less than 10 medical/surgical patients and a closed intensive care unit (ICU). The hospital had discontinued its base hospital status in the countywide emergency medical system. The lack of staffed operational ICU beds, combined with the loss of base hospital status, resulted in reduced utilization of the emergency department for critical care services by the community. At that time, operating losses of more than \$30 million per year were expected for the foreseeable future.

Over the past several years, the partnership between Pima County and the University of Arizona has allowed the hospital to align incentives and expand opportunities within the academic medical system through restructuring and expansion of clinical programs and other operations.

Beginning in Fiscal Year 2010/11 the County entered into a two year agreement with the Arizona Board of Regents on behalf of the University of Arizona College of Medicine for funding of UAMC-SC. In May 2012, a second two year contract was approved, providing for annual base funding at \$15,000,000 in consideration for a variety of services being provided at the South Campus complex that will benefit the County and health of its residents. A third two year contract effective July 1, 2014 has been negotiated and approved by the University of Arizona Health Network and will come before the Board of Supervisors for final approval before the end of the current fiscal year.

To ensure the optimal utilization of taxpayer's dollars, financial and clinical indicators are reviewed regularly to examine actual progress against benchmarks

for UAMC-SC as detailed in the agreement. A summary of key indicators is provided below.

From Fiscal Year 2004/05 through Fiscal Year 2012/13:

- Adjusted Patient Days has increased 119 percent.
- Average Daily Census has increased 75 percent.
- Emergency Department Visits have increased 38 percent.
- Physician Clinic Visits have increased 233 percent.
- Surgical Procedures have increased 406 percent.
- The number of residents in training at UAMC-SC has grown 547 percent in program placement.
- Since Fiscal Year 2004/05, \$208.1 million in new federal funds for the UAHN hospital system has been generated using County monies for local match initiatives such as Graduate Medical Education (GME), Disproportionate Share Hospital (DSH) and Safety Net Care Pool (SNCP).
- Overall profitability has improved as a result of these new federal funds, secured through local match, which total \$85.1 million since 2008.

At this point in time, the year-to-date average daily census is 6.65 percent higher in Fiscal Year 2013/14 than for the same time period in Fiscal Year 2012/13, showing a continuation of these trends.

I recommend that the \$15,000,000 of funding currently provided for in the County's agreement with the Arizona Board of Regents be continued for Fiscal Year 2014/15.

2. General Fund Reserve

In Fiscal Year 1996/97 the General Fund Reserve was budgeted at zero. Since that time the Board of Supervisors has taken a variety of significant actions to stabilize the finances and enhance the fiscal integrity of the County. This has enabled the Reserve Fund to be steadily restored.

The Government Finance Officers Association recommends, as a minimum benchmark, that 5 percent of operating revenues be set aside as fund balance. For the past seven years the Board of Supervisors has been able to achieve or exceed a 5 percent reserve within the adopted Budget.

The budgeted reserve has contributed to an enhanced bond rating being assigned to the County which has saved approximately \$2,000,000 annually in reduced interest payments on County bond projects. The reserve has also enabled the County to sustain the negative fiscal impacts of a variety of unforeseen events over which the County has had little or no control.

The persistently weak economy has put the County in an increasingly uncertain operating environment. The primary tax base began contracting in Fiscal Year 2010/11 and declined 7.04 percent in Fiscal Year 2011/12, 2.84 percent in Fiscal Year 2012/13, 6.38 percent in Fiscal Year 2013/14 and another 0.54 percent next fiscal year. It is anticipated that the real estate market and construction industry in the County will take several more years to fully recover. In addition, actions of the State and Federal Governments that financially impact the County have become increasingly erratic and unpredictable while trending toward increased shifting of problems to local government. Consequently, maintaining the Reserve Fund balance at an adequate level has become an important goal.

After the appropriation recommended above to fund the County's agreement regarding University of Arizona Medical Center – South Campus, the amount remaining of the projected Fiscal Year 2013/14 General Fund ending balance is \$17,474,480, or 3.6 percent of General Fund base operating revenues which I recommend be allocated to the General Fund Reserve. While this is less than the County's preferred benchmark of 5 percent, the current cumulative needs of the General Fund, after weathering seven years of economic recession, necessitate drawing upon our reserve in a limited amount.

C. Summary of Recommended Uses of General Fund Ending Balance

Table 1 below summarizes the recommendations discussed in Section III(B) above for allocation of the non-recurring, one-time resources projected as the Fiscal Year 2013/14 available ending fund balance of \$32,474,480.

Table 1
Recommended Allocation of Fiscal Year 2013/14
General Fund Ending Balance

<u>Recommendation</u>	<u>Amount</u>
U of A Medical Center – South Campus	\$15,000,000
General Fund Reserve	17,474,480
TOTAL	\$32,474,480

IV. General Fund Base Budget: Fiscal Year 2014/15

A. General Fund Base Budget Revenues

Assuming continuation of the current primary property tax rate of \$3.6665, projected Fiscal Year 2014/15 base budget revenues and operating transfers to the General Fund total \$485,426,480. This is a \$5,889,144 or 1.2 percent decrease from the current years' budgeted revenues and operating transfers to the General Fund. The projected net decrease in Fiscal Year 2014/15 base revenues is the result of a one-time transfer in Fiscal Year 2013/14 of \$18,500,000 into the General Fund of the monies remaining in the Pima Health System Enterprise Fund after its dissolution.

Below is a brief discussion of each category of projected General Fund base revenues:

1. General Government Revenues Other Than Property Taxes

Excluding primary property tax revenues, projected Fiscal Year 2014/15 base budget General Government revenues from all other sources is \$160,441,467, which is a \$14,935,463 or 10.3 percent increase from the current Adopted Budget.

The largest revenue stream in this category, state shared sales tax, is projected to increase by \$7,340,000 or 7.4 percent, to \$106,640,000 reflecting a continued gradual recovery in the local economy. Vehicle License Tax revenue and Licenses and Permit revenue are also projected to show some improvement next year with increases of \$768,000 and \$191,920 respectively.

2. Primary Property Tax Revenues

The Preliminary Primary Net Assessed value for Fiscal Year 2014/15 totals \$7,518,481,988. This is a net \$40,647,109 or 0.54 percent decrease from the current year and \$1,421,165,272 or 15.9 percent less than four years ago in Fiscal Year 2010/11. Next fiscal year the market value of existing property in the County will decrease by 2.57 percent, however, this will be partially offset by an increase of 2.09 percent as a result of new construction added to the tax base. Because the primary tax base will decrease next year, use of the current year's tax rate will result in a levy amount which is less than the current year's.

Assuming the same primary rate as this year of \$3.6665 per \$100 of assessed value, the resulting primary levy is \$275,665,142. This is \$1,490,326 less than the amount levied in this year's Adopted Budget.

In addition to collection of current year property taxes, the County also receives revenue from the payment of delinquent property taxes from prior years and

associated interest and penalties. Together with the projected primary property tax collection next year, assuming continuation of the existing rate of \$3.6665, the total base property tax revenues projected for Fiscal Year 2014/15 are \$281,343,958. This amount is \$4,156,237 or 1.46 percent less than the total primary property tax revenues adopted in this year's Budget.

Because of the reduction in the total property tax revenues, it would be necessary to increase the rate by 5.73 cents to \$3.7238 per \$100 of assessed value in order to hold next year's primary property tax revenues harmless by generating the same revenues for the General Fund as the previous year.

In addition to this hold harmless rate, State Truth in Taxation statutes determine what the County's revenue neutral primary property tax levy is each year. A neutral levy and corresponding tax rate is defined as the previous year's levy plus additions to the tax base from new construction. The County would have to further increase the primary property tax rate in order to reach a neutral levy. Pursuant to statute the County's neutral primary rate is \$3.7633 or 9.68 cents higher than the current year's rate. The resulting neutral primary levy is \$282,943,033 or 2.64 percent greater than the levy produced by the current year's rate.

This statutory benchmark is more restrictive than the County's Levy Limit imposed by the Arizona Constitution which is indexed to reflect a modest annual rate of inflation of 2 percent. The Primary Levy Limit imposed by the Arizona Constitution allows the County's primary rate to be increased to \$4.9720 or \$1.3055 higher than the current year's rate. The resulting constitutionally capped levy is \$373,818,925, which is \$98,153,783 or 35.61 percent greater than the levy produced by the current rate.

3. Departmental Revenues

Base budget General Fund revenues from departments and operating transfers-in for Fiscal Year 2014/15 are projected to be \$43,641,055. This is a \$16,668,370 net decrease from the current year's Budget.

During the last several years, the County moved away from a direct healthcare delivery model via its Pima Health System. As part of that transition and to meet any pending claims or other costs, the equity in the system was retained in a special Pima Health System Transition Fund. At the beginning of Fiscal Year 2013/14 the County had met its obligations under the transition and was no longer required to maintain this special fund. During Fiscal Year 2013/14 the remaining equity of \$18,500,000 within the Pima Health System Transition Fund was transferred to the General Fund as one-time revenues and are not available in Fiscal Year 2014/15.

Excluding the impact of reversing the one-time equity transfer from the Pima Health System Transition Fund, net remaining departmental revenues increase by \$1,831,630. This slight increase continues to reflect the impacts of the recession on local economic activity and the corresponding stagnant utilization of County services for fees. Departmental revenues and operating transfers-in have decreased by a total of \$33,614,858 over the last seven years when the economic recession began.

B. General Fund Base Budget Expenditures

The amount required to fund General Fund supported base budgets for both departmental expenditures and transfers-out is \$505,659,143, which is \$29,713,094 or 5.5 percent less than the current year's base budget. This base expenditure amount represents adopted departmental budgets adjusted for new or amended federal and state mandated expenditures, recurring supplemental requests, annualized as appropriate, that were adopted in the current year's budget, impacts to base pursuant to Board adopted budget policies and prior directives, and decreases for one-time expenditures in the current year.

Since the economic recession began more than six years ago, a series of across-the-board reductions in departmental budgets have been implemented. The cumulative reduction in departmental budgets during this time has been approximately 11.5 percent, except the Sheriff's Office which has been reduced by 2.5 percent. Even after the mandated and inflationary cost increases experienced by the County over the last six years, General Fund base expenditures are currently less than they were in Fiscal Year 2008/09.

Significant components within recommended base budget expenditures include:

- \$267,631,802 or 52 percent of General Fund expenditures for Justice and Law Enforcement functions.
- \$65,502,534 for mandated payments to fund state programs for indigent acute, long-term, and mental health.
- \$12,237,734 for adult and juvenile detention health care.
- \$90,955,430 for General Fund employee benefits including medical, dental and life insurance and contributions to the four separate state retirement systems in which various employee groups and officials participate.
- \$744,994 in the Board of Supervisors' Contingency Fund, the same amount appropriated in the current year's Budget.

- \$4,209,926 for allocation to Outside Agencies, an increase of \$22,746 from the current year's Budget.

Significant additions to General Fund base expenditures for Fiscal Year 2014/15 include:

- \$5,330,708 to fund the cost of the 2014 Primary and General Elections.
- \$4,297,808 to fund the one-time capital and ongoing maintenance costs to complete implementation next fiscal year of the Automated Data Processing System (ADP) to provide the County with a reliable, accurate and efficient means to process payroll and benefits and enhance time management capabilities.
- \$2,349,300 net increase in the cost of employee benefits, including a \$1,170,293 increase in mandated contributions to various retirement systems including \$834,992 of the total increase on behalf of those employees in the Public Safety Retirement System.
- \$2,253,419 to annualize the ongoing cost of the cumulative 3 percent across-the-board employee compensation increases awarded by the Board of Supervisors this fiscal year.
- \$631,160 to fund increases to the General Fund support to Health Services and Pima Animal Care approved by the Board of Supervisors.
- \$583,743 to fund the increased cost of procuring correctional health services via contract.

V. Recommended Adjustment to General Fund Base Revenues

As discussed in Section IV above, the projected base revenues of \$485,426,480 are \$20,232,663 less than are required to fund projected base expenditures of \$505,659,143.

Also discussed in Section IV above are the various factors that have contributed to this imbalance between General Fund base revenues and expenditures. Projected revenues are a net \$5,889,144 less than the current year. As described above, costs have increased for a variety of reasons. These include increases in mandated payments such as retirement contributions, increased employee costs for insurance and annualization of previously awarded cost of living adjustments, increased costs of obtaining services such as correctional healthcare, increased costs incurred during an election year and increased costs required to maintain adequate central services infrastructure.

During the past six years the County has managed through the challenges of the severe economic downturn that has adversely affected all levels of government. The cumulative annual loss of primary property tax revenues to the General Fund has been \$22,058,448 in the last five years as itemized in Table 2 below.

Table 2
Year to Year Reduction in Primary Property Tax Levy
From Fiscal Year 2009/10 to Fiscal Year 2014/15 Base Levy

<u>Fiscal Year</u>	<u>Primary Property Tax Rate</u>	<u>Primary Property Tax Levy</u>	<u>Change in Primary Levy from Prior Year</u>	<u>Cumulative Reduction in Primary Property Tax Levy</u>
2009/10	3.3133	\$297,723,590		
2010/11	3.3133	\$296,197,333	(\$1,526,257)	(\$1,526,257)
2011/12	3.4178	\$284,023,289	(\$12,174,044)	(\$13,700,301)
2012/13	3.4178	\$275,951,044	(\$8,072,245)	(\$21,772,546)
2013/14	3.6665	\$277,155,468	\$1,204,424	(\$20,568,122)
2014/15	3.6665	\$275,665,142	(\$1,490,326)	(\$22,058,448)

Corresponding to these reductions in revenue, the Board of Supervisors implemented a series of across-the-board reductions in departmental budgets. The cumulative reduction to departments during this period was approximately 11.5 percent, except the Sheriff's Office which was reduced 2.5 percent. As a result, General Fund base expenditures are less today than they were six years ago. The workforce, countywide, has been reduced by 1,138 positions, or 13.6 percent since Fiscal Year 2007/08 as itemized in Table 3 below.

Table 3
Pima County Total Budgeted Full Time Equivalent Positions
Fiscal Year 2007/08 Adopted through Fiscal Year 2014/15 Recommended Budgets

<u>Fiscal Year</u>	<u>Budgeted Full Time Equivalent (FTEs)</u>	<u>Change in Budgeted FTEs</u>	<u>Cumulative Change in Budgeted FTEs</u>
2007/08	8,396		
2008/09	8,113	(283)	(283)
2009/10	7,838	(275)	(558)
2010/11	7,753	(85)	(643)
2011/12	7,361	(392)	(1,035)
2012/13	7,314	(47)	(1,082)
2013/14	7,329	15	(1,067)
2014/15	7,258	(71)	(1,138)

As a result of these sustained reductions, General Fund departments have had no resources available to address increased service demands during the recession, reinvest and keep current their programmatic infrastructure for the provision of services, or fund inflationary increases in their operational costs. A substantial majority of services provided by the General Fund are required by law, including Justice and Law Enforcement which accounts for 52 percent of General Fund expenditures. Consequently, very little discretion has existed to discontinue programs or lines of service. In addition to reduced General Fund resources, many departments, particularly in the area of law enforcement, have experienced a steady reduction or elimination of federal and state special revenues and grants that have historically supplemented their core missions.

Therefore, I am not recommending that any further across-the-board reductions be implemented next year. In order to sustain the high quality and level of services the County is providing to our community it will be necessary to increase General Fund base revenues in Fiscal Year 2014/15.

The General Fund base primary property tax levy, using the Fiscal Year 2013/14 rate of \$3.6665 per \$100 of assessed value, is \$275,665,142. Table 4 below sets forth the range of primary levy benchmarks, and corresponding rates, that are applicable under state law to Pima County in Fiscal Year 2014/15.

Table 4
Primary Property Tax Benchmarks for Fiscal Year 2014/15

<u>Benchmark</u>	<u>Levy</u>	<u>Difference</u>	<u>Rate</u>	<u>Difference</u>
Fiscal Year 2014/15 Base Levy	\$275,665,142	\$ N/A	\$3.6665	\$ N/A
Levy for Same Primary Tax Revenue as FY 2013/14	279,973,232	4,308,090	3.7238	0.0573
Truth in Taxation Neutral Levy	282,943,033	7,277,891	3.7633	0.0968
Constitutional Levy Limit (Indexed for Inflation)	373,818,925	98,153,783	4.9720	1.3055

For the reasons discussed above, I recommend that the \$20,232,663 shortfall in revenues required to fund Fiscal Year 2014/15 General Fund Base Expenditures be funded from an increase in the primary property tax rate of 27.87 cents to \$3.9452.

VI. Additional Revenue Adjustments Recommended for Consideration by the Board of Supervisors

There are numerous potential increases to General Fund expenditures that did not fall within the budget policies or prior directives of the Board of Supervisors and, therefore, were not included in the adjustments that were made to develop the recommended General Fund Base Budget. Set forth below are decision packages containing the adjustments I recommend that the Board consider. Each package indicates the increase, if approved by the Board, that would be added to the primary property tax levy and rate that I have recommended in Section V above to fund the General Fund Base Budget.

A. Certificates of Participation

Pima County is nearing completion of the construction of the Public Service Center at 240 North Stone Avenue. This building was originally designed as a joint courts complex to house both the Pima County Justice Courts and the City of Tucson Municipal Courts. The City of Tucson was originally going to occupy 54 percent of the space. In 2013, the City of Tucson withdrew from the project causing the County to have to redesign the building to accommodate other uses. This change cost the County \$12,520,000 in additional design and construction costs. Additionally, now that the County will occupy 100 percent of the building, the cost associated with completing construction falls entirely to the County. In order to complete construction, Pima County borrowed \$52,160,000 through the issuance of Certificates of Participation in February 2014, with debt service for Fiscal Year 2014/15 set at \$5,000,782. The annual debt service including principal and interest for the Certificates is an expense within the Debt Service Fund. Because the Certificates cannot be repaid using the secondary property tax levy for debt service, the building was used as collateral for the debt and the repayment must be funded by the General Fund through an operating transfer to the Debt Service Fund.

The total cost of this transfer is \$5,000,782 and, if approved, will increase the primary property tax rate by 6.89 cents. This expenditure is a legal obligation of the County and must be paid whether additional General Fund revenues are approved or not. In order to stabilize the debt service and the corresponding property tax rates, however, I am recommending that the secondary property tax rate that supports debt service be reduced by 8 cents. The recommended Debt Service budget is further discussed in Section VIII(A)(2) below.

B. Sheriff

This package addresses four of the five supplemental funding requests made by the Sheriff's Office. Approval would add \$270,000 to the overall operating expenses of the Office to address inflation and growth of the inmate population, add three corrections officers to adequately staff inmate transfers when the new justice court

opens, provide continuing funding for six positions that have previously been funded by grants that have now expired and \$1,768,800 for upgrades and replacements to components of the Information Technology infrastructure in the Office, including 150 new Mobile Data computers.

The total cost of this package is \$2,581,407 and, if approved, will increase the primary property tax rate by 3.55 cents.

C. Indigent Criminal Defense

The County is constitutionally and statutorily required to provide legal representation to persons accused of a crime and determined by the courts to be indigent. For many years these mandated services have been provided by the offices of the Pima County Public Defender and Legal Defender and, in instances of conflict or excessive caseloads, by use of contract attorneys. During the last six years the cost of indigent defense contract attorneys, which serves as the "escape valve" for increased demand for these services, has significantly exceeded budget. Numerous factors have contributed to this increased demand, but the single most costly increase in demand has occurred in Juvenile Court proceedings relating to dependencies as a result of substantially more cases being processed by the state office of Child Protective Services. The State of Arizona has experienced a similar dramatic increase in the number and cost of such cases.

Approval of this package would adjust the budget for indigent defense contract attorneys to the actual amount that has been and will be expended by the County. The cost of this package is \$1,800,000 and, if approved, will increase the primary property tax rate by 2.48 cents.

D. Stadium District

The history and financial status of the Stadium District is discussed in Section VII(A)(4) below. The District has received support from the General Fund every year since Major League Baseball terminated use of its facilities for Spring Training and will continue to require such support at least until the debt incurred to build the Stadium is fully retired in Fiscal Year 2017/18.

The cost to add this support to General Fund Base Expenditures is \$2,177,931 and, if approved, would increase the primary property tax rate by 3.00 cents.

E. Information Technology

Like all entities, public and private, the County has been challenged to convert nearly all of its business practices to incorporate and remain current with available information technology. This conversion not only offers enhanced efficiency, capability and quality of service, but the expectations of the public require it.

The County has made significant capital investments in Information Technology infrastructure over the last ten years. The County has not, however, because of the Recession made significant adjustments to the ongoing base budget of this function to cover the cost to maintain the system, accommodate continuous increases in utilization and remain current. This package will make that adjustment and cover the actual cost of keeping the County's Information Technology System functioning adequately. It includes 17 new positions and software contracts and maintenance for existing programs. The package will also fund one-time capital expenditures necessary to support growth in the storage and computing needs of the County, particularly use by the Sheriff's Office to store high definition media as evidence, address security vulnerabilities and allow automation of auditing functions.

The total cost of this package is \$6,073,113 of which \$3,365,400 is for one-time capital expenditures. If approved, the primary property tax would increase 8.37 cents next year and 3.67 cents in future years when the one-time expenditures are reversed.

F. Facilities Maintenance

The new Public Service Center will open and begin serving the public in Fiscal Year 2014/15. In addition, the County has acquired the Apache Park Warehouse in order to reduce the cost of leased warehouse space to accommodate the storage needs of the Sheriff's Office and the Health Department.

This package will fund the cost of utilities and maintenance of the Public Service Center for one-half of the Fiscal Year and the Apache Park Warehouse for the entire Fiscal Year. Funding includes two new trades maintenance specialist positions.

The cost of this package is \$1,273,874 and, if approved, would increase the primary property tax rate by 1.75 cents.

G. Wildcat Dump Enforcement

Historically the County's Wildcat Dump Enforcement program has been paid for by the Solid Waste Special Revenue Fund. The County has now transitioned out of the landfill business and revenues do not exist to continue funding the program from the Special Revenue Fund. Continued funding of the program to mitigate the safety and environmental hazards created by illegal dumping will require General Fund support.

The cost of this package, which will maintain the existing program, is \$245,515 and, if approved, will increase the primary property tax rate by 0.34 cents.

H. Road Repair

For the last two fiscal years the Board of Supervisors has taken the unprecedented action of appropriating General Fund dollars to supplement special revenues received by the County that are restricted to construction and maintenance of County roads. This was done in recognition of both the substantial need to preserve and rehabilitate existing County roads and the continual decline, for numerous reasons, of special revenues available to do so.

Continuation of this appropriation in the current year's amount will cost \$5,000,000 and, if approved, increase the primary property tax rate by 6.89 cents. Programing of roads to be repaired would be subject to Board of Supervisors approval during Fiscal Year 2014/15.

I. Employee Compensation

This package addresses inflationary cost increases borne by our employees. In order to remain competitive in the workforce market, I recommend that the Board of Supervisors consider awarding across-the-board increases to all eligible employees of 2 percent but no less than \$750. This will result in 2,265 of the County's total 6,047 employees whose annual salary is approximately \$37,500 or less receiving an increase of \$750 per year or 36.05 cents per hour. The remaining employees will receive an increase of 2 percent of their current compensation.

If approved, I recommend that the increase become effective with pay period that begins on September 7, 2014. Countywide the cost of this adjustment is \$6,044,876 of which the cost to the General Fund is \$4,140,360. I recommend that both General Fund and non-general fund departments absorb the cost of this adjustment. Therefore, if approved, the primary property tax levy and rate would not increase.

VII. Summary of Recommended and Potential Increases to General Fund Revenues

Table 5 below summarizes the increases in the primary property tax levy recommended and recommended for consideration by the Board of Supervisors in Sections V and VI above.

Table 5
Recommended and Potential Increases to General Fund Revenues

<u>Recommended Budget</u>	<u>Revenue Increase</u>	<u>Additional Levy to Fund Revenue Increase</u>	<u>Total Cumulative Levy</u>	<u>Rate Increase</u>	<u>Total Cumulative Primary Rate</u>
Fiscal Year 2014/15 Base Levy	N/A	N/A	\$275,665,142	N/A	\$3.6665
Base Revenue Deficit Adjustment	\$20,232,663	\$20,953,679	296,618,821	\$0.2787	3.9452
<u>Decision Packages</u>					
Certificates of Participation	5,000,782	5,178,991	301,797,812	0.0689	4.0141
Sheriff	2,581,407	2,673,399	304,471,211	0.0355	4.0496
Indigent Defense	1,800,000	1,864,145	306,335,356	0.0248	4.0744
Stadium District	2,177,931	2,255,544	308,590,900	0.0300	4.1044
Information Technology	6,073,113	6,289,536	314,880,436	0.0837	4.1881
Facilities Management	1,273,874	1,319,270	316,199,706	0.0175	4.2056
Wildcat Dump Enforcement	245,515	254,264	316,453,970	0.0034	4.2090
Road Repair	5,000,000	5,178,181	321,632,151	0.0689	4.2779
Employee Compensation	0	0	321,632,151	0.0000	4.2779
TOTAL	\$44,385,285	\$45,967,009	\$321,632,151	\$0.6114	\$4.2779

VIII. The Overall Budget

A. Special Districts and Debt Service

1. County Library District

The Library District is funded by a dedicated secondary property tax and serves the entire County. In Fiscal Year 2014/15 the Pima County Public Library will operate a Main Library, twenty-six branches, a bookmobile, and online services including a dynamic web portal, Infoline, Ask a Librarian, online homework help, employment and career help, full-text magazine and journal articles and downloadable e-books, audiobooks, video and music.

The Library provides numerous community services, including homework help for students of all ages, tax preparation assistance, computer instruction, and special

assistance for entrepreneurs, job seekers and the unemployed. The Library has a collection of 1.3 million catalogued items, which will be borrowed over 7 million times in the course of a year. The Library provides 667 computers for public use, welcomes almost 6 million visitors through its doors each year, and nearly half of all Pima County residents hold Pima County Public Library cards. The Library offers an increasing number of digital items to its patrons including e-books and audiobooks as well as downloadable video. Community groups use library meeting facilities to hold meetings of civic and educational interest, and as gathering places where people interact, share information and engage in creating content through 21st Century Skills.

Partnerships initiated by the Library provide educational opportunities, contribute to economic development and increase the quality of life for everyone in Pima County. Partners such as Pima Community College Adult Education, Literacy Connects and Make Way for Books allow for increased literacy services such as GED preparation and English Language Acquisition classes. Collaboration with the Metropolitan Education Commission allows the Library to provide information about financial aid and career exploration to high school students. The Library also partners with Pima County One-Stop, the Arizona State Library Archives and Public Records, and the Arizona Department of Economic Security to provide job help classes and skills training for the unemployed. Additionally, Pima County Public Library is a founding partner and steering committee member of the Tucson Festival of Books.

Since 2012 the Pima County Public Library has partnered with the Pima County Health Department to place public health nurses in libraries. This unique and award winning intervention serves patrons with significant social and behavioral health challenges, ensures that public health services are readily available, and creates safer and more welcoming environments for customers. Currently, there are 16 Public Health Nurses at 18 branch libraries, including five DES Application Assistants. The Library Nurse project has been recognized in Library Journal Online and Public Libraries Magazine as well as Nurse.com Magazine.

The County Library District's secondary property tax base continues to decrease. The District's Secondary Net Assessed Value declined 9.6 percent in Fiscal Year 2011/12, 3.9 percent in Fiscal Year 2012/13, and 6.47 percent in Fiscal Year 2013/14. The tax base is projected to further decline 0.57 percent in Fiscal Year 2014/15.

The Fiscal Year 2014/15 recommended budget for operating costs, grants and operating transfers-out is \$37,772,853 which is a \$2,467,853 increase from the Fiscal Year 2013/14 budgeted amount of \$35,305,000. The recommended budget will fund increased operating expenses for personnel, Information Technology, Facilities Management, Finance and other internal service charges and maintenance costs at expanded libraries.

In order to correct an imbalance of Fiscal Year 2013/14 secondary tax levy revenues and operating expenses, 24 positions were eliminated from the Library District Budget beginning July 1, 2013. They consisted of 8 Library Manager positions and 16 Library Assistants, Clerks, Pages and Drivers. This has placed a significant strain on library operations resulting in reduced availability of programs and services. Outreach services to home bound, senior centers and assisted living communities have been reduced or eliminated altogether. Frequent disruptions to Bookmobile and daily delivery between branch libraries have occurred. Additionally, increased costs for books, ebooks, online research databases and other materials resulted in a 10 percent reduction the number of items purchased in Fiscal Year 2013/14. This has translated into longer wait lists for popular books, DVDs and other items and a service model that is not sustainable.

The recommended Library District property tax rate for Fiscal Year 2014/15 is \$0.4353 per \$100 of assessed value which is an increase of \$0.0600 over the Fiscal Year 2013/14 rate of \$0.3753. The increased property tax rate is necessary to fund the recommended budget because the Library District fund balance has been reduced substantially. This is the result of a multi-year plan to reduce the Library District fund balance by deliberately under budgeting tax revenue. The recommended tax rate is projected to provide \$32,666,797 in revenues that will be supplemented by a projected \$1,815,000 from fines, interest, grants and miscellaneous revenue and \$4,351,646 from the Library District fund balance in order to meet the recommended overall budget of \$37,772,853. This recommended budget will reduce the Library District fund balance to less than \$200,000 or less than one percent of the annual budget.

2. Debt Service Fund

The total Recommended Fiscal Year 2014/15 Debt Service Fund budget is \$114,953,822, a \$9,089,649 decrease from the current fiscal year. The Debt Service Fund includes payments on the County's General Obligation debt, the Street and Highway Revenue Bond debt, and Certificates of Participation debt, all of which are long-term debt.

- **General Obligation Debt Service**

The County's General Obligation Debt Service is funded with a secondary property tax levy. The recommended General Obligation debt service of \$53,124,650, a decrease of \$6,300,434 from Fiscal Year 2013/14, will fund existing debt service as well as debt service on a proposed \$18,681,000 bond sale expected to occur in the spring of 2015.

As originally planned when the 1997 Bond Program began, the debt service on new bond sales supported by the secondary tax levy is being offset by on-

going reductions in debt service for existing outstanding bonds. As the 1997 bonds are being retired, 2004 bonds and 2006 bonds are being sold, incurring new debt. The County manages the issuance of its debt to provide funding as needed to maintain the on-going capital improvement program. The County generally issues debt on an annual basis for General Obligation Bonds in order to time the issuance of debt to minimize the outstanding balances and manage the level of debt service to avoid significant spikes in payments in any year.

The County has several major capital improvement projects next fiscal year, including the completion of the regional public safety communications system (PCWIN); flood control, erosion control, and linear park along the Santa Cruz River; and various park improvement projects.

As discussed in Section VI(A) above, the County was required to issue additional Certificates of Participation (COPs) this year to complete the Public Service Center. The debt service for these COPs must be paid for out of the General Fund. In order to provide for the debt service for that debt in the primary property tax levy rather than in the debt service tax levy, I recommend that the General Obligation Debt Service tax rate decrease 8 cents from \$0.7800 per \$100 of assessed value to \$0.7000 for Fiscal Year 2014/15.

- Street and Highway Revenue Debt Service

The 1997 Transportation Bond authorization provides for the sale of Street and Highway Revenue bonds with the debt service being repaid from the Highway User Fund (HURF) revenues the Transportation Department receives from the State of Arizona. The recommended Street and Highway Revenue Bond debt service for Fiscal Year 2014/15 of \$18,883,769 will fund existing debt service.

- Certificates of Participation Debt Service

The Certificates of Participation (COPs) debt service of \$42,945,403, a decrease of \$4,275,621 from Fiscal Year 2013/14, includes the COPs issued in prior years for the acquisition or construction of County facilities such as the Public Service Center, the Bank of America building, the Fleet Services facility, and sewer projects, as well as debt service on a proposed \$60,000,000 sale in Fiscal Year 2014/15 to fund additional sewer projects that will be repaid with sewer revenues. Certificates of Participation debt service is paid from funds other than the General Obligation debt service tax levy.

3. Regional Flood Control District

For the first time in five years the value of the Regional Flood Control District's secondary property tax base is forecast to increase slightly. The District's Secondary Net Assessed Value declined 4.0 percent in Fiscal Year 2010/11, 10.1 percent in Fiscal Year 2011/12, 4.65 percent in Fiscal Year 2012/13 and 5.98 percent in Fiscal Year 2013/14. The Flood Control tax base is projected to increase 0.59 percent in Fiscal Year 2014/15. The District has responded to past declines by closely monitoring and controlling costs and by reducing the amount of funding transferred to its Capital Improvement Program in order to maintain a consistent property tax rate.

The recommended operating budget for the various components of the Regional Flood Control District is \$17,096,728, which is \$4,472,700 more than the current fiscal year budget reflecting increased costs of operations, engineering services, repairs and maintenance to new and existing flood control facilities. This amount also includes \$125,962 of grant related expenditures.

The overall Regional Flood Control District Fund's recommended budget also includes \$3,000,000 of revenue, \$1,050,000 of expenditures and a \$950,000 reimbursement to the Regional Flood Control District operating fund for previous real property purchases related to the newly established Canoa Ranch In-Lieu Special Revenue Fund. This fund will be used to design, construct and maintain ecosystem restoration within the Canoa Ranch In-Lieu Fund project site.

Also recommended are operating transfers-out of \$10,423,724 including \$10,095,839 to the Capital Projects Fund, \$189,602 to the Stadium District for operating and maintenance costs of the Kino Environmental Restoration Project, \$30,000 funding for the County's Native Plants Nursery, \$58,068 of Flood Control Grants match and \$50,068 to the Debt Service Fund for the department's share of debt service on Certificates of Participation issued in 2010. This is an increase of \$3,732,898 in operating transfers from the current fiscal year.

Flood Control Capital Projects funds are used to acquire, construct, expand and improve flood control facilities within the County including bank stabilization, channels, drainage ways, dikes, levees, and other flood control improvements. This includes funding to provide federal and state mandated floodplain management services and to continue the Board approved Riparian Protection Program as a component of the Sonoran Desert Conservation Plan, and to procure flood prone land contiguous to existing watersheds within the County. These land acquisitions serve the dual purpose of protecting existing riparian habitat corridors and preventing future flood damages.

The Regional Flood Control District secondary tax rate has been as high as \$0.3746 per \$100 of assessed value in Fiscal Years 2005/06 and 2006/07 and

as low as \$0.2635 per \$100 of assessed value today. I recommend that the Regional Flood Control District's Fiscal Year 2014/15 tax rate be increased \$0.0400 to \$0.3035 per \$100 of assessed value in order to meet its existing and growing obligations by providing necessary adjustments to increased operational costs that have been deferred during the past five years of the economic recession and resulting contraction of the District's tax base.

4. Stadium District

In 1997 Pima County created the Pima County Stadium District and spent \$38 million to build Kino Veterans Memorial Stadium as a spring training facility for the Chicago White Sox and the Arizona Diamondbacks Major League Baseball teams. In addition, the Stadium and associated clubhouses and practice fields provided facilities for a number of local sports and tournament activities. Stadium District operating and maintenance costs were largely paid with baseball training revenue, which exceeded \$500,000 per team or over \$1 million each spring training season.

In 2000, the Arizona legislature created the Arizona Sports and Tourism Authority, which provided funding to Maricopa County communities to build newer facilities for teams already training in Arizona. In 2008 and 2010, the White Sox and Diamondbacks terminated their agreements with the District and moved to newer, larger facilities in Maricopa County. The departures left the Stadium District without the revenue required to maintain fields and facilities. The Board of Supervisors directed the District to aggressively seek ways to diversify use of and increase revenue from the utilization of Stadium facilities.

Since 2008, the District has taken the following steps to repurpose and diversify the use of the Stadium and to decrease costs and increase revenues:

- Activated the Pima County Sports and Tourism Authority (PCSTA) to potentially attract new major league baseball spring training teams and promote additional sports activities in Pima County. In 2010 PCSTA attracted the Tucson Padres and in 2011 two Korean Major League teams to train and play at Kino Stadium. A third Korean team trained at the Stadium in Fiscal Year 2013/14.
- Updated event fees to fully cover the direct cost and partially offset the indirect cost of each event.
- Terminated the Sports Service concession agreement, which provided revenue from Major League Baseball training but not from other activities.

- Marketed the facilities for increased amateur tournament use during spring training season and for new tournament and training use in non-spring seasons.
- Redesigned the Stadium/Kino Sports Complex website to be an effective and interactive marketing tool, including online reservation, social media, and virtual tour of facilities capabilities.
- Negotiated an advanced marketing agreement with Metropolitan Convention and Visitors Bureau that includes developing additional college sports tournaments.
- Established special economic development rates designed to attract concerts and other one day, high revenue and high economic impact events. Five concerts played in the Stadium in Fiscal Year 2013/14.
- Re-negotiated gem show agreements to add services and increase rental rates including sharing of gem show sales revenue. Gem show revenue to the District increased to \$192,000 in Fiscal 2013/14.
- Transferred operation of Kino Community Center to the YMCA of southern Arizona to reduce costs and expand services. In Fiscal Year 2013/14 Mulcahy YMCA served 1,500 YMCA members from adjacent communities.
- Developed staff expertise to quickly convert Stadium and practice fields to and from non-baseball sporting events, including football, rugby and soccer.
- Collaborated with FC Tucson Soccer to attract Major League Soccer (MLS) teams to train and play friendlies and tournament games on converted fields at Kino Stadium. Eleven MLS teams, a Mexican Professional League team and a ladies MLS team trained and played at Kino in Fiscal Year 2013/14.
- Commissioned a regional sports utilization and facility planning study, which will include recommendations on how to repurpose the Stadium for multi-sport use. The study emphasizes the economic impact of sporting events and is useful for evaluating sports funding proposals.
- Allocated a portion of the White Sox termination payment to repurpose the north complex: Converted all five north fields, added one new field and constructed a 2,900 seat, lighted stadium with associated entry, concession and public facility areas in FY 2013/14. The converted fields and small stadium are marketed for various field sports including soccer, football, lacrosse and rugby.

- Increased South Complex tournament marketability by adding scoreboards, bleacher shade and an additional concession area.
- Implemented an advertising policy with permanent advertising signage and shared revenue to the Stadium District.

The number and diversity of Stadium events continues to grow. Attendance and participation will exceed 250,000 in FY 2013/14.

Funding for the District comes from four main sources: a \$3.50 per contract car rental surcharge; a \$0.50 per day rental tax on recreational vehicle spaces; a 2 percent hotel/motel tax in the unincorporated area of the County; and rental and concession fees from sporting and other events as described above. While fee and rental revenues paid to the District during Fiscal Year 2013/14 continue in a positive direction, the ongoing recession continues to severely impact tourist and recreational activities. This impact resulted in a 23 percent decline in revenue over the past six years from the hotel, car rental and recreational vehicle taxes and these revenues are still insufficient to cover the Stadium's operating, maintenance and debt service costs. In anticipation of this revenue shortfall, a subsidy of up to \$1,500,000 was budgeted within the General Fund in the current year. Based on forecasts for the end of Fiscal Year 2013/14, the full subsidy will be approved for the transfer from the General Fund at the end of this fiscal year.

The District's recommended budget for operating, maintenance and debt service paid to the General Fund is \$8,119,791, a decrease of \$404,728 from Fiscal Year 2013/14. Of this amount, the District will pay \$2,866,694 of debt service relating to the original construction of the Stadium facilities. This debt will be fully repaid in Fiscal Year 2017/18. There is no debt service for this year's North Stadium construction as all these costs were paid from the White Sox termination payment fund.

The recommended decrease in expenditures is primarily the result of less capital expenditures planned in Fiscal Year 2014/15. Revenue and operating transfers into the District of \$6,199,090 and the remaining fund balance will not cover the entire recommended budget amount. Therefore, as discussed in Section VI(D) above, I am recommending consideration of a decision package for the General Fund to continue to subsidize the Stadium District in Fiscal Year 2014/15 by \$2,177,931. As stated in my April 1, 2014 memorandum to the Board of Supervisors, if these additional funds are approved they would become a permanent General Fund allocation for the cost of operating and maintaining the Kino Sports Complex, to be reevaluated after the construction debt service is paid off in Fiscal Year 2017/18.

B. Annual Capital Projects Fund Budget and Capital Improvement Plan Budget

As set forth in Table 6 below, the Fiscal Year 2014/15 recommended Capital Improvement Plan of \$232,433,483 consists of the Capital Projects Fund Budget of \$139,665,480 and the Capital Projects of Regional Wastewater Reclamation of \$84,392,158, Fleet Services of \$6,823,967 and Telecommunications of \$1,551,878. A complete list of projects for the Recommended Capital Improvement Plan is included in the Capital Projects section of this Recommended Budget Book.

Table 6
Recommended Fiscal Year 2014/15 Capital Projects Fund Budget
and Capital Improvement Plan Budget

<u>Capital Improvement Plan</u> <u>Capital Projects Fund</u>	<u>FY 2013/14</u> <u>Bond and Non-</u> <u>Bond Project</u> <u>Budgets</u>	<u>FY 2014/15</u> <u>Bond and Non-</u> <u>Bond Project</u> <u>Budgets</u>	<u>Difference</u>	<u>1997 Bonds</u>	<u>2004/2006</u> <u>Bonds</u>	<u>Non-Bonds</u>
Transportation	\$80,193,296	\$62,056,308	(\$18,136,988)	\$8,096,793	\$ 41,155	\$ 53,918,360
Facilities Management	47,024,037	33,915,787	(13,108,250)	-	220,639	33,695,148
Sheriff's Department	20,583,490	4,561,707	(16,021,783)	-	4,561,707	-
Regional Flood Control District	15,183,791	15,138,247	(45,544)	-	4,872,347	10,265,900
Parks and Recreation	5,204,648	8,867,599	3,662,951	723,926	5,918,524	2,225,149
Open Space	4,748,202	6,304,623	1,556,421	-	5,004,623	1,300,000
Information Technology	3,444,285	4,194,935	750,650	-	-	4,194,935
Community Development	4,401,065	2,621,164	(1,779,901)	-	2,621,164	-
Environmental Quality	955,371	350,000	(605,371)	350,000	-	-
Elections	-	750,000	750,000	-	-	750,000
Office of Sustainability and Conservation	700,546	905,110	204,564	-	905,110	-
Total Capital Projects Fund	\$182,438,731	\$139,665,480	(\$42,773,251)	\$9,170,719	\$24,145,269	\$106,349,492
Wastewater Reclamation Budget	\$113,094,448	\$84,392,158	(\$28,702,290)	-	-	\$84,392,158
Fleet Services Budget	15,108,849	6,823,967	(8,284,882)	-	-	6,823,967
Telecommunications Budget	606,900	1,551,878	944,978	-	-	1,551,878
Total Capital Improvement Plan	\$311,248,928	\$232,433,483	(\$78,815,445)	\$9,170,719	\$24,145,269	\$199,117,495

1. Capital Projects Fund Budget

The recommended \$139,665,480 Capital Projects Fund Budget for Fiscal Year 2014/15 is a decrease of \$42,776,331 from the current year's budget of \$182,441,811.

Of the total Capital Projects Fund, \$9,170,719 is funded through 1997 bonds, \$24,145,269 is funded through 2004/2006 bonds, and the remaining \$106,349,492 is funded through other non-bond sources including Regional Transportation Authority (RTA) Sales Taxes, Impact Fees, Grants, Certificates of Participation, and General Funds.

Included in the budget for Fiscal Year 2014/15 is \$30 million for the completion of the Public Service Center, funded with \$30 million from Certificates of Participation.

The Department of Transportation has budgeted \$62 million for 49 projects. The projects include the Valencia Road: Alvernon Way to Wilmot for \$14.8 million and Valencia Road: Mark Road to Wade for \$11 million. Funding for the Fiscal Year 2014/15 Department of Transportation Capital Program consists of \$17.2 million in RTA funding, \$17 million in Grants, \$8.1 million in HURF Bonds, \$7.2 million in State Revenue, \$5.6 million in Impact Fees, and \$6.9 million from various other funding sources.

Natural Resources, Parks and Recreation has budgeted \$8.9 million for 10 projects including the Northside Community Park for \$4.1 million funded with 2004 General Obligation bonds.

Open Space is budgeted at \$6.3 million for acquisitions which will be funded with \$5 million in 2004 General Obligation Bonds, \$1 million from Special Revenue Funds, and \$300,000 from Grant funds.

2. Regional Wastewater Reclamation Capital Budget

The Fiscal Year 2014/15 recommended capital budget for the Regional Wastewater Reclamation Department (RWRD) is \$84,392,158, a decrease of \$28,702,290 from Fiscal Year 2013/14 which was the final year of the Regional Optimization Master Plan (ROMP) implementation. The Fiscal Year 2014/15 Capital Program is planned to be funded entirely with RWRD Obligations. Four major projects included in the Fiscal Year 2014/15 budget are \$10 million for Minor Rehabilitation Projects; \$8.8 million for the South Rillito West Central Interceptor Rehabilitation Project; \$8 million on the North Rillito Interceptor Rehabilitation Project and \$7 million on the Conveyance Rehabilitation Program.

3. Fleet Services Capital Budget

The Fiscal Year 2014/15 recommended capital budget for Fleet Services is \$6,823,967, a decrease of \$8,284,882 from Fiscal Year 2013/14. The recommended budget includes \$5.2 million for the new Fleet Services Facility that will be funded through Certificates of Participation.

4. Telecommunications Capital Budget

The Fiscal Year 2014/15 recommended capital budget for Telecommunications is \$1,551,878, an increase of \$944,978 from Fiscal Year 2013/14. There are five projects budgeted for less than \$900,000 each that will be paid for using the accumulated fund balance in the Telecommunications Internal Service Fund.

C. Combined Total County Budget

1. Combined County Property Tax Rate and Levy

The combined primary and secondary property taxes levied by the County fund 34.7 percent of the total County Recommended Budget expenditures. These are the only County revenues over which the Board of Supervisors has substantial control. The remainder of the County Budget is supported almost entirely by charges for services and intergovernmental revenues, primarily state revenue sharing and grants.

As discussed in Section V above, it is recommended that the County's primary property tax rate which supports the County's General Fund be increased 27.87 cents to \$3.9452 per \$100 of assessed value. Pursuant to State Truth in Taxation Statutes, the levy produced by this tax rate will be over the neutral levy and a Truth in Taxation hearing will be required to be noticed and held at the same time as the final budget adoption. The County's neutral levy is \$3.7633 per \$100 of assessed value.

The County controls three secondary property tax rates and their associated levies: Library District, Regional Flood Control District and Debt Service. The Library District tax rate will increase by \$0.0600 from the Fiscal Year 2013/14 rate to \$0.4353 per \$100 of assessed value. The property tax rate for the Regional Flood Control District will increase by \$0.0400 from Fiscal Year 2013/14 rate to \$0.3035 per \$100 of assessed value. Offsetting the increase to the primary rate caused by the repayment of the Certificates of Participation issued to complete construction of the Public Service Center, the property tax rate for Debt Service will be reduced by \$0.0800 from the Fiscal Year 2013/14 rate to \$0.7000 and will result in a lower levy. The net of these changes in the secondary property tax rates will produce \$923,457 of additional revenue in Fiscal Year 2014/15.

The result of these recommendations is a combined County property tax rate of \$5.3840 per \$100 of assessed value, a \$0.2987 increase over the Fiscal Year 2013/14 tax rates. The Fiscal Year 2014/15 recommended primary and secondary County tax rates are summarized in Table 7 below.

Table 7
Combined Recommended County Property Tax Rate

	<u>FY 2013/14</u> <u>Adopted Rates</u>	<u>FY 2014/15</u> <u>Recommended Rates</u>	<u>Difference</u>
Primary	\$3.6665	\$3.9452	\$0.2787
Library District	0.3753	0.4353	0.0600
Debt Service	0.7800	0.7000	(0.0800)
Flood Control District	0.2635	0.3035	0.0400
TOTAL	<u>\$5.0853</u>	<u>\$5.3840</u>	<u>\$0.2987</u>

In addition to the Combined Recommended Budget, nine decision packages have been recommended in Section VI above for consideration by the Board of Supervisors. Table 8 below sets forth the increases to the Recommended Primary and Combined County property tax rate if any of these items are approved for funding.

Table 8
Potential Increases to
Combined Recommended Property Tax Rate

	<u>Cumulative</u> <u>Combined Rate</u>	<u>Addition to</u> <u>Primary Rate</u>
<u>Combined Recommended Tax Rate</u>	\$5.3840	N/A
<u>Decision Packages</u>		
Certificates of Participation	\$5.4529	\$0.0689
Sheriff	5.4884	0.0355
Indigent Defense	5.5132	0.0248
Stadium District	5.5432	0.0300
Information Technology	5.6269	0.0837
Facilities Management	5.6444	0.0175
Wildcat Dump Enforcement	5.6478	0.0034
Road Repair	5.7167	0.0689
Employee Compensation	5.7167	0.000
TOTAL	<u>\$5.7167</u>	<u>\$0.3327</u>

For the fifth consecutive year the value of the County's overall property tax base will decrease next fiscal year. Consequently, the rates recommended above will be applied to a primary tax base that is 0.54 percent less than the current year's base and to secondary tax bases that range from a decrease of 0.57 percent to an increase of 0.59 percent. This net reduction in the tax base combined with the net changes in the primary and secondary property tax rates result in the recommended combined County property tax levy increasing by \$20,395,101, or 5.3 percent more than the current year levy as set forth in Table 9 below.

Table 9
Combined Recommended County Property Tax Levy

	<u>FY 2013/14</u> <u>Adopted Levies</u>	<u>FY 2014/15</u> <u>Recommended Levies</u>	<u>Difference</u>
Primary	\$277,155,468	\$296,619,151	\$19,463,683
Library District	28,487,320	32,995,300	4,507,980
Debt Service	59,464,792	53,059,292	(6,405,500)
Flood Control District	17,834,883	20,663,821	2,828,938
TOTAL	\$382,942,463	\$403,337,564	\$20,395,101

Table 10 below sets forth the increases to the Recommended Primary and Combined County property tax levy if any of the nine decision packages are approved for funding.

Table 10
Potential Increases to Combined Recommended Property Tax Levy

	<u>Cumulative Combined</u> <u>Levy</u>	<u>Addition to</u> <u>Primary Levy</u>
<u>Combined Recommended Levy</u>	\$403,337,564	N/A
<u>Decision Packages</u>		
Certificates of Participation	\$408,516,555	\$5,178,991
Sheriff	411,189,954	2,673,399
Indigent Defense	413,054,099	1,864,145
Stadium District	415,309,643	2,255,544
Information Technology	421,599,179	6,289,536
Facilities Management	422,918,449	1,319,270

Wildcat Dump Enforcement	423,172,713	254,264
Road Repair	428,350,894	5,178,181
Employee Compensation	<u>428,350,894</u>	<u>0</u>
TOTAL	\$428,350,894	\$25,013,330

2. Combined County Budget

The combined Recommended County Budget, reflected in the budget schedules and departmental budget summaries following this memorandum, is \$1,173,705,438. This is a \$93,194,179 or a 7.36 percent decrease from the Fiscal Year 2013/14 Adopted Budget of \$1,266,899,617. This total Recommended County Budget amount does not include increases to revenues and expenditures that would occur if the Board of Supervisors approves any of the Decision Packages discussed in Section VI above.

Specific significant decreases in the overall County Budget include:

- \$53,983,992 reduction in costs in the Regional Wastewater Reclamation Department. \$38,958,226 of this decrease is associated with changes in the process for accounting for the cost of retirement of debt principle. An additional reduction of \$29,456,106 represents the reversal of budgeted accounting adjustments for the decommissioning of wastewater facilities in Fiscal Year 2013/14. These decreases are partially offset by higher operational, utility and other costs.
- \$42,776,331 reduction in Capital Projects Fund expenditures as discussed in Section VII(B) above.
- \$9,089,649 decrease in overall County Debt Service Fund costs as discussed in Section VII(A)(2) above.
- \$5,325,563 decrease in the General Fund's budgeted reserve as discussed in Section III(B)(2) above.
- \$5,000,000 reduction in the one-time General Fund supplemental road repair appropriation. Potential continuation of this funding is included as a Board of Supervisors' decision package as discussed in Section V(H) above.
- \$4,991,076 reduction in grant expenditures due to ongoing reductions in federal and state grant funding.

- \$4,450,332 reduction in County Solid Waste Management costs resulting from the transition from a direct services model for providing solid waste services to contracting with a private company.

Partially offsetting these decreases are the following increases:

- \$5,330,708 increase in one-time primary and general election related costs.
- \$4,297,808 to fund the one-time capital and ongoing maintenance costs to complete implementation of the Automated Data Processing System (ADP).
- \$4,472,700 increase in Regional Flood Control District operational expenditures reflecting increased engineering services and repairs and maintenance costs for new and existing flood control facilities as discussed in Section VII(A)(3).
- \$3,278,568 increase in overall net benefits costs in all County Funds.
- \$2,467,853 increase in Pima County Library System costs as discussed in Section VII(A)(1).

CHH/dr



Board of Supervisors Memorandum

May 20, 2014

Tentative Budget Adoption: Fiscal Year 2014/2015

Background

Pursuant to State statute, the Board of Supervisors is required to adopt a tentative budget to establish a maximum ceiling for the County budget. Adoption of the tentative budget serves to set the maximum County expenditure ceiling and establish a maximum tax rate. Prior to final budget adoption on June 17, 2014, the Board may reallocate expenditures and revenues among departments differently than as set forth in the tentative budget and may decrease expenditures, as well as corresponding tax rates.

Status Report

My original recommendations were included in my transmittal of the Recommended Budget to the Board on April 28, 2014. Briefly, those recommendations were:

General Fund

The Recommended Budget proposes General Fund base expenditures of \$513,038,933. These expenditures exceed available General Fund base revenues by \$20,232,663. In order to offset this shortfall, I recommend the primary property tax rate be increased by 27.87 cents from \$3.6665 to \$3.9452.

The Recommended General Fund budget does not include \$24,152,622 of potential increases that do not fall within the budget policies or prior directives of the Board of Supervisors and were not included in the adjustments made to develop the recommended General Fund Base revenues, operating transfers and expenditures. These proposed adjustments and their impacts to the primary property tax rate are included in nine separate decision packages as follows:

- A. Certificates of Participation (COPs): \$5,000,782, Tax Rate Impact (TRI) = 6.89 cents
- B. Sheriff: \$2,581,407, TRI = 3.55 cents
- C. Indigent Criminal Defense: \$1,800,000, TRI = 2.48 cents
- D. Stadium District: \$2,177,931, Tax Rate Impact = 3.00 cents
- E. Information Technology: \$6,073,113, TRI = 8.37 cents
- F. Facilities Management: \$1,273,874, TRI = 1.75 cents
- G. Wildcat Dump Enforcement: \$245,515, TRI = 0.34 cents
- H. Road Repair: \$5,000,000, TRI = 6.89 cents
- I. Employee Compensation: Cost absorbed by departments, TRI = 0.00 cents

By tentatively adopting the budget, the Board of Supervisors will set maximum budgeted revenues, expenditures and the primary property tax rate. In order to assist the Board in determining a ceiling for the Fiscal Year 2014/15 Tentative Adopted Budget, the proposed budget has been updated to reflect the possibility of the Board of Supervisors approving all

nine of the above decision packages. Approval of all nine decision packages would result in the recommended primary property tax increasing by an additional 33.27 cents from \$3.9452 to \$4.2779. This increase in the primary property tax rate will produce \$24,152,622 of additional property tax revenue that will be allocated as shown in Attachment 1. Based on these adjustments, Fiscal Year 2014/15 proposed tentative budgeted General Fund expenditures are \$521,401,927.

Combined County Budget

The Fiscal Year 2014/15 proposed tentative adopted budget includes the impacts of the nine General Fund decision packages. A crosswalk summarizing these changes is included in Attachment 1.

If all decision packages are approved, the combined total County property tax rate is increased 63.14 cents from the Fiscal Year 2013/14 rate. The combined levies produced by this rate will increase by \$45,409,091, or 11.9 percent from the current year.

The combined primary and secondary property taxes levied by the County fund 36 percent of the total County recommended expenditures.

The combined overall County Proposed Tentative Budget for Fiscal Year 2014/15 is \$1,188,464,252; which is \$78,435,365, or 6.19 percent, less than the current year and \$294,250,244, or 19.85 percent, less than seven years ago.

The combined overall County proposed tentative adopted budget is presented to show the maximum budgeted revenues, expenditures and primary property tax rate if all nine General fund decision packages are approved by the Board of Supervisors. The Board may allocate these funds as presented or only approve a portion of them or none of them when adopting the tentative budget.

Prior to final adoption of the budget on June 17, 2014, I will transmit to the Board any other recommended adjustments to the Tentative Budget that may be necessary to incorporate the most recent information available to project this year's General Fund ending fund balance and next year's revenues and costs. I will develop any such recommended adjustments within the tax rates presented within the proposed tentative budget to the Board, which are the tax rates listed in the table below.

Recommended Fiscal Year 2014/15 Budgets and Tax Rates

The table below outlines the budgets and tax rates I propose for Fiscal Year 2014/2015. Should the Board at the time of tentative adoption take action to increase County expenditures beyond those included in the Proposed Tentative Budget, the budget ceiling and/or the tax rate may increase above the amounts listed below.

Fiscal Year 2014/15 Budget	Budget	Tax Rate
Total County Budget	\$1,188,464,252	4.2779
County Free Library District	37,772,853	0.4353
Regional Flood Control District	17,096,728	0.3035
Debt Service	114,953,822	0.7000
Stadium District	5,253,097	-----

According to the State’s Property Tax Oversight Commission, Pima County’s neutral Fiscal Year 2014/15 Primary Levy will be \$282,943,033; the Primary Levy being proposed is \$321,633,141. A neutral levy is defined by State statute as containing no increase that results from any increase in the value of existing property in the County due to market appreciation. Under the proposed tentative primary property tax rate, as presented, the County will be required to issue a Truth in Taxation Notice and hold a Truth in Taxation public hearing. Preliminary calculations based on the proposed tentative budget are contained in Attachment 2. These calculations indicate the proposed average increase in primary property taxes on a hypothetical \$100,000 home is \$51.46. The actual impact on individual properties will vary on a case-by-case basis depending upon adjustments to assessed value during this year’s valuation cycle.

Following the Board’s adoption of the tentative budget, the County is required to publish the tentative budget in a format prescribed by the Arizona Auditor General. The budget, presented in the required format, is included in Attachment 3 to this memorandum.

Recommendation

I recommend the Board of Supervisors tentatively adopt the Fiscal Year 2014/15 budget as presented to the Board in the April 28, 2014 memorandum – Transmittal of Recommended Fiscal Year 2014/2015 Recommended Budget and the updated budget, including the nine proposed General Fund decision packages as described in this memorandum.

Respectfully submitted,



C.H. Huckelberry
 County Administrator

CHH/mjk – May 14, 2014
 Attachments

- c: Martin Willett, Chief Deputy County Administrator
- Hank Atha, Deputy County Administrator for Community and Economic Development
- John Bernal, Deputy County Administrator for Public Works
- Jan Leshner, Deputy County Administrator for Medical & Health Services
- Tom Burke, Director, Finance and Risk Management
- Robert Johnson, Budget Manager, Finance and Risk Management

Attachment 1

**Attachment 1: Crosswalk from County Administrator Recommended Budget to Proposed Tentative
Tentative Adopted Budget**

	Revenue	Rate Increase	Operating Transfer-In	Operating Transfer-Out	Expenditures
Recommended Budget	1,010,660,291	5.3840	178,470,735	182,870,696	1,173,705,438
Proposed Tentative Adopted Budget Adjustments:					
General Fund Adjustments					
<u>Decision Packages</u>					
A. Certificates of Participation	5,000,782	0.0689		5,000,782	0
B. Sheriff	2,581,407	0.0355		0	2,581,407
C. Indigent Defense	1,800,000	0.0248		0	1,800,000
D. Stadium District	2,177,931	0.0300		2,177,931	0
E. Information Technology	6,073,113	0.0837		3,365,400	2,707,713
F. Facilities Management	1,273,874	0.0175		0	1,273,874
G. Wildcat Dump Enforcement	245,515	0.0034		245,515	0
H. Road Repair	5,000,000	0.0689		5,000,000	0
I. Employee Compensation	0	0.0000		0	0
Proposed Tentative Adopted Budget After Applying Decision Packages to the General Fund	1,034,812,913	\$5.7167	178,470,735	198,660,324	1,182,068,432
Adjustments to Other Funds:					
Capital Projects:					
E. Information Technology			3,365,400		1,150,305
H. Road Repair			5,000,000		5,000,000
Debt Service					
A. Certificates of Participation			5,000,782		
Environmental Quality					
G. Wildcat Dump Enforcement			245,515		245,515
Stadium District					
D. Stadium District			2,177,931		
Transportation					
H. Road Repair			5,000,000	5,000,000	
Proposed Tentative Adopted Budget	1,034,812,913	\$5.7167	199,260,363	203,660,324	1,188,464,252

Attachment 2

Attachment 2

THE ADVERTISEMENT MUST BE:

PLACED IN MAIN SECTION ONLY. (CANNOT BE PLACED IN CLASSIFIED OR LEGAL ADVERTISING SECTION.)

ONE-FOURTH PAGE IN SIZE

HAVE A SOLID BLACK BORDER AT LEAST ONE-EIGHTH INCH WIDE

HEADER OR ADVERTISEMENT MUST BE AT LEAST 18 POINT TYPE.

TRUTH IN TAXATION HEARING

NOTICE OF TAX INCREASE

In compliance with A.R.S. § 42-17107, Pima County is notifying its property taxpayers of Pima County's intention to raise its primary property taxes over last year's level. Pima County is proposing an increase in primary property taxes of \$38,690,108 or 13.67%.

For example, the proposed tax increase will cause Pima County's primary property taxes on a \$100,000.00 home to increase from \$376.33 (total taxes that would be owed without the proposed tax increase) to \$427.79 (total proposed taxes including the tax increase).

This proposed increase is exclusive of increased primary property taxes received from new construction. The increase is also exclusive of any changes that may occur from property tax levies for voter approved bonded indebtedness or budget and tax overrides.

All interested citizens are invited to attend the public hearing on the tax increase that is scheduled to be held on Tuesday, June 17, 2014, at 9:00 a.m. or thereafter in the Board of Supervisors Hearing Room, Pima County Administration Building, 130 W. Congress, 1st Floor, Tucson, Arizona. The Board of Supervisors has the option to vote for an actual increase which would be less than the proposed amount stated above.

Publish:

Arizona Daily Star
Sunday, June 1, 2014
Sunday, June 8, 2014

Daily Territorial
Monday, June 2, 2014
Monday, June 9, 2014

Ajo Copper News
Wednesday, June 4, 2014
Wednesday, June 11, 2014

Note: On page three of the memorandum, Tentative Budget Adoption: Fiscal Year 2014/2015, May 20, 2014, makes reference to the publication of the Tentative Budget, "... in a format prescribed by the Arizona Auditor General" and indicates that the format is presented in the attachment. However, these pages, which show the estimates of revenues and expenditures/expenses, have been withdrawn, since they replicate the information provided in the section labeled State Reports. Please refer to the tab labeled State Reports for the estimates of revenues and expenditures/expenses.



Board of Supervisors Memorandum

June 17, 2014

Fiscal Year 2014/15 Final Budget Adoption

Background

The Fiscal Year (FY) 2014/15 Recommended Budget was transmitted to the Board on April 28, 2014. The Tentative Budget was adopted by the Board on May 20, 2014 as originally recommended, with the following adjustments:

1. The Recommended General Fund Budget submitted to the Board on April 28, 2014 proposed General Fund base expenditures of \$513,038,933. The recommended budgeted expenditures as presented exceed the available General Fund base revenues by \$20,232,663. In order to offset this shortfall, the recommended budget proposed an increase in the primary property tax rate of 27.87 cents from \$3.6665 to \$3.9452 per \$100 of Primary Net Assessed Value.

2. The County Administrator's Recommended General Fund budget was adjusted to include \$24,152,622 of potential increases that did not fall within the budget policies or prior directives of the Board of Supervisors and were not included in the adjustments that were made to develop the recommended General Fund Base revenues, operating transfers and expenditures. These proposed adjustments and their impacts to the primary property tax rate are included in nine separate decision packages as follows:

- A. Certificates of Participation (COPs) - \$5,000,782 - Tax Rate Impact = 6.89 cents
- B. Sheriff - \$2,581,407 - Tax Rate Impact = 3.55 cents
- C. Indigent Criminal Defense - \$1,800,000 - Tax Rate Impact = 2.48 cents
- D. Stadium District - \$2,177,931 - Tax Rate Impact = 3.00 cents
- E. Information Technology - \$6,073,113 - Tax Rate Impact = 8.37 cents
- F. Facilities Management - \$1,273,874 - Tax Rate Impact = 1.75 cents
- G. Wildcat Dump Enforcement - \$245,515 - Tax Rate Impact = 0.34 cents
- H. Road Repair - \$5,000,000 - Tax Rate Impact = 6.89 cents
- I. Employee Compensation - Cost absorbed by departments - Tax Rate Impact = 0.00 cents

3. The County Administrator's recommended primary property tax rate of \$3.9452 per \$100 of Primary Net Assessed Value was increased by \$0.3327 per \$100 of Primary Net Assessed Value to \$4.2779 per \$100 Primary Net Assessed Value in the Tentative Adopted Budget. This change increases the County's overall combined property tax rate to \$5.7167 per \$100 of Net Assessed Value.

The Tentative Adopted Budget includes the budgeted revenue, expenditure and operating transfer impacts of all nine proposed decision packages. Any General Fund impacts of any adopted decision packages will be budgeted in the County’s Budget Stabilization Fund within Contingency. As the impacted departments begin to implement any of the approved decision packages, they will be required to provide a detailed spending plan and request prior County Administrator authorization to utilize the funding. The use of all of these funds will be monitored closely by the County’s Finance Staff to assure they are spent only on the purposes approved by the Board.

The net effect of including the impact of the nine proposed decision packages was to add \$14,758,814 to the original total County Recommended Budgeted expenditures of \$1,173,705,438, yielding a Tentative Adopted Budget amount of \$1,188,464,252. Adoption of the Tentative Budget served to set the maximum County expenditure ceiling.

Employee Compensation for FY 2014/15

The Recommended Budget submitted to the Board of Supervisors includes a decision package (Package I) for an across-the-board employee compensation adjustment for all eligible employees of two percent, but not less than \$750. It was also recommended that the cost of this salary adjustment be absorbed by all County departments. Table 1 below shows the budgetary impact of a two percent, across-the-board, minimum \$750 annual increase.

Table 1: Budgetary Impact of Two Percent, Across-the-Board, \$750 Minimum Salary Increase.

Fund	Annual Salaries and Benefits	Partial Year Salaries and Benefits
General Fund	\$5,126,111	\$4,140,360
All Other Funds	2,357,950	1,904,516
Totals	\$7,484,061	\$6,044,876

The County Administrator’s May 19, 2014 memorandum to the Board entitled “Employee Compensation for Fiscal Year 2014/15” also listed a second employee compensation option. This option proposes adjusting the hourly compensation rate for all eligible employees by \$0.50 per hour. In this option, all eligible employees would receive the same increase regardless of their current hourly compensation rate. Table 2 below shows that this option would have approximately the same budgetary impact as the recommended option.

Table 2: Budgetary Impact of a 50-cent Per Hour Salary Increase for Filled Positions Only.

Fund	Annual Salaries and Benefits	Partial Year Salaries and Benefits
General Fund	\$5,257,866	\$4,246,778
All Other Funds	2,535,680	2,048,069
Total	\$7,793,546	\$6,294,847

After Tentative Adoption, Finance Staff embarked on a detailed survey and analysis of all County departments and agencies to determine how likely it is that each department can absorb whatever employee compensation adjustment is awarded by the Board. This analysis is currently ongoing. The responses received to date have shown a range of impacts to departmental budgets. Smaller County departments indicate they will have the most difficulty in absorbing these additional salary and benefit costs, as most of their budgets are personnel related. They will either keep existing vacancies unfilled or not fill new vacancies until they meet the savings required to fund the proposed employee compensation adjustment.

Larger County departments have more flexibility in absorbing the cost of the proposed employee compensation adjustment options. Many of these departments have also proposed not filling vacant positions or reducing overtime and other personnel costs. Others will adjust operating costs. These proposed operating adjustments range from reducing funding available for advertising costs, reducing purchases of materials for libraries, delaying or reducing repairs and maintenance funds, etc.

The proposed options for the employee compensation adjustments for FY 2014/15 represent partial year costs with the increases effective with the pay period beginning September 7, 2014. As the proposed employee compensation adjustments are ongoing costs, all departments, both General Funded and other funds, will need to assume the full annual cost of the increases in FY 2015/16 and beyond.

Southwest Regional Soccer Complex at the Kino Sports Complex

On June 4, 2014, the County Administrator sent a memorandum to the Board of Supervisors regarding the potential purchase of 167 acres of property to expand the soccer complex at the Kino Sports Complex. As indicated in the memorandum, the acquisition of this property is likely the most important sports acquisition made by the County in decades. The owner, Landmark Title Assurance Agency of Arizona, LLC, an Arizona limited liability company under Trust 18344-T (Stardust), is now a willing seller at a selling price of \$8.75 million. The seller is also likely to approve a five-year term acquisition

consisting of a 20 percent down payment of \$1.75 million with the balance of \$7 million dollars payable in five equal annual installments of \$1,661,775.

In order to take advantage of this unique opportunity, the down payment purchase price and any subsequent payments would be made by the County's General Fund. However, the proposed November 2015 bond program will include a land acquisition component for parks facilities in the general area, and the bond project priority criteria approved by the Bond Advisory Committee would make a major regional soccer complex a high priority. If a bond program is successful in November 2015, any balance due for this property acquisition would be an eligible bond expense.

It has become a priority to secure the land and purchase the property that has now been made available to the County by a willing seller. However, in order to continue with this purchase, a funding source must be included in the final adopted FY 2014/15 budget. As the Board, by tentatively adopting the budget, has set the budget ceiling for the maximum expenditures and primary property tax rate, this down payment for this purchase must be budgeted within this ceiling. Given the unique opportunity presented to the County, it is recommended the Board reduce the \$5.0 million Decision Package H: Road Repair by \$1.75 million to \$3.25 million and redirect the \$1.75 million to the down payment for the Stardust Property. If the Board approves this change, the original \$0.0689 per \$100 Primary Net Assessed Value allocated for Road Repair in Decision Package H would be reallocated to \$0.0241 per \$100 Primary Net Assessed Value for the Stardust purchase down payment and \$0.0448 per \$100 Primary Net Assessed Value for Road Repair.

Alternatively, the Board may direct that the funding associated with any of the other proposed decision packages be reallocated to this purchase. Based on Board direction, the final adopted budget will be adjusted accordingly.

Recommendation

Set forth below are the proposed Fiscal Year 2014/15 Final Budget amounts and Tax Rates. These amounts and rates are the same as those resulting from the Board's action at adoption of the Tentative Budget and as recommended in this memorandum and reflected in the attached Arizona Auditor General prescribed schedules.

Fiscal Year 2014/15 Budget	Budget	Tax Rate
Total County Budget	\$1,188,464,252	\$4.2779
County Free Library District	37,772,853	0.4353
Regional Flood Control District	17,096,728	0.3035
Debt Service	114,953,822	0.7000
Stadium District	5,253,097	-----

The Honorable Chair and Members, Pima County Board of Supervisors
Re: **Fiscal Year 2014/15 Final Budget Adoption**
June 17, 2014
Page 5

Respectfully submitted,



C.H. Huckelberry
County Administrator

CHH/mjk – June 11, 2014

Attachment

c: **Martin Willett, Chief Deputy County Administrator**
 Hank Atha, Deputy County Administrator for Community & Economic Development
 John Bernal, Deputy County Administrator for Public Works
 Jan Leshner, Deputy County Administrator for Medical & Health Services
 Tom Burke, Director, Finance and Risk Management
 Robert Johnson, Budget Manager, Finance and Risk Management

Note: The final paragraph of this memorandum, Fiscal Year 2014/15 Final Budget Adoption, June 17, 2014, makes reference to the publication of the Final Budget, “. . . reflected in the attached Arizona Auditor General prescribed schedules” and indicates that the format is presented in the attachment. However, these pages, which show the estimates of revenues and expenditures/expenses, have been withdrawn, since they replicate the information provided in the section labeled State Reports. Please refer to the tab labeled State Reports for the estimates of revenues and expenditures/expenses.

BUDGET OVERVIEW

Financial Structure

Consolidated Overview of the County Budget by Fund

Total County Budget by Source and Use

Revenues & Expenditures for Fiscal Years 2012/2013 Through 2014/2015

Budget in Brief Fiscal Year 2014/2015

Adopted Full Time Equivalent Positions for Fiscal Years 2012/2013 Through 2014/2015

Pima County Capital Improvement Program Overview

FINANCIAL STRUCTURE

Accounting policies: The Pima County accounting policies are guided by the State of Arizona Auditor General through the *Uniform Accounting Manual for Arizona Counties*. The policies conform to generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board (GASB) and provide a consistent basis for presenting financial information of the County.

Fund accounting: The financial transactions of the County are recorded in individual funds, each of which is considered a separate fiscal entity. Each fund is accounted for with a separate set of *self-balancing* accounts that comprise its assets, liabilities, net assets, revenues, and expenditures or expenses, as appropriate.

The various funds and subsidiary ledgers are classified by category and type as follows:

Fund Type	Description	Funding Source
GOVERNMENTAL FUNDS	Governmental funds use the modified accrual basis of accounting, a current financial resource measurement focus. Governmental Funds are comprised of the following:	
General Fund	The General Fund is the County's principal financing vehicle for general government operations and for resources that are not required to be accounted for in another fund.	Funded largely by primary property tax revenue and state shared sales tax revenue.
Special Revenue Funds	Account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes. Special Revenue Funds include the following:	
	<ul style="list-style-type: none"> • <u>Economic Development & Tourism</u> – Accounts for resources used to promote business and job development and business retention in Pima County and the state of Arizona for the purpose of enhancing the economic welfare of the inhabitants of the County. 	Transient lodging excise (hotel/motel) tax revenues.
	<ul style="list-style-type: none"> • <u>Employment & Training</u> - Accounts for resources controlled by the County as a prime sponsor under the Workforce Investment Act of 1998, superseding the Jobs Training Partnership Act. Also includes Youth Opportunity (YO) grant, Pima Vocational High School, and many other grants. 	Primarily Federal Government revenue.
	<ul style="list-style-type: none"> • <u>Environmental Quality</u> - Accounts for resources specifically identified to be expended for the protection of water, air, and land from pollutants; in addition, accounts for the tire recycling services. 	Air quality inspection and application fees; revenues from alternate onsite disposal plans; federal and state grants; and County share of state tax on new tire sales.
	<ul style="list-style-type: none"> • <u>Library District</u> – Accounts for resources used for the management and operation of the Pima County Free Library District. 	Secondary property tax revenue.

Pima County FY 2014/2015 Adopted Budget

Fund Type	Description	Funding Source
GOVERNMENTAL FUNDS (cont'd)		
Special Revenue Funds (cont'd)		
	<ul style="list-style-type: none"> • <u>Health</u> - Accounts for resources used to finance activities involved in the conservation and improvement of public health, and various animal control functions. 	Federal and state grants; charges for services provided; private donations; and operating transfers from the General Fund.
	<ul style="list-style-type: none"> • <u>Regional Flood Control District</u> - Accounts for expenditures necessary to analyze, design, and maintain flood control improvements to protect persons and property from floodwaters. 	Secondary property tax revenue.
	<ul style="list-style-type: none"> • <u>School Reserve Fund</u> – Accounts for resources specifically identified to be expended for education programs in the Pima County Accommodation District and specialized educational programs that extend outside the boundaries of individual school districts. 	Federal and state grants; private donations; Arizona Department of Education.
	<ul style="list-style-type: none"> • <u>Stadium District</u> – Accounts for resources specifically identified to be expended for the management and operation of Kino Stadium. 	Car rental surcharge fees; recreational vehicle surcharge fees; hotel/motel bed taxes; and charges for services provided for special events.
	<ul style="list-style-type: none"> • <u>Transportation</u> - Accounts for administrative and operating costs expended for highways and streets, as well as resources transferred to the Capital Projects Fund for construction of highways and streets. 	County share of gasoline tax collected by state Highway User revenues; Vehicle License Tax revenues; and charges for services.
	<ul style="list-style-type: none"> • <u>Other Special Revenue Funds</u> - Account for resources to be expended for various other programs of the County, including various probation programs, consumer protection programs, family support, antiracketeering programs, law library, etc. 	Federal and state grants. Antiracketeering funding is provided by court ordered forfeitures, diversion fees, and restitution payments.
Debt Service Fund	Accounts for the accumulation of resources for, and the payment of, long term debt principal and interest applicable to Governmental Funds. This fund manages the debt for Transportation bonds and loans, Certificates of Participation, and General Obligation bonds.	Secondary tax levy on real and personal property; transfers of Vehicle License Tax revenues and Highway User revenues from the Transportation Special Revenue Fund for the payment of Transportation bonds and loans; transfers for payment of Certificates of Participation.

Pima County FY 2014/2015 Adopted Budget

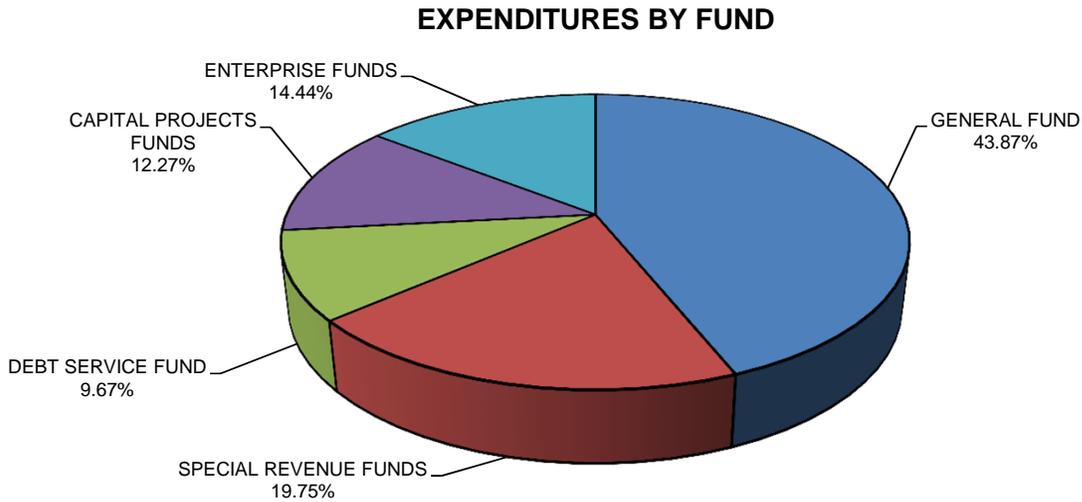
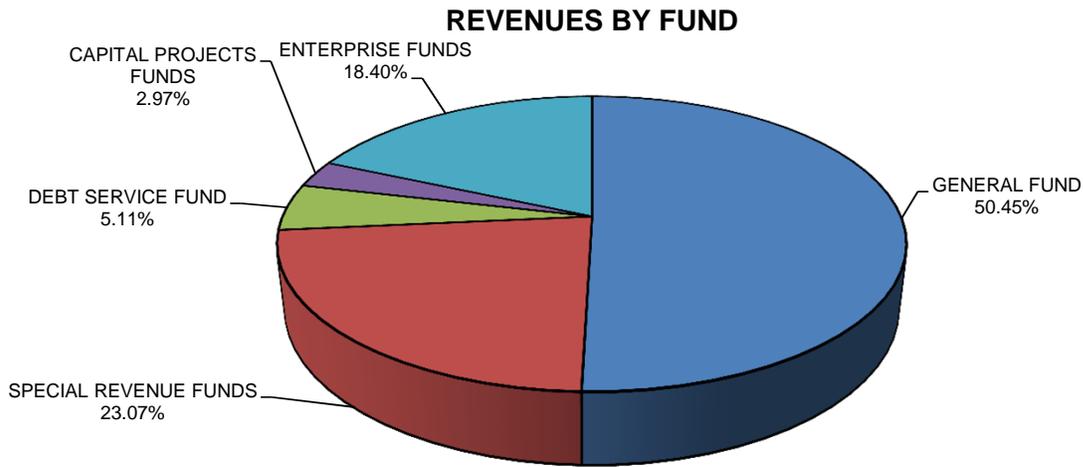
Fund Type	Description	Funding Source
GOVERNMENTAL FUNDS (cont'd)		
Capital Projects Fund	Accounts for financial resources to be used for the acquisition or construction of major capital assets, including land, buildings, roads and streets, drainage ways, libraries, and parks (other than those financed by Proprietary Funds).	Bond sale proceeds; federal and state grants; transfers of Vehicle License Tax revenues and Highway User revenues from the Transportation Special Revenue Fund; transfers of Regional Flood Control District and Library District monies; reimbursements associated with specific capital projects and from other governments.
PROPRIETARY FUNDS	Proprietary funds are used to account for Pima County's business-type activities. These funds use the economic resources measurement focus and accrual basis of accounting. This measurement focus provides for the short term and long term recognition of revenues and expenses. Proprietary Funds are comprised of:	
Enterprise Funds	Account for operations that are financed and operated in a manner similar to private business enterprises. Enterprise funds within Pima County include the following:	
	<ul style="list-style-type: none"> • <u>Development Services</u> - Accounts for the operations that provide zoning permits, enforce ordinances, and administer uniform building codes. 	License and permit fees for plan examinations and zoning; penalties related to the issuance of building, plumbing, mechanical, electrical and mobile home permits; and charges for services such as plan checks and subdivision coordination.
	<ul style="list-style-type: none"> • <u>Parking Garages</u> - Accounts for the management and operation of eight parking facilities located in downtown Tucson. 	Parking fees from six public parking garages and two parking lots owned by Pima County.
	<ul style="list-style-type: none"> • <u>Regional Wastewater Reclamation</u>- Accounts for the management and operation of wastewater treatment and water pollution control facilities. 	Sewer user, sewer connection, and sanitation fees.

Fund Type	Description	Funding Source
Internal Service Funds	Account for the financing of goods or services provided by one department to other departments of the County on a cost reimbursement basis. Internal Service funds include the following:	
	<ul style="list-style-type: none"> • <u>Self Insurance Trust Fund</u> - Accounts for the risk management function of the County. The fund is administered by the Board of Supervisors and an appointed board of trustees, and provides self insurance for medical malpractice, workers compensation, unemployment, general liability, property damage, environmental damage, and employee dental benefits. It also provides coverage for certain types of litigation. 	Financed by charges to specific user departments and to the General Fund.
	<ul style="list-style-type: none"> • <u>Health Benefits Trust</u> – Accounts for a self-insured plan that provides employees and their families with comprehensive and affordable benefits options for health care (medical, pharmacy, and dental), life and other health-related insurances, and wellness and employee assistance programs. The fund is administered by the Board of Supervisors and an appointed board of trustees. (The self-insured plan began in fiscal year 2013/2014.) 	Financed by employee payroll deductions and charges to specific user departments for participating employees, and payments received from former employees for COBRA premiums.
	<ul style="list-style-type: none"> • <u>Other Internal Service Funds</u> - Account for the acquisition, operation, and maintenance of automotive and telecommunications equipment used by County departments and for printing services provided to County departments. 	Financed by fees and charges to user departments.
FIDUCIARY FUNDS	Fiduciary funds do not include resources belonging to Pima County; therefore, they are not part of the County’s budgeting process. The County does, however, have custodial responsibility for these funds and reports them in its Comprehensive Annual Financial Report.	
Agency Funds	Account for cash and investments held by the County on behalf of various fire districts, cities and towns, individuals, the state and other agencies. Also included are clearing funds for payroll and property taxes.	
Investment Trust Fund	Accounts for cash and investments held by the County on behalf of various school districts.	

SUBSIDIARY LEDGERS

It should be noted that balances from the former General Fixed Asset Account Group and the General Long Term Debt Account Group are now considered subsidiary ledgers and are reported within the County’s government-wide financial statements, as required by GASB 34.

CONSOLIDATED OVERVIEW OF COUNTY BUDGET BY FUND

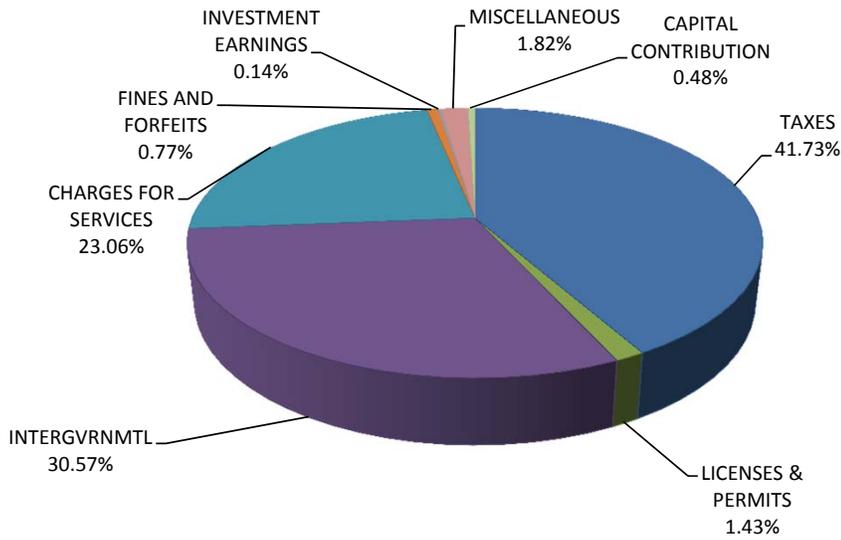


FUNDING SOURCES	EST. BEGINNING FUND BALANCE 2014/2015	ADOPTED REVENUES 2014/2015	ADOPTED EXPENDITURES 2014/2015	OTHER FINANCING SOURCES 2014/2015	INTERFUND TRANSFERS IN / (OUT)	ESTIMATED ENDING FUND BALANCE
GENERAL FUND	32,474,480	521,973,093	(521,401,927)	-	(33,045,646)	-
SPECIAL REVENUE FUNDS	54,147,939	238,749,106	(234,672,938)	-	(35,527,860)	22,696,247
DEBT SERVICE FUND	3,641,391	52,915,723	(114,953,822)	-	62,828,288	4,431,580
CAPITAL PROJECTS FUNDS	129,794,546	30,756,351	(145,815,785)	78,681,000	(28,511,480)	64,904,632
ENTERPRISE FUNDS	148,505,645	190,418,640	(171,619,780)	20,000,000	29,856,737	217,161,242

Note: Enterprise Fund amounts do not include the impact of the Regional Wastewater Reclamation Capital Improvement Program totaling \$84,392,158.
 Note: The above charts do not include Internal Service Funds.

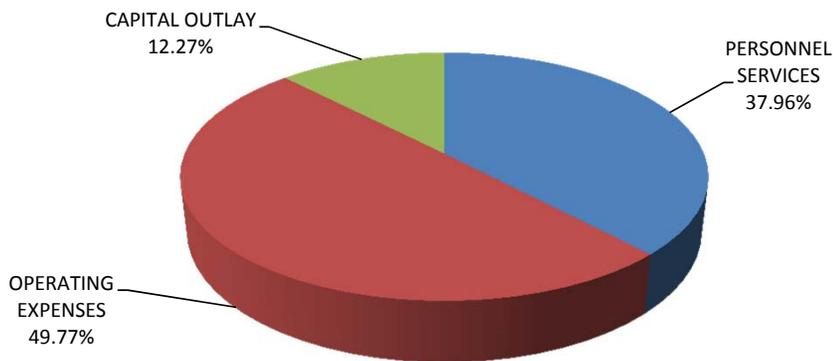
TOTAL COUNTY BUDGET BY SOURCE AND USE

REVENUES



REVENUES	FY 2012/2013 ACTUAL	FY 2013/2014 ADOPTED	FY 2014/2015 ADOPTED
TAXES	391,524,222	391,923,476	431,781,438
LICENSES & PERMITS	14,256,917	13,312,371	14,788,597
INTERGOVERNMENTAL	300,662,599	311,726,615	316,354,442
CHARGES FOR SERVICES	211,045,585	230,001,883	238,596,252
FINES AND FORFEITS	9,911,839	9,084,860	7,980,600
INVESTMENT EARNINGS	3,213,880	1,731,949	1,488,206
MISCELLANEOUS	25,012,297	19,642,077	18,823,378
CAPITAL CONTRIBUTIONS	3,549,210	5,000,000	5,000,000
	959,176,549	982,423,231	1,034,812,913

EXPENDITURES



EXPENDITURES	FY 2012/2013 ACTUAL	FY 2013/2014 ADOPTED	FY 2014/2015 ADOPTED
PERSONNEL SERVICES	414,024,389	433,074,038	451,094,521
OPERATING EXPENSES	651,213,479	653,668,902	591,553,946
CAPITAL OUTLAY	71,277,739	180,156,677	145,815,785
	1,136,515,607	1,266,899,617	1,188,464,252

Note: The above charts do not include Internal Service Funds.

**REVENUES & EXPENDITURES
FISCAL YEARS 2012/2013 - 2014/2015**

	ACTUAL FY 2012/2013	ADOPTED FY 2013/2014	ESTIMATED FY 2013/2014	ADOPTED FY 2014/2015
GENERAL FUND				
REVENUE				
TAXES	281,017,488	285,500,195	282,490,994	325,729,243
LICENSES AND PERMITS	2,815,691	2,785,670	2,906,500	2,976,590
INTERGOVERNMENTAL	131,983,642	131,772,411	136,395,725	141,162,509
CHARGES FOR SERVICES	32,801,652	35,145,041	34,782,134	41,970,965
FINES AND FORFEITS	4,798,692	5,779,310	4,867,124	4,495,031
INVESTMENT EARNINGS	591,699	210,059	224,565	280,700
MISCELLANEOUS	10,797,459	6,228,020	6,636,354	5,358,055
TOTAL	464,806,323	467,420,706	468,303,396	521,973,093
EXPENDITURES				
PERSONNEL SERVICES	266,658,437	285,799,160	284,415,688	298,786,828
OPERATING EXPENSES	183,908,802	217,347,671	196,155,611	221,385,643
CAPITAL EQUIPMENT > \$5,000	1,291,826	378,000	1,377,851	1,229,456
TOTAL	451,859,065	503,524,831	481,949,150	521,401,927
SPECIAL REVENUE FUNDS				
REVENUE				
TAXES	47,189,613	46,811,464	46,149,800	53,136,472
LICENSES AND PERMITS	5,555,395	5,325,701	4,999,626	5,696,447
INTERGOVERNMENTAL	135,297,373	146,091,835	140,989,759	148,163,556
CHARGES FOR SERVICES	16,035,029	14,649,045	11,827,005	17,214,099
FINES AND FORFEITS	5,104,378	3,283,550	3,249,311	3,463,569
INVESTMENT EARNINGS	823,633	630,094	645,267	457,959
MISCELLANEOUS	8,991,399	10,232,801	11,217,564	10,617,004
MEMO REVENUE	31,517	-	-	-
TOTAL	219,028,337	227,024,490	219,078,332	238,749,106
EXPENDITURES				
PERSONNEL SERVICES	100,958,850	107,544,509	102,225,880	113,261,498
OPERATING EXPENSES	105,226,901	117,691,262	106,547,495	114,954,198
CAPITAL EQUIPMENT > \$5,000	5,247,056	6,581,594	5,312,906	6,457,242
TOTAL	211,432,807	231,817,365	214,086,281	234,672,938
DEBT SERVICE FUND				
REVENUE				
TAXES	63,317,121	59,611,817	58,986,800	52,915,723
INTERGOVERNMENTAL	23,025	-	202	-
INVESTMENT EARNINGS	334,275	-	157,171	-
MISCELLANEOUS	-	-	11,552,329	-
TOTAL	63,674,421	59,611,817	70,696,502	52,915,723
EXPENDITURES				
OPERATING EXPENSES	65,852,961	47,203,784	66,653,279	42,929,788
DEBT SERVICE	83,015,664	76,839,687	84,024,562	72,024,034
TOTAL	148,868,625	124,043,471	150,677,841	114,953,822
CAPITAL PROJECTS FUNDS				
REVENUE				
INTERGOVERNMENTAL	33,358,559	33,862,369	34,797,111	27,028,377
CHARGES FOR SERVICES	4,770,271	2,376,867	4,098,477	3,003,300
INVESTMENT EARNINGS	533,499	-	297,207	243,494
MISCELLANEOUS	2,811,222	1,133,459	1,233,459	481,180
TOTAL	41,473,551	37,372,695	40,426,254	30,756,351
EXPENDITURES				
PERSONNEL SERVICES	6,058,335	3,080	5,295,784	136,602
OPERATING EXPENSES	97,639,771	-	85,350,047	(136,602)
CAPITAL EQUIPMENT > \$5,000	71,277,739	182,438,731	62,306,152	145,815,785
TOTAL	174,975,845	182,441,811	152,951,983	145,815,785

**REVENUES & EXPENDITURES
FISCAL YEARS 2012/2013 - 2014/2015**

	ACTUAL FY 2012/2013	ADOPTED FY 2013/2014	ESTIMATED FY 2013/2014	ADOPTED FY 2014/2015
ENTERPRISE FUNDS				
REVENUE				
LICENSES AND PERMITS	5,885,831	5,201,000	6,311,116	6,115,560
INTERGOVERNMENTAL	-	-	-	-
CHARGES FOR SERVICES	157,438,633	177,830,930	173,778,156	176,407,888
FINES AND FORFEITS	8,769	22,000	32,000	22,000
INVESTMENT EARNINGS	930,774	891,796	1,210,516	506,053
MISCELLANEOUS	2,412,217	2,047,797	2,096,715	2,367,139
CAPITAL CONTRIBUTIONS	3,517,693	5,000,000	5,000,000	5,000,000
TOTAL	170,193,917	190,993,523	188,428,503	190,418,640
EXPENDITURES				
PERSONNEL SERVICES	40,348,767	39,727,267	52,167,675	38,909,593
OPERATING EXPENSES	89,480,366	155,836,160	115,690,838	132,710,187
CAPITAL EQUIPMENT > \$5,000	19,550,132	29,508,712	25,276,731	-
TOTAL	149,379,265	225,072,139	193,135,245	171,619,780
TOTAL REVENUES	959,176,549	982,423,231	986,932,987	1,034,812,913
TOTAL EXPENDITURES	1,136,515,607	1,266,899,617	1,192,800,500	1,188,464,252

Note: The above data does not include Internal Service Funds.

BUDGET IN BRIEF

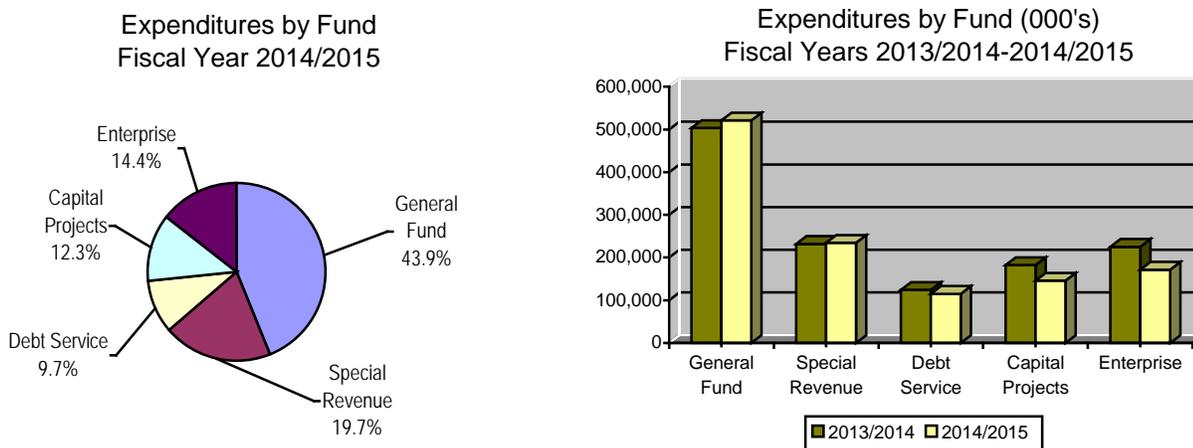
Arizona Revised Statute §42-17105 requires the Pima County Board of Supervisors to adopt a budget for each fiscal year. On June 17, 2014, the Board adopted the budget for fiscal year 2014/15, which covers the period from July 1, 2014 through June 30, 2015.

Pima County’s Fiscal Year 2014/15 Adopted Budget includes:

- \$1.188 billion in expenditures
- \$1.035 billion in revenues
- \$203.7 million in operating transfers between the various operating funds
- \$98.7 million total in debt issues including \$18.7 million in General Obligation bonds, \$60.0 million in Certificates of Participation, and \$20.0 million in Sewer Revenue Obligations

Graphic analyses of expenditures by fund and functional area are presented below:

Comparison of Expenditures by Fund



GENERAL FUND: The Fiscal Year 2014/15 Adopted Budget for General Fund expenditures increased by \$17.9 million over fiscal year 2013/14. Major factors contributing to this net increase include:

- \$7.5 million increase due to a change in interdepartmental charges for administrative costs. Finance, Human Resources and Information Technology no longer post direct charges out to non General Fund departments; these costs are now included in the County’s overhead allocation plan. Overhead cost recovery is recorded as revenue in General Government Revenues rather than a reduction of expense under the direct charges out method
- \$3.3 million increase for the primary and general elections to be held in 2014. The Recorder’s Office budgeted \$1.9 million and the Elections department budgeted \$1.4 million for these elections
- \$1.8 million increase in Contingency from numerous offsetting changes. \$8.4 million was added for departmental decision packages pending later approval for funding; \$2.5 million was added for implementation costs of the new ADP system; \$2.8 million of General Fund support for other departments is now budgeted as operating transfers rather than contingent expenditures; \$1.5 million for several projects in fiscal year 2013/14 that were not budgeted in fiscal year 2014/15; the ending General Fund reserve, budgeted as an expenditure, was reduced from \$22.8 million in fiscal year 2013/14 to \$17.5 million in fiscal year 2014/15, a reduction of \$5.3 million
- \$1.5 million increase in the Sheriff department for benefit adjustments and annualization of the 2% salary adjustment in fiscal year 2013/14
- \$1.4 million increase resulting from the transfer to the General Fund of remaining Solid Waste Management costs following the outsourcing of its operations in fiscal year 2013/14
- \$1.2 million increase in funding for the ABOR/University of Arizona Medical Center – South Campus contract due to the one time overlap of the previous contract payment schedule requiring a final \$1.2 million payment in July 2014 and the new annual contract for \$15 million

General Fund - continued

- \$856 thousand increase in Finance for ADP system operating costs
- \$583 thousand increase in the contract for inmate health services in the County's adult and juvenile detention centers
- \$1.4 million decrease in the County's estimated contribution to the state's Arizona Long Term Care System (ALTCS)
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs, etc.

SPECIAL REVENUE FUNDS: The Fiscal Year 2014/15 Adopted Budget for Special Revenue Funds expenditures increased by \$2.9 million over fiscal year 2013/14. Major factors contributing to this net increase include:

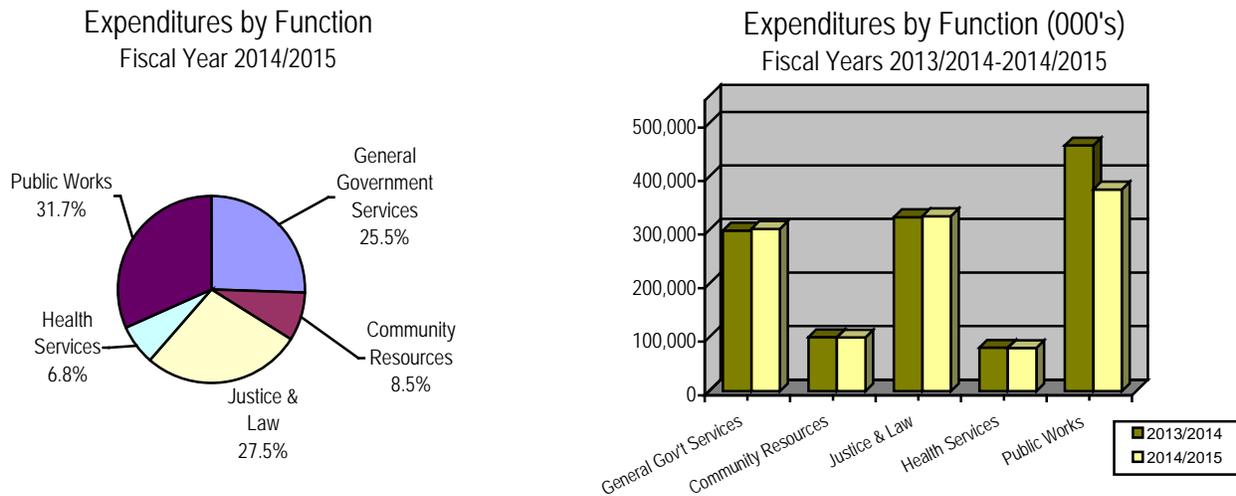
- \$4.7 million increase in federal Transportation Grants for road maintenance and emergency repair
- \$3.4 million increase in Regional Flood Control for costs of the Loop river park program
- \$2.2 million increase in County Free Library due to generally increasing operating costs
- \$1.7 million in anticipated additional Health Grants to be received
- \$1.1 million increased costs for the PCWIN radio system which became fully operational
- \$1.0 million for riparian remediation project at Canoa Ranch funded by developer in-lieu fees
- \$1.0 million increase in Pima County Animal Care Center for its expanded shelter operations, medical treatment, and spay/neuter programs
- \$793 thousand in new expenditures budgeted in the County Attorney Special Revenue grants
- \$1.1 million decrease in Transportation from decreased interdepartmental charges in
- \$1.1 million decrease in Election Grants due to the expiration of Help America Vote Act funding
- \$1.4 million decrease in Employment & Training due to a reduction in grants received
- \$1.7 million reduction in County Attorney Grants
- \$1.9 million reduction in Community Development Grants
- \$5.8 million decrease from the outsourcing of Solid Waste Management operations and transfer of remaining \$1.4 million in costs to the General Fund
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs, etc.

DEBT SERVICE FUND: The Fiscal Year 2014/15 Adopted Budget for Debt Service Fund expenditures decreased \$9.1 million from fiscal year 2013/14. This decrease is the net of retired debt and anticipated debt service costs related to bond and certificates of participation sales to be made in fiscal year 2014/15. (*See the Supplemental Information section – Long Term Debt.*)

CAPITAL PROJECTS FUND: The Fiscal Year 2014/15 Adopted Budget for the Capital Projects Fund expenditures decreased by \$36.6 million from fiscal year 2013/14, based on the implementation of the approved current year Capital Improvement Budget, as detailed in the County's Fiscal Year 2014/15 to Fiscal Year 2018/19 Capital Improvement Plan. (*See the Capital Improvement Projects section - Summary of Active Capital Improvement Projects.*)

ENTERPRISE FUNDS: The Fiscal Year 2014/15 Adopted Budget for Enterprise Fund expenses decreased by \$53.5 million from fiscal year 2013/14. The decrease is attributable to Regional Wastewater Reclamation's budgeted decommissioning of its Randolph Park treatment facility and the resulting recognition of its book value as a cost in fiscal year 2013/14, and a change in budgeting for principal payments on long term debt. Principal is capitalized but had been included in the expenditure budget until this year.

Comparison of Expenditures by Functional Area



GENERAL GOVERNMENT SERVICES: The Fiscal Year 2014/15 Adopted Budget for expenditures for the General Government Services functional area increased by \$2.9 million over fiscal year 2013/14. Major reasons for the net increase include:

- \$7.5 million increase due to a change in interdepartmental charges for administrative costs. Finance, Human Resources and Information Technology no longer post direct charges out to non General Fund departments; these costs are now included in the County’s overhead allocation plan. Overhead cost recovery is recorded as revenue in General Government Revenues rather than a reduction of expense under the direct charges out method
- \$3.3 million increase for the primary and general elections to be held in 2014. The Recorder’s Office budgeted \$1.9 million and the Elections department budgeted \$1.4 million for these elections
- \$1.8 million increase in Contingency from numerous offsetting changes. \$8.4 million was added for departmental decision packages pending later approval for funding; \$3.0 million was added for implementation costs of the new ADP system; \$2.8 million of General Fund support for other departments is now budgeted as operating transfers rather than contingent expenditures; \$1.5 million for several projects in fiscal year 2013/14 were not budgeted in fiscal year 2014/15; the ending General Fund reserve, budgeted as an expenditure, was reduced from \$22.8 million in fiscal year 2013/14 to \$17.5 million in fiscal year 2014/15, a reduction of \$5.3 million
- \$1.1 million decrease in Election Grants due to the expiration of Help America Vote Act funding
- \$9.1 million reduction in Debt Service due to the retirement or refunding of previously issued debt
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

COMMUNITY RESOURCES: The Fiscal Year 2014/15 Adopted Budget for expenditures for the Community & Economic Development functional area decreased by \$359 thousand from fiscal year 2013/14. Major factors contributing to this net decrease are:

- \$1.9 million reduction in Community Development Grants
- \$1.4 million decrease in Employment & Training due to a reduction in grants received
- \$2.2 million increase in County Free Library due to generally increasing operating costs
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

JUSTICE & LAW: The Fiscal Year 2014/15 Adopted Budget for the Justice & Law functional area increased by \$1.8 million over fiscal year 2013/14. This net increase is due primarily to:

- \$1.5 million increase in the Sheriff department for benefit adjustments and annualization of the 2% salary adjustment in fiscal year 2013/14
- \$793 thousand in new expenditures budgeted in the County Attorney Special Revenue funds

- \$1.7 million reduction in County Attorney Grants
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

HEALTH SERVICES: The Fiscal Year 2014/15 Adopted Budget for the Health Services functional area decreased by \$494 thousand from fiscal year 2013/14. The main reasons for this net decrease include:

- \$4.4 million decrease from the outsourcing of Solid Waste Management operations of \$5.8 million in fiscal year 2013/14 with remaining costs of just \$1.4 million for fiscal year 2014/15.
- \$1.0 million increase in Pima County Animal Care Center for its expanded shelter operations, medical treatment, and spay/neuter programs
- \$1.2 million increase in funding for the ABOR/University of Arizona Medical Center – South Campus contract due to the one time overlap of the previous contract payment schedule requiring a final \$1.2 million payment in July, 2014 and the new annual contract for \$15 million
- \$1.7 million in anticipated additional Health Grants to be received
- also includes other position related adjustments, benefits adjustments, adjustments for other one time costs, increased depreciation, etc.

PUBLIC WORKS: The Fiscal Year 2014/15 Adopted Budget for the Public Works functional area decreased by a net \$82.3 million from fiscal year 2013/14. Significant changes include the following:

- \$54.0 million decrease in Regional Wastewater Reclamation due to the prior year's budgeted decommissioning of its Randolph Park treatment facility and the resulting recognition of its book value as a cost, and a change in budgeting for principal payments on long term debt. Principal is capitalized but had been included in the expenditure budget until this year.
- \$36.6 million decrease from fiscal year 2013/14 in CIP, based on the implementation of the approved current year Capital Improvement Budget, as detailed in the County's Fiscal Year 2014/15 to Fiscal Year 2018/19 Capital Improvement Plan. (*See the Capital Improvement Projects section - Summary of Active Capital Improvement Projects.*)
- \$4.7 million increase in federal Transportation Grants for road maintenance and emergency repair
- \$3.4 million increase in Regional Flood Control for costs of the Loop river park program
- \$1.0 million for riparian remediation project at Canoa Ranch funded by developer in-lieu fees
- also includes other position related adjustments, benefits adjustments, adjustments for other one time costs, increased depreciation, etc.

Comparison of Revenues

Please refer to the *Revenue Sources* section for an analysis of significant revenue variances and trends.

Projected Net Changes in Fiscal Year End Fund Balances/Net Assets

The following is a discussion of changes in ending fund balances or net assets in fiscal year 2014/15:

General Fund

Due to a change in the method of budgeting for the ending fund balance implemented in fiscal year 2007/08, the adopted ending fund balance for the General Fund in future years will be zero. In fiscal year 2014/15, General Fund expenditures include \$17.5 million, an amount equal to the expected ending fund balance, to represent a General Fund Reserve in order for the County to be in compliance with state statute. Changes other than this reserve represent a net decrease of \$15.0 million from the beginning fund balance. Major factors contributing to this decrease are discussed under the Budget Issues Tab (pages 4-10 through 4-14).

Special Revenue Funds

The fiscal year 2014/15 adopted ending fund balance for all Special Revenue Funds is \$22.7 million, a net decrease of \$31.4 million from the budgeted beginning fund balance. Major factors contributing to this decrease include net reductions/increases in the various special revenue fund and grant fund balances reflecting increases or decreases in the seven major and over 100 minor County funds due to restricted funds being spent on their specified services. These funds account for such diverse functions as Transportation, Regional Flood Control District, Health, Solid Waste Management, the County Free Library, Stadium District, Justice and Law Grants, etc.

Debt Service Fund

The fiscal year 2014/15 adopted ending fund balance for the Debt Service Fund is \$4.4 million, a net increase of \$0.8 million over the budgeted beginning fund balance. Major activity for the year includes:

- \$9.1 million decrease in overall debt service payments which is the net of retired debt and anticipated debt service costs related to bond sales and the issuance of certificates of participation to be made in fiscal year 2014/15
- \$6.7 million decrease in property tax revenues due to a rate reduction of \$0.0800 per \$100 of assessed value and a continuing decrease in the tax base
- \$1.3 million net decrease in operating transfers in

Capital Projects Fund

The fiscal year 2014/15 adopted ending fund balance for the Capital Projects Fund is \$64.9 million, a net decrease of \$64.9 million from the budgeted beginning fund balance as existing bond and non-bond funds are expended in the implementation of the approved current year Capital Improvement Budget, as detailed in the County's proposed fiscal year 2014/15 to 2018/19 Capital Improvement Plan. (See the *Capital Improvement Project section - Summary of Active Capital Improvement Projects*)

Enterprise Funds

The fiscal year 2014/15 adopted ending net assets for all Enterprise Funds is \$217.2 million, a net increase of \$68.7 million over the budgeted beginning net assets. Major factors contributing to this increase include:

- \$70.9 million increase in Regional Wastewater Reclamation net assets
- \$2.0 million decrease in Parking Garages budgeted net assets

Note that the ending net assets for Regional Wastewater Reclamation do not include the impact of Capital Improvement Projects planned for fiscal year 2014/15.

A summary table of beginning and ending fund balances/net assets for all funds is located on pages 8-2 through 8-5 of the Summary Schedules section.

**SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2012/2013 - 2014/2015**

Functional Area/Department	Adopted 2012/2013	Adopted 2013/2014	Adopted 2014/2015	2014/2015 vs 2013/2014
<u>General Government Services</u>				
Assessor	155.00	148.00	146.00	(2.00)
Board of Supervisors	23.72	23.32	22.71	(0.61)
Clerk of the Board	16.00	16.00	16.00	-
Communications Office	10.00	10.47	12.00	1.53
County Administrator	11.15	11.58	12.49	0.91
Elections	16.50	16.00	16.00	-
Emergency Mgmt Homeland Sec	17.44	11.15	9.15	(2.00)
Facilities Management	169.00	170.00	170.00	-
Finance & Risk Management	231.16	232.08	224.23	(7.85)
Fleet Services	55.00	55.00	55.00	-
Human Resources	49.04	55.00	48.00	(7.00)
Information Technology	166.00	168.00	169.00	1.00
Office of Sustainability and Conservation	13.90	15.00	14.90	(0.10)
Procurement	31.70	31.70	29.80	(1.90)
Recorder	47.00	47.00	56.00	9.00
Treasurer	38.50	38.50	37.50	(1.00)
Total General Government Services	1,051.11	1,048.80	1,038.78	(10.02)
<u>Community Resources</u>				
Community & Economic Development Administration	3.33	4.33	4.00	(0.33)
Community Development & Neighborhood Conservation	28.05	25.60	26.42	0.82
Community Services, Employment & Training	135.85	154.53	132.43	(22.10)
County Free Library	407.81	405.41	385.02	(20.39)
Economic Development & Tourism	4.00	4.00	4.00	-
Kino Sports Complex	6.99	6.98	6.98	-
Natural Resources, Parks & Recreation	242.33	248.91	268.78	19.87
School Superintendent	15.00	14.00	14.00	-
Stadium District	39.19	40.17	40.18	0.01
Total Community Resources	882.55	903.93	881.81	(22.12)

**SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2012/2013 - 2014/2015**

Functional Area/Department	Adopted 2012/2013	Adopted 2013/2014	Adopted 2014/2015	2014/2015 vs 2013/2014
<u>Justice & Law</u>				
Clerk of the Superior Court	214.06	217.99	220.00	2.01
Constables	13.00	13.00	13.00	-
County Attorney	485.86	479.00	471.00	(8.00)
Forensic Science Center	31.00	32.00	33.00	1.00
Justice Court Ajo	11.00	11.00	11.00	-
Justice Court Green Valley	11.00	11.00	9.50	(1.50)
Justice Court Tucson Consolidated	138.00	138.00	142.00	4.00
Juvenile Court	492.04	488.29	484.39	(3.90)
Legal Defender	42.50	43.50	46.00	2.50
Office of Court Appointed Counsel	36.50	36.48	39.75	3.27
Public Defender	163.87	164.08	161.55	(2.53)
Public Fiduciary	34.25	35.20	34.45	(0.75)
Sheriff	1,636.00	1,639.00	1,636.00	(3.00)
Superior Court	658.34	665.65	665.35	(0.30)
Total Justice & Law	3,967.42	3,974.19	3,966.99	(7.20)
<u>Health Services</u>				
Environmental Quality	63.72	65.17	45.44	(19.73)
Health	277.80	288.50	283.45	(5.05)
Institutional Health	30.50	-	-	-
Office of Medical Services	-	14.00	9.00	(5.00)
Pima Animal Care Center	79.00	79.00	86.00	7.00
Total Health Services	451.02	446.67	423.89	(22.78)
<u>Public Works</u>				
Capital Projects	5.00	6.00	6.00	-
Development Services	62.00	61.00	63.00	2.00
Public Works Administration	22.00	22.00	27.00	5.00
Regional Flood Control District	65.00	65.00	66.00	1.00
Regional Wastewater Reclamation	506.50	494.80	475.00	(19.80)
Transportation	297.67	306.52	306.52	-
Total Public Works	958.17	955.32	943.52	(11.80)
TOTAL FUNCTIONAL AREAS	7,310.27	7,328.91	7,254.99	(73.92)

Pima County FY 2014/2015 Adopted Budget

Major net changes in Full Time Equivalent (FTE) positions from fiscal year 2013/14 to 2014/15 are explained in general below:

FTEs in General Government Services decreased by 10.02 or 0.9%. Major factors contributing to this net decrease include:

- 2.00 FTE decrease in Assessor due to 4 half-time positions deleted to offset the 50-cent per hour compensation adjustment
- 1.53 FTE increase in the Communications Office due to 1 FTE added and .53 FTE part-time increased for added activities in video presentations
- 2.00 FTE decrease in the Office of Emergency Management & Homeland Security due in part to direct resources to non personnel areas
- 7.85 FTE decrease in Finance and Risk Management due primarily to a decrease in Risk Management positions for division reorganization
- 7.00 FTE decrease in Human Resources due to 8 FTEs transferred out to other departments offset by 1 new FTE added in the Health Benefits Trust
- 1.90 FTE decrease in Procurement due to 2 FTEs deleted to cover the 50-cent per hour compensation adjustment, offset by .1 FTE part-time increase for administrative
- 9.00 FTE increase in the Recorder's office due to 12 FTEs added for temporary election workers in Voter Registration, offset by 3 FTEs deleted in Document Storage to meet budget limitations
- 0.20 FTE net increase in various other General Government Services departments

FTEs in Community Resources decreased by 22.12 or 2.4%. Major factors contributing to this net decrease include:

- 22.10 FTE decrease in Community Services, Employment & Training due to fewer grant positions, a change in the budgeting of five Adult Work Experience Program FTEs to Contract Services, and how the Summer Youth positions are calculated
- 20.39 FTE decrease in County Free Library due to the restructuring of positions at eighteen library branches and unfunding numerous vacant positions
- 19.87 FTE increase in Natural Resources Parks & Recreation due to the annualization of eight FTEs added in the fiscal year 2012/13 mid-year budget adjustment, the transfer of two FTEs from the Office of Sustainability and District 1, and the gain of 9.87 FTEs to maintain sections of the Loop that have become the County's responsibility
- 0.50 FTE increase in various other Community Resources departments

FTEs in Justice & Law decreased by 7.20 or 0.18%. Major factors contributing to this net decrease include:

- 4.00 FTE increase in Justice Courts Tucson due to additional intermittent positions in special revenue funds for assisting with the installation of a new case management system
- 8.00 FTE decrease in County Attorney primarily due to change in budgeting intermittent Law Clerk positions
- 2.01 FTE increase in Clerk of the Superior Court as a result of additional hours to existing support positions
- 3.90 FTE decrease in Juvenile Court from restructuring in order to lower the attrition rate while maintaining critical functions
- 2.50 FTE increase in Legal Defender for additional support staff
- 3.27 FTE increase in the Office of Court Appointed Counsel includes 3 FTEs to be funded from Contract Attorneys
- 2.53 FTE decrease in Public Defender due to various changes in hours

Pima County FY 2014/2015 Adopted Budget

- 3.00 FTE decrease in the Sheriff as a result of the loss of Counter Narcotics Alliance grant funding
- 1.00 FTE increase in Forensic Science Center due to the addition of one Pathology Assistant position during fiscal year 2013/14 for increased caseload
- 2.55 FTE decrease in various other Justice & Law departments

FTEs in Health Services decreased by 22.78 or 5.1%. Major factors contributing to this net decrease include:

- 19.73 FTE decrease in Environmental Quality due to privatization of Solid Waste operations
- 5.05 FTE decrease in Health due to a decrease in grants staffing
- 5.00 FTE decrease in the Office of Medical Services due to elimination of staff in the Research and Planning program of the department: two retired and three transferred to Health
- 7.00 FTE increase in Pima Animal Care Center in order to staff the expanded shelter operation approved by the Board of Supervisors

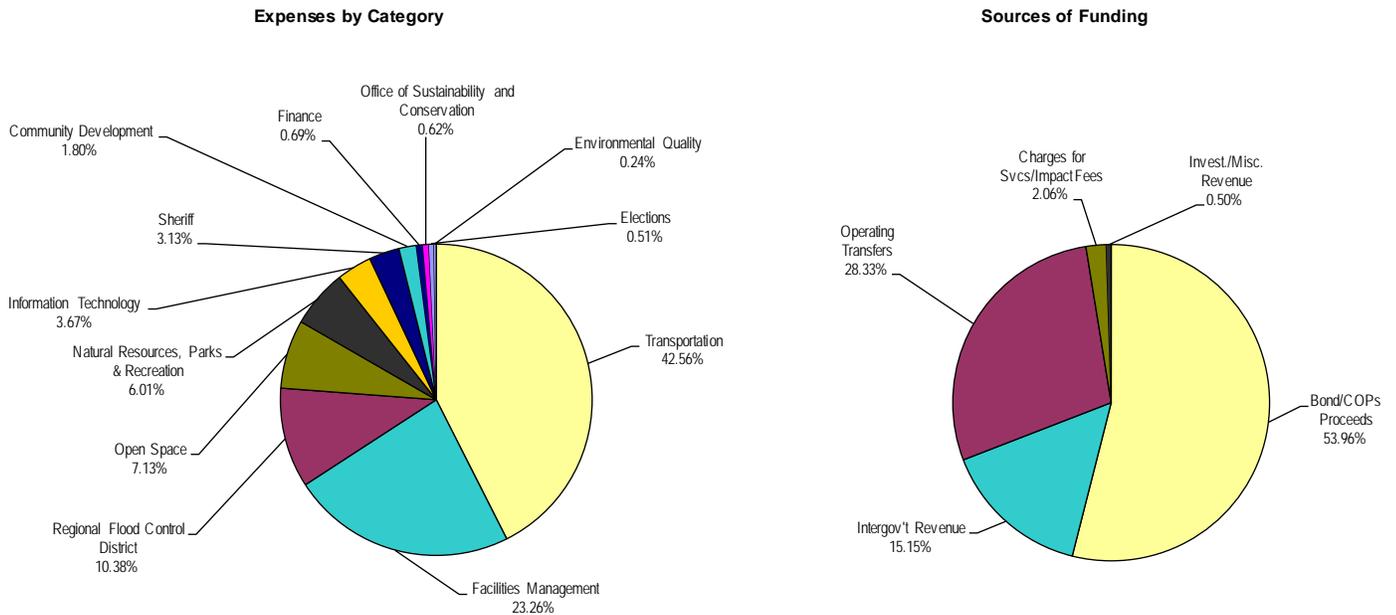
FTEs in Public Works decreased by 11.80 or 1.2%. Major factors contributing to this net decrease include:

- 19.80 FTE decrease in Regional Wastewater Reclamation due to continuing reassessment of staffing needs at new facilities
- 1.00 FTE increase in Regional Flood Control District due to increased operations
- 2.00 FTE increase in Development Services in order to slowly rebuild staffing levels after major decrease due to recession
- 5.00 FTE increase in Public Works Administration due to 5 FTEs received from Human Resources

PIMA COUNTY CAPITAL IMPROVEMENT PROGRAM OVERVIEW

The following charts provide summary information for Pima County's fiscal year 2014/15 adopted expenditures, revenues, and other funding sources for all Capital Projects Fund projects.

Pima County FY 2014/15 Capital Projects Fund¹



Expenses by Category

Transportation	\$ 62,056,308
Facilities Management	33,915,787
Regional Flood Control	15,138,247
Open Space	10,404,623
Parks and Recreation	8,767,599
Information Technology	5,345,240
Sheriff	4,561,707
Community Development	2,621,164
Finance	1,000,000
Office of Sustainability and Conservation	905,110
Elections	750,000
Environmental Quality	350,000
	\$145,815,785

Sources of Funding

Other Funding: Bond/COPs Proceeds	\$ 78,681,000
Intergovernmental Revenue	22,094,324
Other Funding: Operating Transfers	41,312,487
Charges for Services/Impact Fees	3,003,300
Investment & Miscellaneous Revenue	724,674
	\$ 145,815,785

¹ Capital Projects Fund only; does not include enterprise and internal services projects. Refer to the *Summary of Active Capital Improvement Projects* for a complete list of all projects, including enterprise and internal services projects and related expenditures.

FINANCIAL POLICIES

This section details the financial policies that guide Pima County's budget development process.

Adopt a Balanced Budget

Arizona Revised Statute §42-17151 states, in pertinent part:

On or before the third Monday in August each year the governing body of each county shall fix, levy and assess the amount to be raised from primary and secondary property taxation. This amount, plus all other sources of revenue and unencumbered balances from the preceding fiscal year, shall equal the total of amounts proposed to be spent in the budget for the current fiscal year.

This requirement, in effect, mandates the adoption of a balanced budget. Furthermore, it is Pima County's policy that unencumbered balances from the preceding fiscal year are considered "one-time" monies and are not to be used to fund recurring expenses, i.e., recurring operating expenditures must be matched by recurring operating revenues.

Adhere to a Well Defined Budgetary Process

Refer to pages 2-3 through 2-5 for an in-depth discussion of the various elements of the budgetary process including the basis of presentation, basis of budgeting, budgetary control, budget amendments, and budget preparation and approval.

Promote Budget Accountability

On July 21, 2011, the Board of Supervisors adopted a revised Budget Accountability Policy (see the *Supplemental Information* section - *Pima County Budget Policies*). The purpose of the policy is to establish guidelines and a methodology for the Board of Supervisors to perform their duties related to the budget and to operate Pima County Government as provided by law, by exercising financial and programmatic control over expenditures and revenues related to County programs and services. It specifically addresses appropriations for supplemental funding, transfers of appropriations among programs, and budget exceedence.

Follow a Programmatic Method of Budgeting

The fiscal year 2014/15 adopted budget is presented using a line item and programmatic method. The goals of this presentation are to plan and measure financial operations and to evaluate programs and the impact they have on the community. *Programs* in this context are defined as *a group of closely related activities or services*. Departments organize their activities into programs and report quantitative results for each. They also provide a statement describing the main function or purpose of each program, the primary services provided, and goals and objectives.

Additionally, departments are asked to provide outcome, quality, output, and/or efficiency performance measures in their program submissions. To highlight performance trends, departments are asked to report each program performance measure for a three-year period, the actual result for fiscal year 2012/13, the estimated result for fiscal year 2013/14, and the planned result for fiscal year 2014/15. As this type of presentation continues to evolve, the goal will be to have quality, outcome, and customer service performance measures added to departmental budget submissions.

Follow Measures to Weather the National Economic Downturn

Like all governments in Arizona, Pima County has necessarily adjusted to reduced revenues and increased service demands during the recent unprecedented economic recession. Faced with plummeting state shared revenues, the County began to reduce overall expenditures more than six years ago. State shared funding sources in the areas of sales tax, vehicle license tax, and highway user revenue funds (HURF) have decreased more than \$12 million from their peak in fiscal year 2006/07 to fiscal year 2014/15 and are continuing to recover. For the fifth year in a row the property tax base has also shown a decline. The primary assessed value of the County declined from the previous year approximately 0.54 percent, while the secondary assessed values showed similar declines. For the fiscal year 2014/15 budget, our General Fund tax base will be in aggregate 16.3 percent smaller than it was in fiscal year 2009/10. Currently, economic conditions are improving, and we forecast an increase of 2.4% in the General Fund tax base for fiscal year 2015/16.

While our tax base and our state shared revenues have shrunk over the last few years, the State of Arizona, in balancing the state budget, has made unprecedented expense transfers and shifts to counties, but not to cities and towns. Since fiscal year 2009/10, these shifts have resulted in more than \$37 million in revenue reductions and expense shifts to Pima County through the end of fiscal year 2013/14. In fiscal year 2012/13, the State began to reverse many of the revenue reductions and cost transfers. However, they remain significant.

Given the drop in state shared revenues from fiscal year 2006/07 to 2014/15, the declining value in the property tax base through fiscal year 2014/15, and state cost shifts and transfers over the five prior years, Pima County continues to face unprecedented budget challenges. A number of measures have been followed:

- Across-the-board budget reductions of approximately 11.5% percent for most General Fund departments have yielded \$18.3 million in savings for each of fiscal years 2008/09 and 2009/10, \$25 million in fiscal year 2010/11, and will yield \$27.7 million annually in subsequent fiscal years. While no additional across-the-board reductions were made for fiscal years 2012/13 through 2014/15, the County will continue to realize these savings.
- No across-the-board pay adjustments were given to County employees from fiscal year 2008/09 through fiscal year 2010/11. A one percent general across-the-board pay adjustment was given in fiscal year 2011/12 to help offset mandated employee retirement contribution increases. No across-the-board pay adjustments were budgeted for fiscal year 2012/13. Over this period, annual cost savings were as much as \$8 million compared to a two-percent annual pay increase. County employees received a combination of one-time and ongoing salary adjustments in fiscal year 2013/14. All eligible County employees will receive an ongoing 50 cent per hour pay increase effective September 7, 2014 (see the *Provide Adequate Employee Compensation of this Financial Policies section below*).
- Since fiscal year 2007/08 total budgeted Full-Time Equivalent (FTE) positions in Pima County have decreased by 1,141 or 13.6 percent primarily through attrition or transfer.
- The County has also tactically shifted its service model based on trends and actions beyond its control. These shifts have occurred without layoffs, and the planned shifts have been fully executed. Specifically, the County began moving away from direct healthcare delivery in 2004 with the management turnover of Kino Community Hospital to University Physicians, Inc. Three years ago, the County, recognizing the competitive pressure exerted by the State of Arizona in implementing the Arizona Health Care Cost Containment System exited the Acute Care Program. Over the past three years, the County exited the Arizona Long Term Care System and fully transitioned the ownership and use of its long-term care facility, Posada del Sol, to a private entity.

Pima County FY 2014/15 Adopted Budget

- Effective June 1, 2013, Pima County went from a direct service model of providing solid waste services to the public to a new model of having a private contractor providing these services. This change saves the County nearly \$4 million annually.
- Over the years, Pima County has continued to change and upgrade its benefits package for employees. Not only has the County expanded its benefits package, but the cost to provide these benefits has steadily increased. The actual cost to the County for employee benefits in fiscal year 2003/04 totaled \$65 million. The adopted budgeted benefit cost in fiscal year 2014/15 totals nearly \$134 million which is more than double the fiscal year 2003/04 amount. A significant portion of this increase is the result of increases in the cost of employee medical insurance, retirement contributions and the impact of employee salary adjustments on benefit costs. Fiscal year 2014/15 aggregate benefits increased in excess of \$5 million over fiscal year 2013/14. This increase in benefits costs will be absorbed by the County despite its shrinking tax base and increasing costs within other areas of the County's budget.
- Prior to fiscal year 2013/14, the County purchased medical insurance from an independent provider. Over the five years prior to fiscal year 2013/14 the County's employee medical insurance premium increased by an average of 15 to 20 percent yearly. In order to control the rate of increase of employee medical insurance costs, the County moved to a self-insured medical plan run by a third party administrator starting in fiscal year 2013/14. Under this new model, fiscal year 2013/14 insurance costs increased by less than 7% from the fiscal year 2012/13 cost. Medical insurance costs will increase by only 5% in fiscal year 2014/15.
- Overall County budgeted expenditures of \$1,188,464,252 are 6.2 percent less than fiscal year 2013/14 budgeted expenditures and 20 percent less than seven years ago.

Provide Justification for all Supplemental Requests

During the budget process, any departmental funding request that exceeds the prior year's level of funding (with authorized adjustments) must include an impact statement describing the ramifications should additional funding not be granted. This impact can be stated in terms of opportunities lost, mandates not met, services not provided, or outcomes not achieved. Departments are also instructed to be as explicit as possible, when describing the effect of unfunded proposals, especially regarding the impact on Pima County residents.

This process was modified in the development of the fiscal year 2014/15 budget. Departments submitted supplemental requests as part of their budget submissions as normal. The requests for funding were reviewed and no supplemental funding was included in the County Administrator's Recommended Budget.

The proposed tentative adopted budget included an additional \$24,152,622 of potential increases that did not fall within the budget policies or prior directives of the Board of Supervisors and were not included in the adjustments made to develop the recommended base revenues, operating transfers and expenditures. Several of the departmental supplemental requests for funding were included in this total adjustment to the proposed tentative adopted budget.

The proposed adjustments, supplemental funding requests and their impacts to the primary property tax rate were presented to the Board of Supervisors in nine separate decision packages as follows:

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- A. Certificates of Participation (COPs) - \$5,000,782 – Tax Rate Impact = 6.89 cents
- B. Sheriff - \$2,581,407 – Tax Rate Impact = 3.55 cents
- C. Indigent Criminal Defense – \$1,800,000 - Tax Rate Impact = 2.48 cents
- D. Stadium District - \$2,177,931 – Tax Rate Impact = 3.00 cents
- E. Information Technology - \$6,073,113 – Tax Rate Impact = 8.37 cents
- F. Facilities Management - \$1,273,874 – Tax Rate Impact = 1.75 cents
- G. Wildcat Dump Enforcement - \$245,515 – Tax Rate Impact = 0.34 cents
- H. Road Repair - \$5,000,000 – Tax Rate Impact = 6.89 cents
- I. Employee Compensation – Cost absorbed by departments – Tax Rate Impact = 0.00 cents

The Board of Supervisors approved the inclusion of all nine decision packages in the fiscal year 2014/15 adopted budget with the provision that all packages undergo a final review and approval by the Board prior to making the final allocations to the individual impacted departments during the fiscal year.

Details regarding the justifications and proposed uses of each of the nine decision packages can be found on pages 4-20 to 4-23 of the County Administrator's Transmittal of Recommended Fiscal Year 2014/15 Budget Memorandum dated April 28, 2014.

Diversify the County's Revenue Sources

Property Taxes

The fiscal year 2014/15 Adopted Budget relies on a \$0.6114 increase in the primary property rate for General Government over the fiscal year 2013/14 tax rate. The Library District secondary property tax rate increases by \$0.0600. Debt Service's secondary tax rate decreases by \$0.0800 and the Regional Flood Control District secondary property tax rate increases by \$0.0400. The total property tax rate for Pima County increased from \$5.0853 to \$5.7167 per \$100 of assessed valuation, a net increase of \$0.6314.

General Government Revenues other than Property Taxes

Excluding revenues related to primary property taxes, projected fiscal year 2014/15 general government revenue from all other sources is \$160.4 million, an increase of \$15.0 million over the fiscal year 2013/14 adopted budget. State Shared Sales Taxes are expected to increase by \$7.3 million, while Vehicle License Tax revenue is expected to increase by approximately \$768 thousand. Other changes in revenue include a \$83 thousand increase in Pooled Investment Interest and a \$192 thousand increase in Business License and Permit revenue. Transient Lodging tax revenue increases by \$72 thousand. Contributions for Administrative Overhead from other County funds will increase by \$6.2 million in fiscal year 2014/15 due to greater dollars received from enterprise, special revenue and internal service funds for central services administrative support. Federal Payments in Lieu of Taxes (F-PILT) increase by \$71 thousand because of inflation.

State Shared Income Taxes

In the tax equity battle that occurred with the state legislature in the 1990's, tax equity for Pima County was defined as a three-legged stool, with redistribution of sales tax, highway user revenue funds (HURF), and state shared income tax each defining one leg of the stool. State Shared Sales Tax equity was achieved first, followed by HURF equity in 1997. There has been no progress made in obtaining the third leg of the tax equity stool, which is state shared income tax.

All incorporated jurisdictions in Arizona receive state shared income taxes. If unincorporated Pima County were a municipality, it would be the fourth largest city in the state and the County’s share of income tax would be equivalent to nearly \$36.8 million. If these income tax revenues were received, they could be used to further reduce the primary property tax by \$0.5072 per \$100 of assessed value.

Local Sales Tax

Pima County does not currently levy a local general excise (sales tax) as permitted by Arizona Revised Statutes. If the County had the ability to levy a local sales tax in fiscal year 2014/15, it would realize revenues of approximately \$72 million. The County Administrator recently recommended that the Board of Supervisors levy a half-cent sales tax to provide a combination of property tax relief and funding for repairs and maintenance of County roads. However, the Board has not brought this recommendation to a vote.

Departmental Revenue Enhancements/Increases

During each fiscal year’s budget planning and preparation, opportunities for non-tax revenue enhancements and increases are routinely explored. For a complete schedule of revenue adjustments, including new fees and other charges, as well as existing fee increases, refer to the *Revenue Sources* section – *Summary of Revenue by Fund, Department, and Category*

Adjust Property Tax Rates to Adequately Fund County Government

Table 1 underscores the Board of Supervisor’s commitment to make necessary increases in property tax rates to continue to provide core County services. The total rate adopted by Pima County increased by 3.7 percent in fiscal year 2011/12, was unchanged in fiscal year 2012/13 and increased by 5.8 percent in fiscal year 2013/14. In response to continued decreases in property values, increased demand for core services and unmet funding requirements, the total rate for fiscal year 2014/15 increased by 12.4 percent.

Table 1

Comparison of Property Tax Rates*

	<u>FY 2011/12</u> <u>Tax Rates</u>	<u>FY 2012/13</u> <u>Tax Rates</u>	<u>FY 2013/14</u> <u>Tax Rates</u>	<u>FY 2014/15</u> <u>Tax Rates</u>
Pima County Primary (General Gov’t)	\$3.4178	\$3.4178	\$3.6665	\$4.2779
Debt Service	0.7800	0.7800	0.7800	0.7000
Library District	0.3460	0.3460	0.3753	0.4353
Regional Flood Control District	<u>0.2635</u>	<u>0.2635</u>	<u>0.2635</u>	<u>0.3035</u>
Total	\$4.8073	\$4.8073	\$5.0853	\$5.7167

* Does not include Fire District Assistance Tax, which is set by state formula.

Pima County’s fiscal year 2014/15 combined property tax rate increased by 63.14 cents per \$100 assessed value over the prior fiscal year. The County will levy \$428 million in primary and secondary property taxes in fiscal year 2014/15. This is the first time that the combined levy has increased since fiscal year 2010/11 when it totaled \$418 million. The current year’s levy is \$10 million or 2 percent more than the amount levied in fiscal year 2010/11.

Maintain an Adequate Ending General Fund Balance

Over the past ten years, the unreserved ending General Fund balance ranged from an actual low of \$27.8 million for fiscal year 2007/08 to a high of \$77.5 million for fiscal year 2009/10. The Board of Supervisors has adopted a conservative unreserved ending General Fund Balance of \$17.5 million for fiscal year 2014/15, which is approximately 3.4 percent of budgeted operating revenues. This percentage is less than the Government Finance Officers Association (GFOA) recommendation that “no less than five to fifteen percent of regular general fund operating revenues be maintained as unreserved fund balance”. However, over the past ten years, actual unreserved ending fund balance typically has been significantly higher than the amount that had been budgeted, as seen in Table 2 below. Close monitoring of expenditures, and strong intergovernmental revenues (e.g., state shared sales tax, vehicle license tax, etc.) have accounted for the favorable variances from budget. The large variances for fiscal years 2009/10, through 2013/14 were primarily due to State Arizona Long Term Care System (ALTCS) payment adjustments; greater than estimated General Fund revenues from State, Federal and County sources: management initiatives in such areas as energy, inmate health and Restoration to Competency resulting in reduced costs, and refunds resulting from the State’s receipt of federal stimulus funds.

Table 2

General Fund Unreserved Ending Fund Balance

	<u>Budgeted</u>	<u>Actual</u>	<u>% of Revenue</u>
Fiscal Year 2004/05	\$13,000,000	\$33,171,433	8.9
Fiscal Year 2005/06	\$15,800,000	\$46,423,513	10.8
Fiscal Year 2006/07	\$23,000,000	\$48,671,901	10.9
Fiscal Year 2007/08	\$24,500,000	\$27,749,033	5.9
Fiscal Year 2008/09	\$24,024,720	\$35,802,620	7.7
Fiscal Year 2009/10	\$24,447,921	\$77,451,391	15.8
Fiscal Year 2010/11	\$24,040,215	\$53,651,182	11.4
Fiscal Year 2011/12	\$34,774,388	\$66,529,982	13.5
Fiscal Year 2012/13	\$29,930,587	\$56,684,092	12.2
Fiscal Year 2013/14	\$22,800,043	\$32,474,480 *	6.9
Fiscal Year 2014/15	\$17,474,480		3.4

* Projected amount

Note: In compliance with State statute, beginning in fiscal year 2007/08, what formerly had been budgeted as ending fund balance is now budgeted as reserved contingency expenditure.

Maximize the Generation and Collection of Fines, Fees, and Reimbursements

The Revenue Management and Audit Division collects debts owed to the County, monitors and reports on revenue streams and conducts routine cash handling, performance, management, and contract audits pertaining to all County departments and Elected Officials’ Offices.

Eliminate Long-Term Cash Deficits

The long-term cash deficits of certain funds are those that have accumulated as a result of losses over multiple years that cannot be covered by accounts receivable for those funds. Since fiscal year 1999/2000 the County has made a concerted effort, through the transfer of General Fund dollars, to eliminate the long-term cash deficits of a number of funds. Currently, only one major fund requires General Fund support to forestall the occurrence of negative cash deficits.

Stadium District:

The continued loss of Major League Baseball coupled with the economic downturn has resulted in the need to take certain actions to maintain the financial stability of the Stadium District. Fiscal year 2013/14 projected revenues were insufficient to cover the Stadium's operating, maintenance and debt service costs requiring the substantial use of existing fund balance. Consequently, the fiscal year 2013/14 budgeted subsidy of \$1.5 million was transferred from the General Fund to the District. While the District has made significant headway in its recovery from the loss of Major League Baseball by diversifying its revenue sources, a similar situation is expected in fiscal year 2014/15 and the remaining existing fund balance will likely not cover all budgeted costs. However, in order to avoid a negative fund balance by the end of fiscal year 2014/15 and future fiscal years, \$2.2 million has been budgeted as an operating transfer to the District in the Board of Supervisors' Budget Stabilization Fund as part of the decision packages included in the final adopted budget pending final determination of the amount needed by the Stadium District.

The County was able to eliminate deficits related to the Solid Waste Services and Development Services functions that had received significant cash transfers from the General Fund in prior fiscal years:

Solid Waste Services:

Effective June 1, 2013, Pima County went from a direct service model of providing solid waste services to the Public to a new model of having a private contractor providing these services. This change reduced the County's forecasted fiscal year 2013/14 and subsequent years' costs for this function by over \$4 million and funding within the General Fund to cover potential budget shortfalls is no longer needed.

Development Services:

The countywide planning function is within the Development Services Department and benefits all County residents. As a result of reduced construction activity, starting in fiscal year 2009/10 this function could not be sustained solely through fee generated revenue given the substantial decrease in development activity. General Fund support for the department began at \$2.0 million in fiscal year 2009/10 and was gradually reduced to zero in fiscal year 2014/15. Construction activity in the County began to stabilize in fiscal year 2012/13 and this recovery is expected to continue in fiscal year 2014/15 which should result in the end of operating losses. The department will not require any general funds to cover operating losses in fiscal year 2014/15. Development Services will begin to repay the General Fund contributions made in prior years beginning with the fiscal year 2015/16 budget.

Provide Board of Supervisors General Contingency Funding

While the Board of Supervisors unreserved Contingency Fund has typically been funded at \$1.0 million per year, in recognition of overall economic difficulties certain outside community agency funding

provided by the Board’s Contingency Fund in fiscal year 2008/09 will continue to be funded using this source. This, along with the subsequent budget reductions over the last six years, effectively reduces the fiscal year 2014/15 Board Contingency Fund to a starting point of \$744,994.

Provide a Budget Stabilization Fund

Prior to fiscal year 1999/2000, the only method of managing budget exceedances or other generalized county-wide program costs that may impact the General Fund had been to reserve funding in the Board of Supervisors Contingency Fund for those purposes. Several years ago this process of reserving funds was further developed and institutionalized through the establishment of the Budget Stabilization Fund (in the General Fund). For fiscal year 2014/15, budgeted expenditure authority and cash operating transfers to other County funds related to Board of Supervisors’ approved decision packages in the Budget Stabilization Fund amounts to \$27,303,034. Discussions of all the items in the following table can be found in the *Budget Issues* section.

Table 3

Budget Stabilization Fund

Certificates of Participation (COPs) - Decision Package	\$ 5,000,782
Sheriff - Decision Package	2,581,407
Indigent Defense – Decision Package	1,800,000
Stadium District – Decision Package	2,177,931
Information Technology – Decision Package	6,073,113
Facilities Management – Decision Package	1,273,874
Wildcat Dump Enforcement – Decision Package	245,515
Road Repair - Decision Package	5,000,000
ADP System Implementation Costs	3,030,412
Tumamoc Hill - Sustainability	45,000
Community Performance and Arts Center	<u>75,000</u>
Total Budget Stabilization Fund	\$ 27,303,034

Obtain Pre-approval of Grants with Fund Impact

Pima County receives significant grant funding from federal, state, and local agencies. Often, the Board of Supervisors had not been apprised of grant applications and resulting fiscal impacts to the County until after grants were awarded and funding was pending or, in some cases, already received. Further, information and analysis accompanying requests for grant acceptance were inconsistent and in some cases insufficient to allow the Board to plan for the short and long term fiscal needs of the County. With the adoption of the fiscal year 1999/2000 budget, the Board directed that a policy be established to address these issues and to detail their expectations concerning acceptance terms and conditions under which grant funding is received. Board of Supervisors’ Policy No. D22.6 was adopted on October 26, 1999 and revised on July 12, 2011, and is contained in the *Supplemental Information* section - *County Budget Policies*.

Maintain Adequate Funding for Self-Insurance Trust Fund

Pima County’s Self-Insurance Trust Fund is a statutory trust covering the cost of tort liability, workers’ compensation, unemployment, and related administrative and loss control costs. An annual actuarial analysis estimates outstanding liabilities and future year funding requirements. The Trust is overseen by seven Trustees, no more than one of which can be a County employee, and is audited annually. Funding at a 75 percent confidence level has been maintained for the past twelve years (present value funding).

Provide Adequate Employee Compensation

Over the years, and as long as resources were available, Pima County has demonstrated its commitment to providing adequate compensation to its employees by approving market adjustments, anniversary pay increases, step plan funding, and matching of the employee share of retirement rate increases. The County Administrator has previously stated, “The County continues to be challenged to remain competitive in attracting and retaining experienced, high quality personnel throughout our workforce.”

The following table summarizes the salary increases since fiscal year 2004/05:

Table 4
Salary Increase Summary

Fiscal Year	Salary Increase
FY 2004/05	2.5% <u>general adjustment</u> effective Aug 8, 2004 2.5% <u>general adjustment</u> effective Dec 26, 2004 1 <u>step adjustment</u> for Sheriff non-command staff effective date in class new <u>step plan</u> for Sheriff’s non-command staff, offering a market adjustment to bring officers in line with other local jurisdictions
FY 2005/06	2.5% <u>general adjustment</u> effective Jul 10, 2005 1.7% <u>general adjustment</u> effective Jul 10, 2005 to compensate for increased retirement rate contribution for members of the Arizona State Retirement System. 1 <u>step adjustment</u> for Sheriff’s corrections non-command staff effective date in class
FY 2006/07	2.8% <u>general adjustment</u> effective Jul 1, 2006 1.7% <u>general adjustment</u> effective Jul 1, 2006 to compensate for increased retirement rate contribution for members of the Arizona State Retirement System 1 <u>step adjustment</u> for Sheriff’s corrections non-command staff, deputies, and sergeants effective date in class
FY 2007/08	2.1% <u>general adjustment</u> effective Jul 8, 2007 2.5% <u>market adjustment</u> effective Jul 8, 2007 0.5% <u>general adjustment</u> effective Jul 8, 2007 to compensate for increased retirement rate contribution for members of the Arizona State Retirement System 10% and 5% <u>step adjustment</u> for Sheriff’s deputies, sergeants, and corrections non-command staff effective January 6, 2008

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FY 2008/09	No general adjustment, anniversary increases, or step increases awarded
FY 2009/10	No general adjustment, anniversary increases, or step increases awarded
FY 2010/11	No general adjustment, anniversary increases, or step increases awarded
FY 2011/12	1.0% <u>general adjustment</u> effective July 1, 2012 for existing employees to partially offset impacts of increased retirement plan contributions
FY 2012/13	No general adjustment, anniversary increases, or step increases awarded
FY 2013/14	1.0% <u>general adjustment</u> effective pay period beginning June 30, 2013 2.0% <u>general adjustment</u> effective December 29, 2013 One-Time lump sum adjustment of \$200 to \$1,000 based on the incumbent employees hire date in the County payable included in paycheck of July 19, 2013
FY 2014/15	50 cents per hour <u>general adjustment</u> effective pay period beginning September 7, 2014

Resources available in fiscal year 2008/09 through fiscal year 2010/11 were insufficient to fund an employee compensation package, though existing employee benefits were maintained. While other government jurisdictions have been forced to resort to furlough days and other such actions during this time of economic downturn, Pima County has managed to avoid such.

The Board of Supervisors approved a one percent general adjustment for existing employees in fiscal year 2011/12 to partially offset the impacts of increased retirement plan employee contributions as well as mandated shifts between some employee and employer retirement contributions percentages. While these mandated shifts in retirement contribution percentages were later reversed by the State Legislature, the 1.0 percent general adjustment for existing employees was retained.

The fiscal year 2012/13 aggregate benefits costs for the County increased in excess of \$14 million from the fiscal year 2011/12 cost. As a result of the County having to absorb these additional benefits costs, there were insufficient resources available for any employee compensation package adjustments in fiscal year 2012/13.

Other than the small increase of one percent related to retirement contributions in fiscal year 2011/12 discussed above, County employees had not received an across the board compensation increase from fiscal year 2007/08 through fiscal year 2012/13. Consequently, employees lost purchasing power to consumer inflation and increases to the employee cost of benefits during these years. In recognition of this difficulty, the Board of Supervisors approved the following employee compensation adjustments in fiscal year 2013/14: 1) eligible employees received a one-time, lump sum award of \$200 to \$1,000 based upon the number of years they had been employed with the County since the last cost of living adjustment was awarded at the beginning of fiscal year 2007/08; 2) effective the pay period starting on June 30, 2013, an across the board ongoing general adjustment of 1 percent was awarded to all eligible employees; 3) effective the pay period beginning December 29, 2013, an across the board ongoing general adjustment of 2 percent was awarded to all eligible employees.

The fiscal year 2014/15 adopted budget includes a general compensation increase of 50 cents per hour to all eligible employees effective September 7, 2014.

Continue to Implement the County Ordinances that Authorize Bond Projects

Capital Improvement Plan and Capital Projects Budget

Bonding is not a new or unique method of financing public infrastructure and expansion in Pima County, as there have been eleven voter-approved bond elections since 1974 yielding over \$2 billion in voter-approved bonds.

In May and November of 1997, voters authorized approximately \$257 million of general obligation bonds, \$105 million of sewer revenue bonds, and \$350 million of transportation bonds, for a total 1997 authorization of \$712 million. In May 2004, voters authorized approximately \$582 million of general obligation bonds and \$150 million of sewer revenue bonds, for a total 2004 authorization of \$732 million. In May 2006, voters approved general obligation bonds of \$18 million for Psychiatric Urgent Care Facilities and \$36 million for Psychiatric Inpatient Hospital Facilities. Combining the 1997, 2004 and 2006 authorization provides total bond proceeds of \$1.5 billion.

Pima County currently has \$1.3 billion in active bond projects fully or partially funded by bonds and \$847.3 million in active non-bond projects resulting in a total capital improvement program of \$2.1 billion. The proposed Capital Improvement Program (CIP) for fiscal year 2014/15 – 2018/19 identifies, among other items: active projects, funding sources, debt profiles, unfunded needs, and a schedule of bond sales. The CIP currently has 405 capital improvement projects and a total of \$238.6 million budgeted for fiscal year 2014/15. Of this fiscal year amount, Regional Wastewater Reclamation funds \$84.4 million, Telecommunications funds \$1.5 million, and Fleet Services funds \$6.8 million, with \$145.8 million approved in the fiscal year 2014/15 Capital Projects Adopted Budget. In addition to the total adopted budget, \$2.4 million is expected in matching funds with the primary source from the Corps of Engineers for Flood Control projects. (For project-by-project details, see the CIP section – *Summary of Active Capital Improvement Projects*.)

The following table shows that, of the approximately \$1.5 billion bond authorization; \$1.4 billion in bonds have been sold with \$92.1 million remaining.

Table 5

1997, 2004 and 2006 Bond Authorizations

	<u>Authorization</u> (million)	<u>Sold</u> (million)	<u>Remaining</u> (million)
1997 General Obligation Bonds	\$ 257.0	\$ 252.4	\$ 4.6
1997 Sewer Revenue Bonds	105.0	105.0	0.0
1997 Transportation Bonds	350.0	276.6	73.4
2004 General Obligation Bonds	582.2	568.9	13.3
2004 Sewer Revenue Bonds	150.0	150.0	0.0
2006 General Obligation Bonds	54.0	53.2	.8
Total	\$1,498.2	\$ 1,406.1	\$ 92.1

Legal Debt Limits

- County General Obligation Bonds

General obligation debt may not exceed six percent of the value of the County’s taxable property as of the latest assessment. However, with voter approval, debt may be incurred up to 15 percent of the value of taxable property. Pima County has received voter approval for all general obligation debt. The legal debt margin at June 30, 2013, is as follows (in thousands):

Net assessed valuation:		\$8,171,212
<u>Debt Limit (15% of net assessed valuation):</u>		\$1,225,682
<u>Amount of debt applicable to debt limit:</u>		
General obligation bonds outstanding	\$ 456,690	
Less net assets in debt service fund available for payment of general obligation bond principal	<u>(22,900)</u>	<u>(433,790)</u>
Legal debt margin available		<u>\$ 791,892</u>

- Street and Highway Revenue Bonds

Arizona Revised Statute §11-378 presently requires that in order for the County to issue bonds payable from Street and Highway Revenues, the County must have received Street and Highway Revenues in the year preceding the issuance of the additional bonds in an amount equal to at least one and one-half times the highest annual principal and interest requirements thereafter to come due on all such bonds to be outstanding following the issuance of the additional bonds, provided that if the Street and Highway Revenues received in the preceding year do not equal at least two times the highest annual principal and interest requirements, the proposed bonds must bear a rating at the time of issuance of “A” or better by at least one nationally recognized credit rating service, taking into account any credit enhancement facility in effect with respect to such bonds.

Each time Pima County has issued Street and Highway Revenue Bonds, the County has met the requirements of Arizona Revised Statute §11-378. In fiscal year 2013/14, the County issued \$16.0 million in new Street and Highway Revenue Bonds and met the statutory requirement. The County is not planning to issue Street and Highway Revenue Bonds in fiscal year 2014/15. For fiscal year 2014/15, Street and Highway revenues are projected at \$49,149,349, and \$18,881,568 in Street and Highway Revenue Bonds debt payment is scheduled, providing approximately 2.6 times coverage.

- Sewer Revenue Debt

There is no statutory legal debt limit on Sewer Revenue debt. Within the documents for Sewer Revenue debt, the County has provided a covenant to the debt holders which limit the issuance of additional Sewer Revenue debt unless the covenant set forth in Board of Supervisors’ Resolution Nos. 1991-138, as amended, and 2010-50 has been met. That covenant requires that the net revenues of the sewer system for the year preceding an issuance of debt be at least 120 percent of the maximum annual debt service for all debt.

Matching of Bond Proceeds

Over the years, the County has been very successful in matching bond proceeds with other funding sources. The \$1.498 billion in bond authorizations is expected to be leveraged with at least \$1.2 billion in other funding sources including federal and state aid, Regional Transportation Authority funds, contributions from home owners associations and developers, Flood Control District tax revenues, HURF revenues, roadway impact fees, and sewer connection fees.

Operating and Maintenance Costs

The sale of bonds not only obligates the County for the repayment of principal and interest, but also obligates it for the payment of future costs related to the continued operating and maintenance of capital improvements. To plan for these future costs, Pima County routinely studies projected expenditures associated with completed CIP projects. This planning enables the County to better judge the amount of other revenues needed to maintain facilities and identify appropriate alternative sources of funding in advance of actual needs. Additional information about operations and maintenance expenditures associated with capital improvement projects can be found in the *CIP* section.

Bond Sales Scheduling

The schedule of bond sales is premised upon pledges by the Board of Supervisors to maintain secondary property taxes for general obligation debt at or below \$0.81 per \$100 of assessed valuation. For fiscal year 2014/15, the secondary tax rate is \$0.7000 per \$100 of assessed valuation which is a decrease of \$0.0800 from fiscal year 2013/14 rate.

In regards to sewer revenue debt, user and connection fees are examined annually to ensure that they recover all direct and indirect costs of service, including debt, and are approved by the Board of Supervisors. Rate adjustments for user and connection fees are based on five-year financial plans.

The following table presents the increases (including planned increases) in sewer user and connection fees since fiscal year 2002/03.

Table 6

Increases in Sewer User and Connection Fees

Fiscal Year	User Fees	Connection Fees
2002/03 (effective 7/1/2002)	5.0%	0.0%
2002/03 (effective 4/1/2003)	0.0%	12.0%
2002/03 (effective 6/1/2003)	0.0%	12.0%
2003/04	0.0%	12.0%
2004/05	4.0%	6.0%
2005/06	8.0%	10.0%
2006/07 (effective 8/11/2006)	6.0%	6.0%
2006/07 (effective 1/1/2007)	6.0%	6.0%
2007/08 (effective 7/1/2007)	6.0%	6.0%
2007/08 (effective 1/1/2008)	9.0%	6.0%

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2008/09 (effective 7/1/2008)	9.5%	9.5%
2008/09 (effective 3/20/2009)	12.75%	0.0%
2009/10 (effective 7/1/2009)	12.75%	0.0%
2009/10 (effective 1/1/2010)	12.75%	0.0%
2010/11 (effective 7/1/2010)	10.0%	6.5%
2011/12 (effective 7/1/2011)	10.0%	6.5%
2012/13 (effective 7/1/2012)	10.0%	*
2013/14 (effective 7/1/2013)	10.0%	*
2014/15	0.0%	*

* On May 15, 2012, the Board of Supervisors adopted Resolution No. 2012-27 establishing a change in the methodology for calculating connection fees. As part of this change, new connection fee rates were established based on water meter size rather than fixture unit equivalents.

The 2013 Regional Wastewater Reclamation Financial Plan forecasts no changes will likely be required in Sewer User and Connection Fees until at least fiscal year 2015/16.

NON FINANCIAL AND STRATEGIC PLANNING

Provide Services Mandated by Legislation and by Community Consensus

County government in Arizona is structured to provide services to county residents as stipulated by law and as deemed desirable by the elected representatives of county residents. To these ends, Pima County has organized its service delivery units into five basic functional areas corresponding to the primary services required. These areas are General Government Services, Community Resources, Justice & Law, Health Services, and Public Works. In each functional area, a function statement guides operational planning at a strategic level, while more specific departmental goals and objectives form the basis for budget development.

Implement Strategic Planning Methodology and Performance Budgeting

Pima County departed from its traditional line item budget presentation utilizing a target base and has now implemented a program-oriented presentation of its budget developed from a zero base as provided under Board of Supervisors Policy No. D22.5. This policy requires that each department prepare its budget from a zero base with a thorough review of operations once every four years. This approach incorporates the establishment of departmental function statements, goals, objectives, and their related performance measures. An increasing emphasis has been placed on the performance aspect of this process, with the intent of improving efficiency and effectiveness of the County's service delivery by all departments. The zero base process has been temporarily suspended due to limited resources during administrative restructuring and to facilitate the implementation of Project PimaCore. The following function statements are the basis for detailed departmental strategic plans:

General Government Services consists of providing services mandated by law such as elections, property valuation and tax assessment, official document recording, conducting Board of Supervisors' meetings, financial reporting, and internal business matters including human resources, maintenance, purchasing, and risk management.

ASSESSOR

Locate, identify, list, value, and defend all real and personal property in Pima County. Annually value and add to the tax roll all new construction, additions, changes in ownership, subdivisions, and parcel splits. Educate and assist the public in the valuation and appeals process. Department goals address:

- Timely and accurate performance of mandated duties
- Innovations in procedure, such as process automation
- Interdepartmental support for property valuation issues

BOARD OF SUPERVISORS

Fulfill the duties and responsibilities set forth in Arizona Revised Statutes. Fund and maintain public health and safety. Layout, maintain, and manage roads and bridges within the County. Provide health care and legal services to the indigent population of the County. Supervise the official conduct of all County officers charged with assessing, collecting, safekeeping, managing, or disbursing public revenues. Initiate and support state legislation beneficial to Pima County. Pursue federal and state funding to support services for County residents. Respond to constituents' problems, suggestions, inquiries, or complaints. Establish policies and goals to be carried out and achieved by County departments. Set spending limits and approve budgets of all County departments. Department goals address:

- Growth management
- Fiscal responsibility
- Quality of life in Pima County

CLERK OF THE BOARD

Record, publish, preserve, and file all proceedings and accounts acted upon by the Board of Supervisors. Administer the Pima County Records Management Program. Process, preserve, and file all petitions, various licenses, and applications. Publicize amendments and codify ordinances for inclusion in the Pima County Code. Administer and direct compliance to requirements for boards, commissions, and committees. Discharge statutory requirements for special taxing districts and State Board of Equalization Hearing Officers. Perform all other duties required by law, rule, or order of the Board. Department goals address:

- Timely and accurate performance of mandated duties
- Innovations in procedure, such as process automation

COMMUNICATIONS OFFICE

Effectively communicate the various programs and services available to the public. Work with the Information Technology Department to maintain the new interactive County website. Provide graphic design services to all County departments. Department goals address:

- Timely and accurate media release performance
- Standardization of website appearance and functionality
- Optimizing graphic design services function

COUNTY ADMINISTRATOR

Carry out the policies and attain goals established by the Board of Supervisors. Provide information and technical assistance to the Board. Administer and oversee all non-elected official department operations. Provide management, coordination, and communication on all legislative issues and intergovernmental needs. Oversee such programs as the Sonoran Desert Conservation Plan and the Office of Strategic Planning. Department goals address:

- Implementation of Board of Supervisors policies and plans
- Preservation of open space and the sensitive desert environment

ELECTIONS

Conduct fair, honest, and efficient elections pursuant to all federal and state laws and regulations. Provide election support to all jurisdictions (cities, towns, schools, fire districts, and other special districts within Pima County). Serve as the filing office for candidate nomination filings and for campaign finance reports. Administer precincting and redistricting as required by the Board of Supervisors. Conduct community outreach and assistance to ensure compliance with the Americans With Disabilities Act, and Voting Rights Act. Department goals address:

- Proper and efficient conduct of elections
- Timely reporting of results

FACILITIES MANAGEMENT

Provide for well-planned and well maintained Pima County government facilities through efficient and cost effective management, programs, and delivery of service to the public. Operate and manage Pima County's eight self-supporting, revenue generating parking garage/lot facilities, in order to offer safe, secure parking for employees and the public. Department goals address:

- Efficiency of operational administration
- Minimization of cost overruns
- Quality of customer service
- Compliance with code and regulations

FINANCE & RISK MANAGEMENT

Provide centralized financial and risk management services for the County including administration, bond financing, budget development and monitoring, tax levy and rate compilation, tax assembly coordination, financial statement preparation, financial systems

control, accounts payable and receivable, payroll processing, grants oversight, records maintenance, mail services, workers' compensation, loss control and prevention, internal audit, cash management, collection of delinquent accounts, and formation and collection function of improvement districts. Department goals include:

- Compliance with laws, rules, and regulations
- Application of best practices in reporting and budgeting as promulgated by governing boards and associations
- Loss reduction and adequate funding for loss coverage

FLEET SERVICES

Purchase, maintain, and dispose of cars and light trucks, heavy trucks, and off-road heavy equipment. Provide fuel for all County vehicles and equipment from nine fueling sites located throughout the County and from mobile fuel trucks for off-road equipment. Maintain complete inventory and cost accounting records for all vehicles, equipment, fuel, and parts. Department goals address:

- Improvement in cost effectiveness of fleet resources including fuel and vehicle usage
- Improvement in efficiency of administration

HUMAN RESOURCES

Recruit and retain a highly committed, highly competent, and results-oriented workforce and provide various employment related services and activities. Services include, but are not limited to, recruitment and selection, employment rights, classification and compensation, benefits administration, management training, records management, and federal, state, and local labor reporting. Administer the Health Benefits Trust Fund self-insurance plan. Department goals address:

- Assurance of market competitiveness
- Compliance with mandated personnel policy
- Interdepartmental support for human resources issues
- Implementation of health benefits through insurance, wellness, and employee assistance programs

INFORMATION TECHNOLOGY

Manage the County's computer and network processing, wireless (radio) communications, and telecommunications environment. Direct and manage the development and ongoing maintenance support of application systems and the acquisition and licensing of associated computer hardware/software. Develop and implement information technology standards and security procedures. Manage franchise licensing and contract coordination for cable, fiber, cellular, and competitive local exchange carriers. Provide access to an eLearning environment. Provide a central service desk function for computer hardware and application software problem resolution. Provide testing, maintenance, and repair service for new PCWIN radio system. Departmental goals address:

- Process improvements and consolidation of County IT systems
- Improved quality of voice/data infrastructure

NON DEPARTMENTAL

This is a budgeted funds management mechanism, rather than an operating department. Other departments carry out its functions; therefore, it does not formulate goals or objectives.

OFFICE OF EMERGENCY MANAGEMENT AND HOMELAND SECURITY

Establish and maintain the highest possible quality emergency prevention, preparedness, response, mitigation and recovery function to protect the lives and property of the residents of Pima County in the event of a natural or man-made disaster through planning; the conduct of training and exercises; the establishment and maintenance of a state-of-the-art Emergency Operations Center; and coordination and communications with all departments within Pima

County, emergency response agencies at the local, state, tribal, and federal level, and the public at large. Department goals address:

- Availability of accurate, comprehensive information systems
- Maintenance of a state of the art Emergency Operations Center and radio system
- Efficiency of response preparedness to achieve damage minimization in a disaster
- Comprehensiveness of interagency and public outreach

OFFICE OF SUSTAINABILITY & CONSERVATION

Ensure that social, environmental, and economic dimensions of sustainability policy adopted by the Board of Supervisors are considered and incorporated into County planning, projects, and development. Department goals address:

- Development of plans for Cultural Resources and Open Space preservation
- Integration of Sonoran Desert Conservation Plan with other County planning efforts
- Ongoing implementation of the County's Sustainable Action Plan

PROCUREMENT

Procure materials and services for County departments, except as specified by delegation pursuant to the procurement code or the small purchase procedure. Administer the Pima County Small Business Enterprise Program in accordance with County Code requirements for outreach, price preference, subcontractor goals, and compliance review. Ensure compliance with the Living Wage Ordinance 2002-1 by assisting, reviewing, and monitoring County contracts. Manage the contracts review approval process. Assist and educate vendors concerning bid preparation, bonds and insurance, and the conduct of business with the County. Track and monitor all County contracts. Department goals address:

- Efficiency of purchasing process
- Compliance with Procurement policy and procedure
- Vendor assistance with County transactions

RECORDER

Record and maintain all documents presented for public information. Maintain voter registration rolls in an efficient and cost effective manner. Conduct early voting and other election related activities as prescribed by Title 16 and other provisions of the Arizona Revised Statutes. Department goals address:

- Access to the voting process for all citizens
- Accuracy and timeliness of document recording
- Efficiency in performing mandated functions

TREASURER

Serve as the custodian of public monies and as ex-officio tax collector for Pima County and its political subdivisions. Account for the collection, custody, and disbursement of public revenue, and report the same to the Board of Supervisors. Collect and distribute property taxes for all taxing jurisdictions in Pima County. Accept deposits, clear warrants, and provide investment services to Pima County and its political subdivisions. Department goals address the following:

- Investment revenue optimization
- Innovations in procedure, particularly in process automation
- Efficiency in performing mandated functions

Community Resources encompasses programs and initiatives which enable County residents to benefit from economic, cultural, and educational opportunities made possible, at least in part, by public funding. Because these services involve more latitude, and are generally covered by enabling rather than mandating legislation, they depend more on special revenue funding than on General Fund support, compared to many of the administrative services.

COMMUNITY & ECONOMIC DEVELOPMENT ADMINISTRATION

Enhance the economic and cultural well-being of Pima County constituents, with particular focus on improving the status of the economically disadvantaged, and to meet and report performance and fiscal requirements of federal, state, and private grantors. The department oversees the Community Development & Neighborhood Conservation, Community Services-Employment & Training, Economic Development & Tourism, Kino Sports Complex departments, and the Pima County Public Library and Stadium Districts. Department goals address:

- Improvement in department efficiency
- Increased levels of Employee Combined Appeal Program (ECAP) funding
- Implementation of County economic development plan

COMMUNITY DEVELOPMENT & NEIGHBORHOOD CONSERVATION

Enhance the economic welfare of inhabitants of Pima County by promoting more and better human service delivery, promoting intergovernmental and community collaboration, addressing critical human and community needs, and promoting infrastructure, economic, and social service development in low and moderate income communities. Department goals address:

- Augmentation and leveraging of funding
- Increase in the number of residents served in the areas of housing assistance, human services, and youth programs
- Improvement in collaboration with private and nonprofit sectors in delivery of services

COMMUNITY SERVICES, EMPLOYMENT & TRAINING

Improve the economic and social sustainability of Pima County by developing skilled workers, assisting employers to meet workforce needs, mitigating the impact of layoffs through employment services, addressing basic housing needs of low income individuals, helping youth develop into successful adults, maximizing access to public and community resources, and helping persons with barriers such as homelessness and illiteracy transition into society. Department goals address:

- Coordination of shared resources
- Improvement of standard of living through employability skills, education, and economic assistance to low income residents

COUNTY FREE LIBRARY

Provide Pima County residents with free and equitable access to the information resources needed for full participation in the community and for the enrichment of individual lives. Department goals address:

- Promotion of community literacy and education
- Quality of information service
- Improvement of library collection and its accessibility

ECONOMIC DEVELOPMENT & TOURISM

Facilitate business and tourism growth with various community partners located in Pima County and the state of Arizona. Serve as a marketing outreach agency promoting the quality of life of the region to create potential leisure and business opportunities with Pima County leased assets, meeting planners, conference attendees, and leisure visitors. Coordinate activities with both public and private sector partners. Department goals address:

- Coordination of public funding
- Awareness of Pima County as a travel destination
- Utilization of County Facilities (e.g., County Fairgrounds, Kino Sports Complex)

KINO SPORTS COMPLEX

Improve the quality of life for residents of Pima County by providing a variety of cultural and recreational services through various facilities operated by Pima County. Department goals address:

- Esthetically pleasing and safe landscapes
- Facilities presenting a high quality image of Community Resources

NATURAL RESOURCES, PARKS & RECREATION

Manage Pima County natural resources, urban parks, and recreation programs. Lead community efforts to conserve the Sonoran Desert and enhance the urban environment. Provide quality recreation, education, and leisure activities. Department goals address:

- Effectiveness of administration including fiscal management, training, and reporting
- Improvement in public utilization
- Enhancement in quality of parks operation and maintenance

SCHOOL SUPERINTENDENT

Perform functions mandated by the Arizona Revised Statutes and State Board of Education. Administer the funds of local public school districts including the issuance of payrolls. Prepare school district financial information for the Board of Supervisors for setting the property tax rates. Maintain mandated programs involving the parents of children that are either in private schools or being taught at home. Operate Pima Accommodation District, educational services, and school bus service for students in unorganized territory in Pima County. Plan and operate multi-district educational programs. Department goals address:

- Compliance with state mandates and educational standards
- Pursuit of educational grants
- Collaboration with other agencies in addressing educational issues

STADIUM DISTRICT

Provide family entertainment for Pima County residents through sports recreation and community events. Continue to develop relationships with soccer leagues that will have a positive impact on the community and the local economy. Department goals address:

- Expansion of field usage and availability
- Expansion of gem & mineral shows and other non-sports events
- Maintaining landscapes to a consistently high standard
- Business operations models to account for new customer base

Justice & Law, encompassing the courts, sheriff patrol, investigations, and detention operations, prosecution, as well as public defense responsibilities, working to ensure public safety and provide needed legal services as mandated under constitutional and statutory provisions of County, state, and federal governments.

CLERK OF THE SUPERIOR COURT

Maintain and hold accessible, for the public and the court, all Pima County division records of the Superior Court. Assist the public and all parties dealing with the court system. Establish, execute, and administer policies and procedures in compliance with the statutes of the state of Arizona and the Judicial Merit System. Coordinate the prompt and orderly disposition of the business of the court with the presiding judge and court administrator. Collect and disburse fees. Monitor revenues and expenditures. Provide clerk services during trials and other proceedings. Receive, record, and disburse all court ordered payments of child support, spousal maintenance, and special paternity. Maintain permanent civil, probate, criminal, and child support case files. Department goals address:

- Development of automated processing
- Means to improve operating efficiency
- Improvement in customer service delivery

CONSTABLES

Act as Peace Officer for the Justice Courts. Serve criminal and civil summons. Evict tenants under writs of restitution. Collect debts on writs of execution. Serve restraining orders. Perform arrests and bring defendants to court on civil warrants. Department goals address:

- Compliance with state mandates
- Improvement in quality and efficiency of service delivery

COUNTY ATTORNEY

Represent the state in felony matters occurring throughout Pima County and in all misdemeanor cases occurring in unincorporated areas of Pima County. Provide legal advice to the Board of Supervisors, County departments, and other government entities. Provide advocacy and crisis intervention for victims and witnesses via the Victim Witness Program. Investigate and prosecute racketeering crime and administer resources for all Pima County law enforcement agencies via the Antiracketeering Program. Assist County residents in collecting bad check restitution via the Bad Check Program. Operate the 88-Crime telephone hotline 24 hours a day, receiving citizen tips to assist in solving crimes. Support and administer youth related programs working with nonprofit agencies. Provide community protection by working with neighborhoods in order to reduce trends in youth violence, increase public safety, and reduce crime. Administer the Adult Diversion Program as an alternative to prosecution. Department goals address:

- Protection of Pima County residents' safety and legal rights
- Emphasis on prosecution of violent, dangerous, repetitive offenders
- Community outreach
- Effective representation of Pima County in civil matters
- Improvement in efficiency, particularly in automated systems

FORENSIC SCIENCE CENTER

Perform investigations regarding individuals whose deaths are under the jurisdiction of the office of the Medical Examiner. Department goals address:

- Improvement in the quality of death investigation standards

JUSTICE COURT AJO

Provide prompt and consistent delivery of services to the public, litigants, and attorneys within the judicial precinct in compliance with court mandates. Provide prompt and orderly disposition of civil, criminal, and traffic cases. Maintain orderly, complete, and accurate records. Collect, record, and disburse fees and fines in accordance with statutes, County ordinances, court orders, policies and guidelines established by the Administrative Office of the Courts. Issue marriage licenses. Prepare various reports prescribed by law. Provide general information to the public regarding various County departments. Serve and protect society by offering selected offenders the opportunity to become law-abiding and productive citizens through the Adult Probation program. Department goals address:

- Compliance with mandated functions
- Collection of fee revenue
- Improvements in operating efficiency

JUSTICE COURT GREEN VALLEY

Provide prompt and consistent delivery of judicial services according to law with respect and fairness to all parties. Coordinate the prompt and orderly disposition of civil, criminal, and traffic cases. Collect and disburse fees in compliance with statutes, County ordinances, and accounting standards set by the Supreme Court. Department goals address:

- Compliance with mandated functions
- Collection of fee revenue
- Improvements in operating efficiency
- Quality of customer service

JUSTICE COURTS TUCSON

Serve the public, litigants, and attorneys by providing prompt and orderly disposition of civil, criminal, and traffic cases. Maintain orderly, complete, and accurate records. Prepare statistical reports and other reports as prescribed by law. Collect, record, and disburse fees and fines in accordance with statutes, court orders, ordinances, and policy. Follow court performance guidelines set by court rules, statutes, administrative orders, and the Administrative Office of the Courts. Meet ethical standards for court staff and judges, as written and enforced by the Commission on Judicial Conduct. Accomplish financial management, as guided and enforced by the minimum accounting standards set by the Supreme Court and by the State Auditor General. Adhere to the established operational guidelines reviewed by the Court Services Division of the Supreme Court. Provide a safe and secure environment for employees, elected officials, and the public. Department goals address:

- Compliance with mandated functions
- Collection of fee revenue
- Improvements in operating efficiency
- Quality of customer service

JUVENILE COURT

Exercise jurisdiction, under federal and state constitutions, laws, and Rules of the Court, over all children under the age of 18 years who are referred to the court for reasons of mental health, incorrigibility, or delinquency and for all families involved in matters of dependency, severance, and adoption. Promote the interests and safety of the community, promote the rehabilitation of children and their families, facilitate the protection of children who are abused or neglected, and facilitate the provision of services to those children and families involved with the court in accordance with the due process of law. Work actively with, and provide leadership to, the community, the public, and private agencies to promote justice, education, and prevention of juvenile delinquency and abuse. Department goals address:

- Effectiveness of detainee rehabilitation
- Improvement in case processing efficiency
- Effectiveness of probation programs

LEGAL DEFENDER

Provide quality legal representation in an efficient and cost effective manner for indigent individuals entitled to appointed counsel. Provide representation in the Superior Court, Juvenile Court, Justice Courts, the Arizona Court of Appeals, Arizona Supreme Court and, in certain circumstances, the federal courts. Department goals address:

- Quality of representation for indigent clients
- Retention of legal staff
- Efficiency of service delivery

OFFICE OF COURT APPOINTED COUNCIL

Provide eligibility screening and recommend attorney assessments for legal representation of out-of-custody defendants charged with criminal offenses in Superior, Juvenile, and Justice Courts. Represent children in dependency and severance cases. Provide administrative support by reviewing contract compliance and reviewing and processing claims submitted by contract attorneys and other defense related professional services in seven functional areas including misdemeanor, felony, first degree murder, Title 36, Rule 32, Juvenile Court, and the Court of Appeals. Department goals address:

- Quality and cost efficiency of services
- Adherence to rules and professional standards

PUBLIC DEFENDER

Provide quality legal representation in an efficient, cost effective manner for indigent individuals entitled to appointed counsel. Provide representation in the Superior Court, Juvenile Court, Justice Courts, the Arizona Court of Appeals, Arizona Supreme Court and, in certain circumstances, the federal courts. Department goals address:

- Quality of representation for indigent clients
- Retention of legal staff
- Efficiency of service delivery

PUBLIC FIDUCIARY

Accept appointment by the Superior Court to serve as conservator, guardian, or personal representative for individuals. Maintain and administer insurance benefits to meet estate planning needs. Maintain and liquidate securities. Prepare taxes. Determine eligibility of and provide burial for indigent persons. Department goals address:

- Quality of service delivery
- Efficiency of service delivery
- Minimization of procedural error
- Respectful and cost effective indigent burial

SHERIFF

Provide law enforcement and public safety services in unincorporated Pima County. Provide safe and secure detainment of inmates. Provide support services for law enforcement and corrections personnel. Department goals address:

- Quality and completeness of mandated responsibilities
- Performance of special law enforcement functions
- Provisions for the health and welfare of inmates
- Public outreach

SUPERIOR COURT

Adjudicate cases in which exclusive jurisdiction is not vested in another court. Provide administrative services and automated information systems to the court. Provide interpreting services to non-English speaking and hearing impaired defendants, witnesses, and victims. Provide custody/visitation evaluation and mediation, marriage/divorce counseling, and custody evaluations. Provide a legal collection and library facility and assist in the retrieval of information. Provide jurors for Superior Court, Justice Courts, and Tucson Municipal Court. Publish the daily calendar, collect and analyze statistics, and manage the daily calendars for Superior Court divisions. Conduct investigations of defendants and provide supervision of probationers. Provide information about arrestees and detainees to the judicial divisions and monitor compliance with conditions of release. Department goals address:

- Performance that ensures public confidence in the judicial system
- Efficiency in operating procedures including automated systems
- Interpreter services and jury administration
- Improvement in adult probation outcomes
- Compliance with mandated responsibilities

Health Services departments provide health services, health care and environmental management for Pima County residents and administer funding to and from state and other sources.

ENVIRONMENTAL QUALITY

Preserve and protect the environment of Pima County for the long-term benefit of residents' health, welfare, safety, and quality of life. Identify and respond to environmental issues by providing services including monitoring, enforcement, information, and education. Department goals address:

- Efficiency in the delivery of administrative services

Pima County FY 2014/2015 Adopted Budget

- Compliance with air quality standards and water quality standards
- Compliance with solid and hazardous waste standards
- Public education and outreach

HEALTH

Monitor, protect, and improve the community's health by conducting and coordinating a balanced program of primary, secondary, and tertiary prevention aimed at health promotion, disease prevention, and early, prompt medical treatment. Ensure establishments comply with consumer health and food safety standards. Provide animal control services. Department goals address:

- Efficiency in support services to all health services
- Expansion in number of County residents served
- Compliance with mandated responsibilities
- Improvement in quality of health care services offered

OFFICE OF MEDICAL SERVICES

Oversee the health care services provided to the populations at the County's adult and juvenile detention centers by monitoring the performance of health care providers under contract to provide such services, ensuring the provision of quality health care and the reduction of County liability. Ensure the County's compliance with statutory obligations regarding health care and mental health care by funding of, and adjudicating claims for, the County's Title 36 mental health responsibilities. Provide technical assistance and other support to County administration regarding the County's health care components including operational audits, feasibility studies, revenue maximization, and cost reduction. Provide lease oversight of University of Arizona Medical Center - South Campus (UAMC – SC). Fund and administer the Pima County Restoration to Competency Program housed at the Pima County Adult Detention Center and fund services provided for program patients at the Arizona State Hospital. This department assumed the operating functions of the former Institutional Health department which was reorganized after FY 2012/13. Department goals address:

- Compliance with Arizona Health Care Cost Containment System (AHCCCS) requirements
- Monitoring and audit of correctional health care vendor performance
- Improvement in effectiveness of health care delivery
- Appropriate County funding of UAMC - SC operations and monitoring of services
- Minimize referrals of Restoration to Competency patients to Arizona State Hospital

Public Works provides for the infrastructure of the County, which encompasses floodwater management, roads, recreational facilities, County buildings, and sewer facilities.

CAPITAL PROJECTS

The Capital Projects budget reflects anticipated funding for the construction of Pima County capital improvement projects valued at \$100,000 or more (excluding enterprise and internal service fund projects), as detailed in the proposed fiscal year 2014/2015 – 2018/2019 Five Year Capital Improvement Program. Department goals address:

- Responsibility in fiscal management and reporting
- Implementation of the Capital Improvement Program

DEVELOPMENT SERVICES

Provide land use planning, development, and permitting services. Administer the rezoning, comprehensive plan amendment, and appeals processes. Review subdivision plats and development plans for compliance with zoning and development regulations. Review all permit applications and issue permits. Review all building plans and perform compliance inspections. Enforce zoning and building codes complaints. Assign addresses, approve new street names, and process street name changes. Department goals address:

Pima County FY 2014/2015 Adopted Budget

- Quality of customer service
- Compliance with mandated responsibilities, codes, and regulations
- Effectiveness of enforcement operations
- Facilitation of approved development by effective delivery of review and permitting services

PUBLIC WORKS ADMINISTRATION

Provide administrative services and capital project management and direct the real property activities for the departments primarily within the Public Works functional area. Department goals address:

- Quality and effectiveness of all Public Works operating departments
- Effectiveness in administration of real property and fiscal resources

REGIONAL FLOOD CONTROL DISTRICT

Protect public health, safety, and welfare by implementing structural flood control solutions and providing comprehensive non-structural flood prevention services and oversight of floodplain management requirements of the National Flood Insurance Program. Enhance natural floodplain characteristics and community environmental quality by preserving and protecting riparian habitat resources. Support Pima County's Section 10(a) permit application to the U.S. Fish and Wildlife Service and fulfill the mission pertaining to riparian elements set forth by the Board of Supervisors in the Sonoran Desert Conservation Plan. Department goals address:

- Responsibility for public safety and compliance with federal flood insurance guidelines
- Provisions for flood warnings and flood damage mitigation
- Provision of flood control infrastructure projects
- Support for the Sonoran Desert Conservation Plan

REGIONAL WASTEWATER RECLAMATION

Protect public health, safety, and the environment by providing quality service, environmental stewardship, and renewable resources. Department goals address:

- Effectiveness and efficiency in the operation of the sewerage system
- Compliance with applicable sewage regulations
- Improvement in long range capital planning

TRANSPORTATION

Provide for the safe and efficient movement of people and goods. Maintain and rehabilitate Pima County's street and highway system. Review and regulate new developments relative to regional transportation plan considerations. Plan, design, and implement all transportation capital construction projects. Install, upgrade, and improve traffic control devices to enhance or sustain traffic flow and motorist safety. Provide alternate modes of transportation. Develop, integrate, and maintain an automated mapping/facilities, management/geographic information system. Continue implementation and development of the records modernization program. Department goals address:

- Fiscal responsibility
- Workforce development
- Enhancement of the safety and utility of the County's road system
- Improvement of information systems

STATE REPORTS

This section includes copies of Pima County's official State Budget Reports for fiscal year 2014/2015 in the format required by the State of Arizona's Office of the Auditor General and as prescribed by Arizona Revised Statute § 42-17102:

Schedule A - Summary Schedule of Estimated Revenues and Expenditures/Expenses

Schedule B - Summary of Tax Levy and Tax Rate Information

Schedule C - Summary by Fund Type of Revenues

Schedule D - Summary of Other Financing Sources and Interfund Transfers

Schedule E - Summary by Department of Expenditures/Expenses Within Each Fund Type

Schedule F - Summary by Functional Area and Department of Expenditures/Expenses

Schedule G- Full-Time Employees and Personnel Compensation

PIMA COUNTY
SUMMARY SCHEDULE OF ESTIMATED REVENUES AND EXPENDITURES/EXPENSES
FISCAL YEAR 2014/2015

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES 2013/2014*	ACTUAL EXPENDITURES/EXPENSES 2013/2014**	UNRESERVED FUND BAL / NET ASSETS 7/1/2014 (est)***	DIRECT PROPERTY TAX REVENUE 2014/2015	ESTIMATED REVENUE OTHER THAN PROPERTY TAX 2014/2015	PROCEEDS FROM OTHER FINANCING SOURCES 2014/2015	INTERFUND TRANSFERS 2014/2015		TOTAL FINANCIAL RESOURCES AVAILABLE 2014/2015	ADOPTED BUDGETED EXPENDITURES/EXPENSES 2014/2015****
							IN	OUT		
GENERAL FUND	503,524,831	481,949,150	32,474,480	325,729,243	196,243,850		7,838,672	40,884,318	521,401,927	521,401,927
SPEC REV FUNDS										
COUNTY FREE LIBRARY	35,305,000	35,338,958	4,526,990	32,666,797	1,815,000			1,060,592	37,948,195	37,772,853
EMPLOY & TRAINING	16,595,144	13,534,035	495,176		15,015,285		174,542		15,685,003	15,221,945
ENV QUALITY	10,863,575	6,830,771	2,087,862		4,333,952		648,729	51,356	7,019,187	5,501,876
HEALTH SERVICES	29,411,676	29,708,848	1,954,999		19,231,696		13,458,296	1,382,538	33,262,453	31,808,945
REG FLOOD CONTROL	12,624,028	12,577,129	7,390,056	20,469,675	3,269,192		58,215	10,423,724	20,763,414	17,096,728
STADIUM DISTRICT	5,039,746	5,059,746	(1,756,118)		2,656,135		5,720,886	2,866,694	3,754,209	5,253,097
TRANSPORTATION	40,277,267	38,349,024			50,978,362		5,120,662	25,043,310	41,176,166	39,181,813
OTHER SPECIAL REV	81,700,929	72,687,770	29,328,522		88,313,012		2,099,586	21,980,562	97,760,558	82,835,681
TOTAL SPECIAL REV	231,817,365	214,086,281	54,147,939	53,136,472	185,612,634	0	27,280,916	62,808,776	257,369,185	234,672,938
CAPITAL PROJECTS	182,441,811	152,951,983	129,794,546		30,756,351	78,681,000	41,312,487	69,823,967	210,720,417	145,815,785
DEBT SERVICE	124,043,471	150,677,841	3,641,391	52,915,723			62,828,288		119,385,402	114,953,822
TOTAL OTHER FUNDS	306,485,282	303,629,824	133,435,937	52,915,723	30,756,351	78,681,000	104,140,775	69,823,967	330,105,819	260,769,607
ENTERPRISE FUNDS										
DEVELOPMENT SVCS	6,743,858	6,753,798	2,579,275		6,792,000			124,551	9,246,724	6,969,935
PARKING GARAGES	2,076,933	2,021,933	3,632,299		2,712,675			2,318,698	4,026,276	2,382,489
WASTEWATER RECL	216,251,348	184,359,514	142,294,071		180,913,965	20,000,000	60,000,000	27,700,014	375,508,022	162,267,356
TOTAL ENT FUNDS	225,072,139	193,135,245	148,505,645	0	190,418,640	20,000,000	60,000,000	30,143,263	388,781,022	171,619,780
TOTAL ALL FUNDS	1,266,899,617	1,192,800,500	368,564,001	431,781,438	603,031,475	98,681,000	199,260,363	203,660,324	1,497,657,953	1,188,464,252

* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.

** Actual revenues and expenses as of February 28, 2014 plus projected revenues and expenditures/expenses for the remainder of the fiscal year.

*** Amounts in this column represent Fund Balance/Net Asset amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact.

****FY 2014/15 amounts do not include the impact of the following Capital Improvement Programs: Regional Wastewater (\$84,392,158), Telecommunications (\$1,551,878) and Fleet Services (\$6,823,967).

EXPENDITURE LIMITATION

	2013/14	2014/15
1. Budgeted Expenditures/Expenses	1,266,899,617	1,188,464,252
2. Add/(Subtract): Estimated Net Reconciling Items	(133,291,054)	(111,343,682)
3. Budgeted Expenditures/Expenses Adjusted for Reconciling Items	1,133,608,563	1,077,120,570
4. Less: Estimated Exclusions	606,165,752	551,673,183
5. Amount Subject to Expenditure Limitation	527,442,811	525,447,387
6. EEC Expenditure Limitation	527,442,812	525,447,388

SCHEDULE A

7-2

PIMA COUNTY
SUMMARY OF TAX LEVY AND TAX RATE INFORMATION
Fiscal Year 2014/2015

	2013/2014 FISCAL YEAR	2014/2015 FISCAL YEAR
Maximum allowable primary property tax levy per A.R.S. §42-17051 (A).	\$ 358,990,600	\$ 373,818,925
Amount received from primary property taxation in fiscal year 2013/14 in excess of the sum of that year's maximum allowable primary property tax levy A.R.S. §42-17102 (A) (18).	\$ -	
Property Tax Levy Amount		
Primary Property Taxes	\$ 277,155,468	\$ 321,633,141
Secondary Property Taxes		
General Fund-Override election	\$ -	\$ -
Debt Service	\$ 59,464,792	\$ 53,059,292
Flood Control District	\$ 17,834,883	\$ 20,539,235
Library District	\$ 28,487,320	\$ 32,747,156
Fire Assistance District	\$ 3,476,404	\$ 3,577,714
Total Secondary Property Taxes	\$ 109,263,399	\$ 109,923,397
Total Property Tax Levy Amounts	\$ 386,418,867	\$ 431,556,538
Property taxes collected *		
Primary Property Taxes		
2013/14 year's levy	\$ 267,280,000	
Prior years' levy	\$ 7,491,600	
Total Primary Property Taxes	\$ 274,771,600	
Secondary property taxes		
2013/14 year's levy	\$ 105,437,987	
Prior years' levy	\$ 3,144,692	
Total Secondary Property Taxes	\$ 108,582,679	
Total Property Taxes Collected	\$ 383,354,279	
Property Tax Rates		
County Tax Rate		
Primary property tax rate	\$ 3.6665	\$ 4.2779
Secondary Property Tax Rates		
General Fund-Override election	\$ -	\$ -
Debt Service	\$ 0.7800	\$ 0.7000
Flood Control District	\$ 0.2635	\$ 0.3035
Library District	\$ 0.3753	\$ 0.4353
Fire District Assistance	\$ 0.0456	\$ 0.0472
Total Secondary Property Taxes	\$ 1.4644	\$ 1.4860
Total County Tax Rate	\$ 5.1309	\$ 5.7639
Special Assessment district tax rates		
Secondary property tax rates	See Second Page	See Second Page

* Includes actual property taxes collected as of the date the proposed budget was prepared plus estimated property tax for the remainder of the fiscal year.

PIMA COUNTY
SUMMARY OF TAX LEVY AND TAX RATE INFORMATION (Continued)
 Fiscal Year 2014/2015

	2013/2014 FISCAL YEAR	2014/2015 FISCAL YEAR
Special Assessment District Tax Rates		
Secondary Property Tax Rates <small>(Continued)</small>		
Street Lighting Improvement Districts		
Cardinal Est.	\$ 0.9646	\$ 1.0963
Carriage Hills Est. No. 1	\$ 0.1722	\$ 0.1838
Carriage Hills Est. No. 3	\$ 0.1392	\$ 0.1499
Desert Steppes	\$ 0.1450	\$ 0.1567
Hermosa Hills Estates	\$ 0.0802	\$ 0.0874
Lakeside #1	\$ 0.1807	\$ 0.1946
Littletown	\$ 0.7546	\$ 1.0175
Longview Est. #1	\$ 0.1971	\$ 0.2123
Longview Est. #2	\$ 0.1916	\$ 0.2029
Mañana Grande B	\$ 0.1688	\$ 0.1939
Mañana Grande C	\$ 0.2330	\$ 0.2540
Midvale Park	\$ 0.0801	\$ 0.1018
Mortimore Addition	\$ 0.3989	\$ 0.4770
Oaktree No. 1	\$ 1.4749	\$ 1.6067
Oaktree No. 2	\$ 1.4117	\$ 1.8385
Oaktree No. 3	\$ 1.4791	\$ 1.9105
Orange Grove Valley	\$ 0.2876	\$ 0.3015
Peach Valley	\$ 0.3765	\$ 0.4455
Peppertree Ranch	\$ 0.0405	\$ 0.0441
Rolling Hills	\$ 0.1401	\$ 0.1510
Salida Del Sol	\$ 1.2698	\$ 1.4528
Other Improvement District		
Hayhook Ranch Improvement District	\$ 2.6781	\$ 4.9758

**PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2014/2015**

SOURCE OF REVENUES	ADOPTED REVENUES 2013/14	ESTIMATED REVENUES 2013/14*	ADOPTED REVENUES 2014/15
GENERAL FUND			
PROPERTY TAX			
Real Property Taxes	267,328,821	265,430,000	307,412,080
Personal Property Taxes	9,409,113	9,341,600	11,017,985
Penalties/Delinq Taxes	1,048,431	1,008,770	851,222
Interest/Delinq Taxes	7,713,830	6,710,624	6,447,956
TOTAL PROPERTY TAX	285,500,195	282,490,994	325,729,243
LICENSES & PERMITS			
Business Licenses & Permits	2,785,670	2,906,500	2,976,590
TOTAL LICENSES & PERMITS	2,785,670	2,906,500	2,976,590
INTERGOVERNMENTAL			
Federal Grants & Aid	2,999,899	4,214,899	3,188,330
State Grants & Aid	211,912	271,649	430,412
Sales & Use Tax	99,300,000	102,750,000	106,640,000
Shared Vehicle License Tax	23,332,000	23,682,000	24,100,000
Alcoholic Beverages	65,000	65,000	77,000
City Participation	370,000	145,377	1,055,900
Transient Lodging Tax	5,493,600	5,266,800	5,670,867
TOTAL INTERGOVERNMENTAL	131,772,411	136,395,725	141,162,509
CHARGES FOR SERVICES			
Interdepartmental Charges	76,086	596	0
Health Fees	1,380,000	1,670,000	1,710,000
Court Fees	4,717,027	4,677,053	5,538,160
General Government	2,599,112	2,466,724	2,300,620
Correctional Housing	7,300,000	7,600,000	7,626,700
Recorder Fees	2,480,186	1,980,186	1,853,500
Sheriff Dept Fees	1,228,000	1,228,102	1,228,000
Culture & Recreation Fees	671,500	648,000	792,900
Contributions/Pub Enterprs	14,693,130	14,511,473	20,921,085
TOTAL CHARGES FOR SERVICES	35,145,041	34,782,134	41,970,965
FINES AND FORFEITS			
Justice CTS-Fines & Forfeits	4,417,310	3,538,323	3,093,031
Superior CTS-Fines & Forfeits	222,000	227,000	222,000
Other Fines & Forfeits	1,140,000	1,101,801	1,180,000
TOTAL FINES & FORFEITS	5,779,310	4,867,124	4,495,031
INVESTMENT EARNINGS			
Investment Earnings	210,059	224,565	280,700
TOTAL INVESTMENT EARNINGS	210,059	224,565	280,700
MISCELLANEOUS			
Rents and Royalties	3,540,656	3,762,876	3,480,435
Other Misc. Revenues	2,687,364	2,873,478	1,877,620
TOTAL MISC. REVENUES	6,228,020	6,636,354	5,358,055
TOTAL GENERAL FUND REVENUE	467,420,706	468,303,396	521,973,093

SCHEDULE C

**PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2014/2015**

SOURCE OF REVENUES	ADOPTED REVENUES 2013/14	ESTIMATED REVENUES 2013/14*	ADOPTED REVENUES 2014/15
SPECIAL REVENUE FUNDS			
COUNTY FREE LIBRARY			
Property Taxes	28,603,438	28,324,800	32,666,797
Intergovernmental	390,000	316,089	655,000
Fines & Forfeits	650,000	500,000	600,000
Investment Earnings	50,000	56,000	50,000
Miscellaneous	430,000	885,000	510,000
TOTAL COUNTY FREE LIBRARY	30,123,438	30,081,889	34,481,797
EMPLOYMENT AND TRAINING			
Intergovernmental	16,559,659	13,423,849	13,939,702
Miscellaneous	0	30,365	1,075,583
TOTAL EMP AND TRAINING	16,559,659	13,454,214	15,015,285
ENVIRONMENTAL QUALITY			
Licenses and Permits	2,004,700	2,069,650	2,365,700
Intergovernmental	1,857,340	1,983,053	1,927,062
Charges for Services	3,478,700	36,864	0
Fines & Forfeits	0	89,021	0
Investment Earnings	27,000	24,863	23,000
Miscellaneous	426,700	42,470	18,190
TOTAL ENVIRONMENTAL QUALITY	7,794,440	4,245,921	4,333,952
HEALTH			
Licenses and Permits	2,210,201	1,818,201	2,210,574
Intergovernmental	11,903,569	12,062,622	13,360,164
Charges for Services	2,963,614	3,313,924	2,955,956
Fines and Forfeits	125,970	127,970	124,769
Miscellaneous	509,772	491,375	580,233
TOTAL HEALTH	17,713,126	17,814,092	19,231,696
REGIONAL FLOOD CONTROL DISTRICT			
Property Taxes	18,208,026	17,825,000	20,469,675
Licenses and Permits	0	975	1,100
Intergovernmental	87,475	123,723	107,747
Charges for Services	25,000	77,255	3,070,000
Investment Earnings	35,000	35,000	35,000
Miscellaneous	60,388	73,592	55,345
TOTAL REG. FLOOD CONTROL DIST.	18,415,889	18,135,545	23,738,867
STADIUM DISTRICT			
Intergovernmental	1,652,000	1,585,000	1,590,000
Charges for Services	153,000	1,050,000	1,045,000
Investment Earnings	21,135	21,135	21,135
Miscellaneous	455,000	3,082	0
TOTAL STADIUM DISTRICT	2,281,135	2,659,217	2,656,135

SCHEDULE C

**PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2014/2015**

SOURCE OF REVENUES	ADOPTED REVENUES 2013/14	ESTIMATED REVENUES 2013/14*	ADOPTED REVENUES 2014/15
TRANSPORTATION			
Licenses and Permits	1,110,800	1,110,800	1,119,073
Intergovernmental	49,233,840	49,893,280	49,323,707
Charges for Services	110,950	230,650	171,650
Investment Earnings	120,000	120,000	80,000
Miscellaneous	301,287	559,084	283,932
TOTAL TRANSPORTATION	50,876,877	51,913,814	50,978,362
OTHER SPECIAL REVENUE FUNDS & GRANTS			
Intergovernmental	64,407,952	61,602,143	67,260,174
Charges for Services	7,917,781	7,118,312	9,971,493
Fines and Forfeits	2,507,580	2,532,320	2,738,800
Investment Earnings	376,959	388,269	248,824
Miscellaneous	8,049,654	9,132,596	8,093,721
TOTAL OTHER SP REV & GRANTS	83,259,926	80,773,640	88,313,012
TOTAL SPECIAL REVENUE FUNDS	227,024,490	219,078,332	238,749,106
DEBT SERVICE			
Property Taxes	59,611,817	58,986,800	52,915,723
Intergovernmental	0	202	0
Investment Earnings	0	157,171	0
Miscellaneous	0	11,552,329	0
TOTAL DEBT SERVICE	59,611,817	70,696,502	52,915,723
CAPITAL PROJECTS			
Intergovernmental	33,862,369	34,797,111	27,028,377
Charges for Services	2,376,867	4,098,477	3,003,300
Investment Earnings	0	297,207	243,494
Miscellaneous	1,133,459	1,233,459	481,180
TOTAL CAPITAL PROJECTS	37,372,695	40,426,254	30,756,351
ENTERPRISE FUNDS			
DEVELOPMENT SERVICES			
Licenses and Permits	5,185,000	6,295,116	6,099,560
Charges for Services	618,000	580,784	665,040
Investment Earnings	15,000	15,000	15,000
Miscellaneous	18,700	44,100	12,400
TOTAL DEVELOPMENT SERVICES	5,836,700	6,935,000	6,792,000
PARKING GARAGES			
Charges for Services	248,580	492,376	511,140
Investment Earnings	26,796	21,888	26,796
Miscellaneous	1,949,097	1,780,604	2,174,739
TOTAL PARKING GARAGES	2,224,473	2,294,868	2,712,675

SCHEDULE C

**PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2014/2015**

SOURCE OF REVENUES	ADOPTED REVENUES 2013/14	ESTIMATED REVENUES 2013/14*	ADOPTED REVENUES 2014/15
REGIONAL WASTEWATER RECL.			
Licenses and Permits	16,000	16,000	16,000
Charges for Services	176,964,350	172,704,996	175,231,708
Fines and Forfeits	22,000	32,000	22,000
Investment Earnings	850,000	1,173,628	464,257
Miscellaneous	80,000	272,011	180,000
Capital Contributions	5,000,000	5,000,000	5,000,000
TOTAL REG WASTEWATER RECL	182,932,350	179,198,635	180,913,965
TOTAL ENTERPRISE FUNDS	190,993,523	188,428,503	190,418,640
GRAND TOTAL ALL FUNDS	982,423,231	986,932,987	1,034,812,913

*These amounts include actual revenues recognized on the modified accrual or accrual basis as of February 28, 2014 plus projected revenues for the remainder of the fiscal year.

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2014/2015

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2014/15	INTERFUND TRANSFERS 2014/15	
		IN	OUT
<u>General Fund</u>			
Capital Projects - Information Technology			3,365,400
Debt Service - COPs 2007			2,914,615
Debt Service - COPs Jail Facility			2,855,700
Debt Service - COPs 2010			1,669,146
Debt Service - COPs 2013			418,750
Debt Service - COPs 2014			5,000,782
Economic Development & Tourism			651,759
Employment & Training - County Match			174,542
Environmental Quality - Air Quality			403,214
Environmental Quality - Wildcat Dump Enforcement			245,515
Facilities Renewal Fund - Rental O&M		1,288,460	
Health - General Fund Support			10,283,559
Health - General Fund Support-Pima Animal Care			2,134,162
Improvement Districts Formation Fund			29,088
Office of Emergency Management Grants - County Match			73,390
Parks Grants - County Match			12,750
Parks Special Programs - Loan Repayment		240,000	
Projects Reimbursement		3,000,000	
Regional Wastewater Reclamation - Tucson Clean and Beautiful		50,000	
Regional Wastewater Reclamation - Summer Youth Funding		124,000	
Stadium District - Ball Fields Maintenance			1,058,002
Stadium District - Debt Service		2,855,700	
Stadium District - General Fund Support			2,177,931
Stadium District - Hotel Tax Proceeds			2,295,351
Sheriff Inmate Welfare Fund - Inmate Health		120,000	
Sheriff State RICO Fund - Taser Loan		160,512	
Transportation - Graffiti Abatement			120,662
Transportation - Pavement Preservation			5,000,000
Total General Fund	<u>0</u>	<u>7,838,672</u>	<u>40,884,318</u>
<u>Special Revenue Funds</u>			
County Free Library			
Capital Projects - Phone System			211,170
Capital Projects			761,000
Debt Service - COPs 2010			88,422
County Free Library		0	1,060,592
Economic Development & Tourism			
General Fund - Tourism Events		651,759	
Economic Development & Tourism		651,759	0
Employment & Training - General Fund		174,542	
Elections Grants - Capital Projects			750,000
Environmental Quality			
Capital Projects Fund - Permits Mgmt System			51,356
General Fund - Wildcat Dump Enforcement		245,515	
General Fund - Air Quality		403,214	
Total Environmental Quality		648,729	51,356
Facilities Renewal Fund - General Fund Rent O&M			1,288,460

SCHEDULE D

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2014/2015

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS	
	2014/15	IN	OUT
Health			
Health Grants - County Match			1,040,575
Health - Capital Projects Hlth & Food Safety License Software			271,207
Debt Service - COPs 2010			53,380
Debt Service - COPs 2010 - PACC			17,376
General Fund Subsidy - Pima Animal Care	2,134,162		
General Fund Subsidy - Health	<u>10,283,559</u>		
Total Health		<u>12,417,721</u>	<u>1,382,538</u>
Health Grants - Health Grant Match		1,040,575	
Improvement Districts Formation Fund - Gen Fund		29,088	
Office of Emergency Management Grants - County Match fr GF		73,390	
Parks Grants			
Parks Grants - Capital Projects			300,000
Parks Grants - County Grant Match fr GF		<u>12,750</u>	
Total Parks Grants		<u>12,750</u>	<u>300,000</u>
Parks Special Programs			
General Fund - Loan Repayment			240,000
Parking Garages	1,000,000		
Regional Flood Control - Native Plants Nursery	30,000		
Regional Wastewater Reclamation - Native Plants Nursery	75,000		
Transportation - Native Plant Nursery	75,000		
Capital Projects - Open Space			1,000,000
Total Parks Special Programs		<u>1,180,000</u>	<u>1,240,000</u>
Regional Flood Control			
Capital Projects - Permits Mgmt System			95,839
Capital Projects			10,000,000
Debt Service - COPs 2010			50,068
Parks-Spec Progs - Native Plants Nursery			30,000
Regional Flood Control Grants - County Match			58,215
Stadium District KERP			189,602
Total Regional Flood Control		<u>0</u>	<u>10,423,724</u>
Regional Flood Control Grants - County Match		58,215	
Sheriff Inmate Welfare Fund - General Fund			120,000
Sheriff State RICO Fund - General Fund - Taser Loan			160,512
Transportation			
Capital Projects			650,000
Capital Projects - Pavement Preservation			5,000,000
Transportation Grants - County Match			152,599
Capital Projects - Permits Mgmt System			64,215
Debt Service - COPs 2010			217,727
Debt Service - Transportation Bonds			18,883,769
Parks-Spec Progs - Native Plants Nursery			75,000
General Fund - Pavement Preservation	5,000,000		
General Fund - Graffiti	<u>120,662</u>		
Total Transportation		<u>5,120,662</u>	<u>25,043,310</u>

SCHEDULE D

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2014/2015

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2014/15	INTERFUND TRANSFERS 2014/15	
		IN	OUT
Transportation Grants			
Transportation Grants - Capital Projects			18,121,590
Transportation - County Match		152,599	
Total Transportation Grants		152,599	18,121,590
Stadium District			
Debt Service - COPs 2010			10,994
General Fund - Ball Fields Maintenance		1,058,002	
General Fund - Debt Service			2,855,700
General Fund - Hotel Tax Proceeds		2,295,351	
General Fund - General Fund Support		2,177,931	
Regional Flood Control - KERP		189,602	
Total Stadium District		5,720,886	2,866,694
Total Special Revenue Funds		27,280,916	62,808,776
Capital Projects			
Bond Proceeds - General Obligation	18,681,000		
Proceeds - Certificates of Participation 2015	60,000,000		
Development Services - Permits Management System		109,130	
Environmental Quality - Permits Management System		51,356	
Elections Grants		750,000	
Facility Renewal Fund			
Fleet - Fuel Management System			216,148
Fleet Services - New Services Facility			5,217,819
Fleet Services - Mission Fuel Island			1,390,000
General Fund			3,000,000
General Fund - Information Technology		3,365,400	
Health- Consumer Health & Food Safety Licensing Software		271,207	
Library District - Capital Projects		761,000	
Library District - Shoretel System		211,170	
Parking Garages Capital Projects		315,000	
Parks Grants - Capital Projects		300,000	
Parks Special Programs - Open Space		1,000,000	
Regional Flood Control - Permits Management System		95,839	
Regional Flood Control - Capital Projects		10,000,000	
Regional Wastewater Recl-Permits Management System		43,311	
Regional Wastewater Recl - Proceeds COPs 2015			60,000,000
Risk Management-Demolition Theresa Lee Clinic		200,000	
Risk Management - Permits Management System		3,269	
Transportation Grants - Intergovernmental Revs		18,121,590	
Transportation		650,000	
Transportation - Pavement Preservation		5,000,000	
Transportation - Permits Mgmt System		64,215	
Total Capital Projects	78,681,000	41,312,487	69,823,967
Debt Service			
General Fund - COPs 2007		2,914,615	
County Free Library - COPs 2010		88,422	
Development Services - COPs 2010		15,421	
Fleet Services - COPs 2010		60,626	
General Fund - COPs 2010		1,669,146	

SCHEDULE D

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2014/2015

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS	
	2014/15	IN	OUT
Health - COPs 2010		53,380	
Health - PACC COPs 2010		17,376	
Parking Garages - COPs 2010		3,698	
Print Shop COPS 2010		2,229	
Regional Flood Control - COPs 2010		50,068	
Regional Wastewater - COPs 2010		503,728	
Risk Management - COPs 2010		29,023	
Stadium District - COPs 2010		10,994	
Telecommunications - COPs 2010		12,559	
Transportation - COPs 2010		217,727	
Fleet Services - COPs 2013		2,116,300	
General Fund - COPs 2013		418,750	
Regional Wastewater - COPs 2013		25,252,325	
General Fund - COPs 2014		5,000,782	
Parking Garages - COPs 2014		1,000,000	
Regional Wastewater - COPS 2015		1,651,650	
General Fund - COPs Jail Facility		2,855,700	
Transportation - Transportation Bonds		18,883,769	
Total Debt Service	0	62,828,288	0
<u>Enterprise Funds</u>			
Development Services			
Capital Projects - Permits Management System			109,130
Debt Service - COPs 2010			15,421
Total Development Services	0	0	124,551
Parking Garages			
Parking Garages - Parks Special Programs			1,000,000
Capital Projects - Emergency Generator			150,000
Capital Projects - El Presidio Light Refit			165,000
General Fund - COPs 2014 Debt Service			1,000,000
Debt Service - COPs 2010			3,698
Total Parking Garages		0	2,318,698
Regional Wastewater Reclamation			
Capital Projects Proceeds of COPs 2015		60,000,000	
Capital Projects - Permits Mgmt System			43,311
Sewer Obligation Bonds	20,000,000		
Parks-Spec Progs - Native Plants Nursery			75,000
General Fund - Tucson Clean and Beautiful			50,000
General Fund - Summer Youth Funding			124,000
Debt Service - COPs 2015			1,651,650
Debt Service - COPs 2013			25,252,325
Debt Service - COPs 2010			503,728
Total Regional Wastewater Reclamation	20,000,000	60,000,000	27,700,014
Total Enterprise Funds	20,000,000	60,000,000	30,143,263
Grand Total	98,681,000	199,260,363	203,660,324

SCHEDULE D

**PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2014/2015**

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2014/15	INTERFUND TRANSFERS 2014/15	
		IN	OUT
THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY			
Internal Service Funds			
Fleet Services			
CIP - Fleet - Fuel Management System		216,148	
CIP - Fleet - Mission Fuel Island		1,390,000	
CIP - Fleet - New Services Facilities		5,217,819	
COPs 2013			2,116,300
COPs 2010 Debt Service			60,626
Total Fleet Services	<u>0</u>	<u>6,823,967</u>	<u>2,176,926</u>
Print Shop - COPs 2010 Debt Svc			2,229
Risk Management			
Capital Projects - Permits Mgmt System			3,269
Risk Management - Demolition Theresa Lee Clinic			200,000
Debt Service - COPs 2010			29,023
Total Risk Management		<u>0</u>	<u>232,292</u>
Telecommunications - COPs 2010 Debt Service			12,559
Total Internal Service Funds	<u>0</u>	<u>6,823,967</u>	<u>2,424,006</u>

SCHEDULE D

**PIMA COUNTY
SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEAR 2014/2015**

FUND/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2013/14	EXPENSE ADJUSTMENTS APPROVED 2013/14	ESTIMATED EXPENDITURES/ EXPENSES 2013/14*	ADOPTED EXPENDITURES/ EXPENSES 2014/15
GENERAL FUND				
GENERAL GOVERNMENT SERVICES				
ASSESSOR	8,996,549	0	8,696,549	8,987,373
BOARD OF SUPERVISORS	2,074,023	0	2,074,023	2,025,925
GENERAL GOVERNMENT SERVICES	54,050,765	0	52,501,585	65,177,981
COUNTY ADMINISTRATOR	1,539,893	0	1,539,893	1,451,517
NON DEPARTMENTAL	94,034,354	0	71,064,614	94,505,217
RECORDER	2,399,924	0	2,399,924	4,325,361
TREASURER	2,568,107	0	2,305,432	2,569,606
TOTAL GENERAL GOVERNMENT SERVICES	165,663,615	0	140,582,020	179,042,980
COMMUNITY RESOURCES				
COMMUNITY & ECONOMIC DEVELOPMENT	29,679,672	0	29,938,926	29,709,784
SCHOOL SUPERINTENDENT	1,545,276	0	1,432,146	1,504,336
TOTAL COMMUNITY RESOURCES	31,224,948	0	31,371,072	31,214,120
JUSTICE & LAW				
CLERK OF SUPERIOR COURT	10,870,487	0	10,870,487	10,829,185
CONSTABLES	1,206,968	0	1,280,235	1,185,591
COUNTY ATTORNEY	22,508,352	0	22,508,352	22,471,707
JUSTICE & LAW	32,621,911	0	35,481,957	33,103,068
JUSTICE COURTS	8,304,954	0	8,058,770	8,283,355
JUVENILE COURT CENTER	23,259,977	0	23,259,977	23,286,101
SHERIFF	135,355,031	0	136,945,185	136,815,541
SUPERIOR COURT	29,841,825	0	29,841,825	29,833,729
SUPERIOR CT MANDATED SVCS	1,823,525	0	1,823,525	1,823,525
TOTAL JUSTICE & LAW	265,793,030	0	270,070,313	267,631,802
HEALTH SERVICES	40,843,238	0	39,925,745	43,513,025
TOTAL GENERAL FUND	503,524,831	0	481,949,150	521,401,927
SPECIAL REVENUE FUNDS				
GENERAL GOVERNMENT SERVICES				
ELECTIONS GRANTS	1,180,501	0	0	61,250
EMERGENCY MGMT/HOMELAND SECURITY GRANTS	2,091,793	0	924,815	1,690,389
EMERGENCY MGMT/HOMELAND SEC SPECIAL PROG	1,361,212	0	599,980	2,437,020
FACILITIES RENEWAL FUND	625,000	0	625,000	620,000
FINANCE GRANTS MANAGEMENT	0	0	0	25,000
IMPROVEMENT DISTRICT FORMATION	26,925	0	26,925	29,089
OFFICE OF SUSTAINABILITY GRANTS	2,500	0	3,944	0
PHS TRANSITION FUND	700,000	0	702,719	0
RECORDER-DOC STOR & RETRIEVAL	1,939,958	0	2,089,958	1,366,553
RECORDER GRANTS	98,500	0	98,500	89,500
TAXPAYER INFO FUND	443,200	0	176,200	471,700
TOTAL GENERAL GOVERNMENT SERVICES	8,469,589	0	5,248,041	6,790,501
COMMUNITY RESOURCES				
COMMUNITY DEVELOPMENT GRANTS	7,432,077	0	4,788,225	5,540,294
COUNTY FREE LIBRARY	35,000,000	0	35,000,000	37,202,853
COUNTY FREE LIBRARY GRANTS	305,000	0	338,958	570,000
ECONOMIC DEVELOPMENT & TOURISM	2,008,463	0	2,047,465	2,003,977
EMPLOYMENT & TRAINING	15,292,429	0	12,246,658	13,905,062
HOUSING TRUST FUND	100,000	0	100,125	100,000
PARKS & RECREATION GRANTS	75,000	0	30,000	90,827
PARKS SPECIAL PROGRAMS	930,647	0	1,650,531	935,700
PIMA VOCATIONAL HIGH SCHOOL	1,302,715	0	1,287,377	1,316,883
SCHOOL RESERVE FUND	2,150,000	0	2,033,000	2,369,000
STADIUM DISTRICT	5,039,746	0	5,059,746	5,253,097
TOTAL COMMUNITY RESOURCES	69,636,077	0	64,582,085	69,287,693

SCHEDULE E

**PIMA COUNTY
SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEAR 2014/2015**

FUND/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2013/14	EXPENSE ADJUSTMENTS APPROVED 2013/14	ESTIMATED EXPENDITURES/ EXPENSES 2013/14*	ADOPTED EXPENDITURES/ EXPENSES 2014/15
JUSTICE & LAW				
CLERK OF THE COURT SPECIAL GRANTS	30,000	0	0	35,000
CLERK OF THE COURT SPECIAL PROGRAMS	1,449,017	0	2,299,972	1,901,374
COUNTY ATTORNEY GRANTS	4,326,166	0	3,352,400	2,669,412
COUNTY ATTY SPECIAL PROGRAMS	11,396,375	0	9,157,527	12,357,968
FORENSIC SCIENCE CENTER GRANTS	34,709	0	34,709	0
FORENSIC SCIENCE CENTER SPECIAL PROGRAMS	10,500	0	35,500	31,575
JUSTICE COURT GRANTS	154,889	0	154,889	146,195
JUSTICE COURT SPECIAL PROGRAMS	1,264,185	0	1,663,575	1,470,747
JUVENILE COURT GRANTS	8,948,060	0	8,616,775	8,992,681
JUVENILE COURT SPECIAL PROGRAMS	474,984	0	296,786	757,176
LEGAL DEFENDER SPECIAL PROGRAMS	18,475	0	22,104	23,682
PUBLIC DEFENDER SPECIAL PROGRAMS	476,311	0	607,854	509,025
SHERIFF GRANTS	8,416,392	0	8,416,392	8,697,676
SHERIFF SPECIAL PROGRAMS	5,122,361	0	5,022,361	5,014,064
SUPERIOR COURT GRANTS	10,249,314	0	10,289,729	10,280,434
SUP. COURT SPECIAL PROGRAMS	7,093,698	0	5,421,351	6,541,566
TOTAL JUSTICE & LAW	59,465,436	0	55,391,924	59,428,575
HEALTH SERVICES				
ENVIRONMENTAL QUALITY	3,144,557	0	2,916,769	3,466,937
ENVIRONMENTAL QUALITY GRANTS	817,523	0	827,154	811,952
OFFICE OF MEDICAL SERVICES GRANTS	315,565	0	436,480	116,571
HEALTH	13,822,545	0	13,772,645	13,471,141
HEALTH GRANTS	8,142,188	0	8,335,880	9,885,587
PIMA ANIMAL CARE CENTER	7,446,943	0	7,600,323	8,452,217
SOLID WASTE MANAGEMENT	5,816,236	0	1,894,848	0
TIRE FUND	1,085,259	0	1,192,000	1,222,987
TOTAL HEALTH SERVICES	40,590,816	0	36,976,099	37,427,392
PUBLIC WORKS				
REGIONAL FLOOD CONTROL DISTRICT	12,484,183	0	12,441,359	15,920,766
REGIONAL FLOOD CONTROL DISTRICT GRANTS	139,845	0	135,770	125,962
REGIONAL FLOOD CONTROL SPECIAL PROGRAMS	0	0	0	1,050,000
TRANSPORTATION GRANTS	754,152	0	961,979	5,460,236
TRANSPORTATION	40,277,267	0	38,349,024	39,181,813
TOTAL PUBLIC WORKS	53,655,447	0	51,888,132	61,738,777
TOTAL SPECIAL REVENUE FUNDS	231,817,365	0	214,086,281	234,672,938
DEBT SERVICE FUND	124,043,471	0	150,677,841	114,953,822
CAPITAL PROJECTS FUND	182,441,811	0	152,951,983	145,815,785
ENTERPRISE FUNDS				
GENERAL GOVERNMENT SERVICES				
PARKING GARAGES	2,076,933	0	2,021,933	2,382,489
TOTAL GENERAL GOVERNMENT SERVICES	2,076,933	0	2,021,933	2,382,489
PUBLIC WORKS				
DEVELOPMENT SERVICES	6,743,858	0	6,753,798	6,969,935
REGIONAL WASTEWATER RECLAMATION FUND	216,251,348	0	184,359,514	162,267,356
TOTAL PUBLIC WORKS	222,995,206	0	191,113,312	169,237,291
TOTAL ENTERPRISE FUNDS	225,072,139	0	193,135,245	171,619,780
GRAND TOTAL ALL FUNDS	1,266,899,617	0	1,192,800,500	1,188,464,252

*These amounts include actual expenditures/expenses recognized on the modified accrual or accrual basis as of February 28, 2014 plus projected expenditures/expenses for the remainder of the fiscal year.

SCHEDULE E

**PIMA COUNTY
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES
FISCAL YEAR 2014/2015**

FUNCTIONAL AREA/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013/14	EXPENDITURES/ EXPENSE ADJUSTMENTS APPROVED 2013/14	ESTIMATED EXPENDITURES/ EXPENSES 2013/14*	ADOPTED EXPENDITURES/ EXPENSES 2014/15
GENERAL GOVERNMENT SERVICES				
ASSESSOR GENERAL FUND	8,996,549	0	8,696,549	8,987,373
BOARD OF SUPERVISORS GENERAL FUND	2,074,023	0	2,074,023	2,025,925
GENERAL GOVERNMENT SERVICES				
GENERAL GOVERNMENT SVCS GENERAL FUND	54,050,765	0	52,501,585	65,177,981
COUNTY ADMINISTRATOR GENERAL FUND	1,539,893	0	1,539,893	1,451,517
DEBT SERVICE FUND	124,043,471	0	150,677,841	114,953,822
ELECTIONS GRANTS	1,180,501	0	0	61,250
FACILITIES RENEWAL FUND	625,000	0	625,000	620,000
FINANCE GRANTS MANAGEMENT	0	0	0	25,000
IMPROVEMENT DISTRICTS FORMATION FUND	26,925	0	26,925	29,089
NON DEPARTMENTAL GENERAL FUND	94,034,354	0	71,064,614	94,505,217
EMERGENCY MGMT/HOMELAND SECURITY GRANTS	2,091,793	0	924,815	1,690,389
EMERGENCY MGMT/HOMELAND SEC SPEC PRGS	1,361,212	0	599,980	2,437,020
OFFICE OF SUSTAINABILITY GRANTS	2,500	0	3,944	0
PARKING GARAGES FUND	2,076,933	0	2,021,933	2,382,489
PHS TRANSITION FUND	700,000	0	702,719	0
TOTAL GENERAL GOVERNMENT SERVICES	<u>281,733,347</u>	<u>0</u>	<u>280,689,249</u>	<u>283,333,774</u>
RECORDER				
RECORDER GENERAL FUND	2,399,924	0	2,399,924	4,325,361
RECORDER GRANTS	98,500	0	98,500	89,500
REC/DOC STOR & RETRIEVAL	1,939,958	0	2,089,958	1,366,553
TOTAL RECORDER	<u>4,438,382</u>	<u>0</u>	<u>4,588,382</u>	<u>5,781,414</u>
TREASURER				
TAXPAYER INFORMATION FUND	443,200	0	176,200	471,700
TREASURER GENERAL FUND	2,568,107	0	2,305,432	2,569,606
TOTAL TREASURER	<u>3,011,307</u>	<u>0</u>	<u>2,481,632</u>	<u>3,041,306</u>
TOTAL GENERAL GOVERNMENT SERVICES	<u>300,253,608</u>	<u>0</u>	<u>298,529,835</u>	<u>303,169,792</u>
COMMUNITY RESOURCES				
COMMUNITY RESOURCES				
COMMUNITY RESOURCES GENERAL FUND	29,679,672	0	29,938,926	29,709,784
COMMUNITY DEVELOPMENT GRANTS	7,432,077	0	4,788,225	5,540,294
EMPLOYMENT & TRAINING	15,292,429	0	12,246,658	13,905,062
HOUSING TRUST FUND	100,000	0	100,125	100,000
PIMA VOCATIONAL HIGH SCHOOL	1,302,715	0	1,287,377	1,316,883
TOTAL COMMUNITY RESOURCES	<u>53,806,893</u>	<u>0</u>	<u>48,361,311</u>	<u>50,572,023</u>
COUNTY FREE LIBRARY				
COUNTY FREE LIBRARY	35,000,000	0	35,000,000	37,202,853
COUNTY FREE LIBRARY GRANTS	305,000	0	338,958	570,000
TOTAL COUNTY FREE LIBRARY	<u>35,305,000</u>	<u>0</u>	<u>35,338,958</u>	<u>37,772,853</u>
ECONOMIC DEVELOPMENT & TOURISM	2,008,463	0	2,047,465	2,003,977
NATURAL RESOURCES, PARKS & RECREATION				
PARKS & RECREATION GRANTS	75,000	0	30,000	90,827
PARKS SPECIAL PROGRAMS	930,647	0	1,650,531	935,700
TOTAL NATURAL RES, PARKS & RECREATION	<u>1,005,647</u>	<u>0</u>	<u>1,680,531</u>	<u>1,026,527</u>
SCHOOL SUPERINTENDENT				
SCHOOLS GENERAL FUND	1,545,276	0	1,432,146	1,504,336
SCHOOL RESERVE FUND	2,150,000	0	2,033,000	2,369,000
TOTAL SCHOOL SUPERINTENDENT	<u>3,695,276</u>	<u>0</u>	<u>3,465,146</u>	<u>3,873,336</u>
STADIUM DISTRICT	5,039,746	0	5,059,746	5,253,097
TOTAL COMMUNITY RESOURCES	<u>100,861,025</u>	<u>0</u>	<u>95,953,157</u>	<u>100,501,813</u>

PIMA COUNTY
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES
FISCAL YEAR 2014/2015

FUNCTIONAL AREA/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013/14	EXPENDITURES/ EXPENSE ADJUSTMENTS APPROVED 2013/14	ESTIMATED EXPENDITURES/ EXPENSES 2013/14*	ADOPTED EXPENDITURES/ EXPENSES 2014/15
JUSTICE & LAW				
CLERK OF SUPERIOR COURT				
CLERK OF SUPERIOR COURT GENERAL FUND	10,870,487	0	10,870,487	10,829,185
CLERK OF SUPERIOR COURT GRANTS	30,000	0	0	35,000
CLERK OF THE COURT SPECIAL PROGRAMS	1,449,017	0	2,299,972	1,901,374
TOTAL CLERK OF SUPERIOR COURT	<u>12,349,504</u>	<u>0</u>	<u>13,170,459</u>	<u>12,765,559</u>
CONSTABLES GENERAL FUND	1,206,968	0	1,280,235	1,185,591
COUNTY ATTORNEY				
COUNTY ATTORNEY GENERAL FUND	22,508,352	0	22,508,352	22,471,707
COUNTY ATTORNEY GRANTS	4,326,166	0	3,352,400	2,669,412
COUNTY ATTORNEY SPECIAL PROGRAMS	11,396,375	0	9,157,527	12,357,968
TOTAL COUNTY ATTORNEY	<u>38,230,893</u>	<u>0</u>	<u>35,018,279</u>	<u>37,499,087</u>
JUSTICE & LAW				
JUSTICE & LAW GENERAL FUND	32,621,911	0	35,481,957	33,103,068
FORENSIC SCIENCE CENTER GRANTS	34,709	0	34,709	0
FORENSIC SCIENCE CENTER SPEC PROGRAMS	10,500	0	35,500	31,575
LEGAL DEFENDER SPECIAL PROGRAMS	18,475	0	22,104	23,682
PUBLIC DEFENDER SPECIAL PROGRAMS	476,311	0	607,854	509,025
TOTAL JUSTICE & LAW	<u>33,161,906</u>	<u>0</u>	<u>36,182,124</u>	<u>33,667,350</u>
JUSTICE COURTS				
JUSTICE COURTS GENERAL FUND	8,304,954	0	8,058,770	8,283,355
JUSTICE COURTS GRANTS	154,889	0	154,889	146,195
JUSTICE COURT SPECIAL PROGRAMS	1,264,185	0	1,663,575	1,470,747
TOTAL JUSTICE COURTS	<u>9,724,028</u>	<u>0</u>	<u>9,877,234</u>	<u>9,900,297</u>
JUVENILE COURT CENTER				
JUVENILE COURT CENTER GENERAL FUND	23,259,977	0	23,259,977	23,286,101
JUVENILE COURT GRANTS	8,948,060	0	8,616,775	8,992,681
JUVENILE COURT SPECIAL PROGRAMS	474,984	0	296,786	757,176
TOTAL JUVENILE COURT CENTER	<u>32,683,021</u>	<u>0</u>	<u>32,173,538</u>	<u>33,035,958</u>
SHERIFF				
SHERIFF GENERAL FUND	135,355,031	0	136,945,185	136,815,541
SHERIFF GRANTS	8,416,392	0	8,416,392	8,697,676
SHERIFF SPECIAL PROGRAMS	5,122,361	0	5,022,361	5,014,064
TOTAL SHERIFF	<u>148,893,784</u>	<u>0</u>	<u>150,383,938</u>	<u>150,527,281</u>
SUPERIOR COURT				
SUPERIOR COURT GENERAL FUND	29,841,825	0	29,841,825	29,833,729
SUPERIOR COURT GRANTS	10,249,314	0	10,289,729	10,280,434
SUPERIOR COURT MANDATED SERVICES	1,823,525	0	1,823,525	1,823,525
SUPERIOR COURT SPECIAL PROGRAMS	7,093,698	0	5,421,351	6,541,566
TOTAL SUPERIOR COURT	<u>49,008,362</u>	<u>0</u>	<u>47,376,430</u>	<u>48,479,254</u>
TOTAL JUSTICE & LAW	325,258,466	0	325,462,237	327,060,377
HEALTH SERVICES				
ENVIRONMENTAL QUALITY				
ENVIRONMENTAL QUALITY FUND	3,144,557	0	2,916,769	3,466,937
ENVIRONMENTAL QUALITY GRANTS	817,523	0	827,154	811,952
SOLID WASTE MANAGEMENT FUND	5,816,236	0	1,894,848	0
TIRE FUND	1,085,259	0	1,192,000	1,222,987
TOTAL ENVIRONMENTAL QUALITY	<u>10,863,575</u>	<u>0</u>	<u>6,830,771</u>	<u>5,501,876</u>
OFFICE OF MEDICAL SERVICES				
OFFICE OF MEDICAL SERVICES GENERAL FUND	40,843,238	0	39,925,745	42,147,121
OFFICE OF MEDICAL SERVICES GRANTS	315,565	0	436,480	116,571
TOTAL OFFICE OF MEDICAL SERVICES	<u>41,158,803</u>	<u>0</u>	<u>40,362,225</u>	<u>42,263,692</u>

PIMA COUNTY
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES
FISCAL YEAR 2014/2015

FUNCTIONAL AREA/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013/14	EXPENDITURES/ EXPENSE ADJUSTMENTS APPROVED 2013/14	ESTIMATED EXPENDITURES/ EXPENSES 2013/14*	ADOPTED EXPENDITURES/ EXPENSES 2014/15
HEALTH SERVICES				
HEALTH SERVICES	13,822,545	0	13,772,645	13,471,141
HEALTH GRANTS	8,142,188	0	8,335,880	9,885,587
PIMA ANIMAL CARE CENTER	7,446,943	0	7,600,323	8,452,217
TOTAL HEALTH	<u>29,411,676</u>	<u>0</u>	<u>29,708,848</u>	<u>31,808,945</u>
SOLID WASTE MANAGEMENT GENERAL FUND	0			1,365,904
TOTAL HEALTH SERVICES	<u>81,434,054</u>	<u>0</u>	<u>76,901,844</u>	<u>80,940,417</u>
PUBLIC WORKS				
CAPITAL PROJECTS FUND	182,441,811	0	152,951,983	145,815,785
DEVELOPMENT SERVICES FUND	6,743,858	0	6,753,798	6,969,935
REGIONAL FLOOD CONTROL DISTRICT				
REGIONAL FLOOD CONTROL DISTRICT	12,484,183	0	12,441,359	15,920,766
REGIONAL FLOOD CONTROL DISTRICT SPEC PROGS	0	0	0	1,050,000
REGIONAL FLOOD CONTROL DISTRICT GRANTS	139,845	0	135,770	125,962
TOTAL REGIONAL FLOOD CONTROL DISTRICT	<u>12,624,028</u>	<u>0</u>	<u>12,577,129</u>	<u>17,096,728</u>
TRANSPORTATION				
TRANSPORTATION	40,277,267	0	38,349,024	39,181,813
TRANSPORTATION GRANTS	754,152	0	961,979	5,460,236
TOTAL TRANSPORTATION	<u>41,031,419</u>	<u>0</u>	<u>39,311,003</u>	<u>44,642,049</u>
REGIONAL WASTEWATER RECLAMATION				
REGIONAL WASTEWATER RECLAMATION FUND	216,251,348	0	184,359,514	162,267,356
TOTAL REGIONAL WASTEWATER RECLAMATION	<u>216,251,348</u>	<u>0</u>	<u>184,359,514</u>	<u>162,267,356</u>
TOTAL PUBLIC WORKS	<u>459,092,464</u>	<u>0</u>	<u>395,953,427</u>	<u>376,791,853</u>
TOTAL ALL FUNCTIONAL AREAS	<u>1,266,899,617</u>	<u>0</u>	<u>1,192,800,500</u>	<u>1,188,464,252</u>

*These amounts include actual expenditures/expenses recognized on the modified accrual or accrual basis as of February 28, 2014 plus projected expenditures/expenses for the remainder of the fiscal year.

**PIMA COUNTY
FULL-TIME EMPLOYEES AND PERSONNEL COMPENSATION
FISCAL YEAR 2014/2015**

FUND/DEPARTMENT	Full-Time Equivalent (FTE) 2014/15	Employee Salaries & Hourly Costs 2014/15	Retirement Costs 2014/15	Health Care Costs 2014/15	Other Benefit Costs 2014/15	Total Estimated Personnel Compensation 2014/15
GENERAL FUND						
GENERAL GOVERNMENT SERVICES						
ASSESSOR	146.00	5,778,657	690,484	1,038,552	542,946	8,050,639
BOARD OF SUPERVISORS	22.71	1,324,514	188,650	117,986	111,931	1,743,081
COUNTY ADMINISTRATOR	12.49	1,150,505	131,485	100,479	80,187	1,462,656
GENERAL GOVERNMENT SERVICES	627.08	36,050,784	3,979,001	4,943,360	3,178,322	48,151,467
NON DEPARTMENTAL	0.00	1,420,348	-	-	557,441	1,977,789
RECORDER	49.00	1,707,696	161,972	228,525	154,551	2,252,744
TREASURER	37.50	1,698,011	204,745	271,713	145,344	2,319,813
TOTAL GENERAL GOVERNMENT SERVICES	894.78	49,130,515	5,356,337	6,700,615	4,770,722	65,958,189
COMMUNITY RESOURCES						
COMMUNITY & ECONOMIC DEVELOPMENT	365.09	12,831,847	1,342,003	1,777,882	1,359,489	17,311,221
SCHOOL SUPERINTENDENT	14.00	836,574	103,426	71,976	74,780	1,086,756
TOTAL COMMUNITY RESOURCES	379.09	13,668,421	1,445,429	1,849,858	1,434,269	18,397,977
JUSTICE & LAW						
CLERK OF THE SUPERIOR COURT	209.00	7,454,856	907,265	1,311,816	720,992	10,394,929
CONSTABLES	13.00	674,658	145,342	110,569	75,500	1,006,069
COUNTY ATTORNEY	351.00	16,951,856	2,084,042	2,081,722	1,464,345	22,581,965
JUSTICE & LAW	312.75	17,915,255	2,066,667	2,170,290	1,567,064	23,719,276
JUSTICE COURTS	142.50	5,301,963	769,395	918,754	495,069	7,485,181
JUVENILE COURT CENTER	384.14	14,152,052	2,048,569	2,527,522	1,796,100	20,524,243
SHERIFF	1,595.00	70,511,153	18,002,517	12,343,913	8,621,663	109,479,246
SUPERIOR COURT	435.05	19,336,179	2,912,689	2,815,492	1,958,736	27,023,096
TOTAL JUSTICE & LAW	3,442.44	152,297,972	28,936,486	24,280,078	16,699,469	222,214,005
HEALTH SERVICES	12.00	752,013	86,325	69,698	64,770	972,806
PUBLIC WORKS	27.00	1,514,058	177,951	198,638	121,571	2,012,218
TOTAL GENERAL FUND	4,755.31	217,362,979	36,002,528	33,098,887	23,090,801	309,555,195

Note: Pima County allocates personnel costs between departments resulting in personnel costs in areas with zero FTEs.

SCHEDULE G

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**PIMA COUNTY
FULL-TIME EMPLOYEES AND PERSONNEL COMPENSATION
FISCAL YEAR 2014/2015**

FUND/DEPARTMENT	Full-Time Equivalent (FTE) 2014/15	Employee Salaries & Hourly Costs 2014/15	Retirement Costs 2014/15	Health Care Costs 2014/15	Other Benefit Costs 2014/15	Total Estimated Personnel Compensation 2014/15
SPECIAL REVENUE FUNDS						
GENERAL GOVERNMENT SERVICES						
EMERGENCY MGMT/HOMELAND SECURITY GRANTS	4.00	229,618	26,295	31,865	19,351	307,129
EMERGENCY MGMT/HOMELAND SECURITY SPECIAL PROGRAMS	12.00	801,995	91,862	74,507	66,796	1,035,160
RECORDER DOCUMENT STORAGE & RETRIEVAL	7.00	455,892	51,902	44,623	38,125	590,542
TOTAL GENERAL GOVERNMENT SERVICES	23.00	1,487,505	170,059	150,995	124,272	1,932,831
COMMUNITY RESOURCES						
COMMUNITY DEVELOPMENT & NEIGHBORHOOD CONSERVATION - GRANTS	10.00	548,262	59,773	82,631	52,085	742,751
COMMUNITY SERVICES EMPLOYMENT & TRAINING - GRANTS	44.52	2,275,858	256,163	367,970	192,756	3,092,747
COUNTY FREE LIBRARY	385.02	14,151,734	1,385,992	2,027,957	1,274,814	18,840,497
ECONOMIC DEVELOPMENT & TOURISM	4.00	273,893	31,132	25,721	22,602	353,348
PARKS SPECIAL PROGRAMS	3.00	132,498	10,478	27	11,151	154,154
PIMA VOCATIONAL HIGH SCHOOL	16.00	686,312	76,669	112,579	57,281	932,841
STADIUM DISTRICT	40.18	1,356,596	170,356	247,814	163,718	1,938,484
TOTAL COMMUNITY RESOURCES	502.72	19,425,153	1,990,563	2,864,699	1,774,407	26,054,822
JUSTICE & LAW						
CLERK OF THE SUPERIOR COURT SPECIAL PROGRAMS	11.00	400,014	38,840	36,262	36,818	511,934
COUNTY ATTORNEY GRANTS	41.00	1,261,353	243,729	180,354	154,492	1,839,928
COUNTY ATTORNEY SPECIAL PROGRAMS	79.00	2,258,692	400,835	319,654	274,382	3,253,563
JUSTICE COURT GRANTS	2.00	114,771	16,883	2,423	12,118	146,195
JUSTICE COURT SPECIAL PROGRAMS	18.00	450,872	29,267	54,994	39,151	574,284
JUVENILE COURT GRANTS	91.00	3,038,498	473,502	649,843	420,242	4,582,085

Note: Pima County allocates personnel costs between departments resulting in personnel costs in areas with zero FTEs.

SCHEDULE G

**PIMA COUNTY
FULL-TIME EMPLOYEES AND PERSONNEL COMPENSATION
FISCAL YEAR 2014/2015**

FUND/DEPARTMENT	Full-Time Equivalent (FTE) 2014/15	Employee Salaries & Hourly Costs 2014/15	Retirement Costs 2014/15	Health Care Costs 2014/15	Other Benefit Costs 2014/15	Total Estimated Personnel Compensation 2014/15
JUVENILE COURT SPECIAL PROGRAMS	9.25	353,814	41,000	55,033	41,449	491,296
PUBLIC DEFENDER SPECIAL PROGRAMS	2.00	89,807	10,223	15,142	7,829	123,001
SHERIFF GRANTS	35.00	4,223,742	374,831	229,603	170,077	4,998,253
SHERIFF SPECIAL PROGRAMS	6.00	220,928	25,238	47,172	19,238	312,576
SUPERIOR COURT GRANTS	9.70	353,427	35,443	51,518	39,864	480,252
SUPERIOR COURT SPECIAL PROGRAMS	220.60	8,537,006	1,302,612	1,412,967	1,118,595	12,371,180
TOTAL JUSTICE & LAW	524.55	21,302,924	2,992,403	3,054,965	2,334,255	29,684,547
HEALTH SERVICES						
ENVIRONMENTAL QUALITY	37.44	2,124,064	253,836	244,333	220,195	2,842,428
ENVIRONMENTAL QUALITY GRANTS	5.00	214,168	24,356	24,491	24,226	287,241
HEALTH	173.45	7,911,141	947,136	1,197,200	799,426	10,854,903
HEALTH - GRANTS	110.00	4,394,939	499,332	742,389	429,141	6,065,801
HEALTH - PIMA ANIMAL CARE CENTER	86.00	3,287,491	348,936	593,450	342,259	4,572,136
OFFICE OF MEDICAL SERVICES GRANTS	0.00	2,056	239	516	169	2,980
TIRE FUND	0.00	36,982	4,224	11	3,068	44,285
TOTAL HEALTH SERVICES	411.89	17,970,841	2,078,059	2,802,390	1,818,484	24,669,774
PUBLIC WORKS						
REGIONAL FLOOD CONTROL DISTRICT	66.00	4,429,738	501,960	596,741	446,456	5,974,895
REGIONAL FLOOD CONTROL DISTRICT GRANTS	0.00	14,995	1,717	2,610	1,748	21,070
TRANSPORTATION	306.52	14,420,779	1,590,638	2,337,558	1,688,104	20,037,079
TRANSPORTATION GRANTS	0.00	104,970	12,040	23,634	8,896	149,540
TOTAL PUBLIC WORKS	372.52	18,970,482	2,106,355	2,960,543	2,145,204	26,182,584
TOTAL SPECIAL REVENUE FUNDS	1,834.68	79,156,905	9,337,439	11,833,592	8,196,622	108,524,558
TOTAL CAPITAL PROJECTS FUNDS	6.00	497,408	57,115	53,203	39,336	647,062

Note: Pima County allocates personnel costs between departments resulting in personnel costs in areas with zero FTEs.

SCHEDULE G

**PIMA COUNTY
FULL-TIME EMPLOYEES AND PERSONNEL COMPENSATION
FISCAL YEAR 2014/2015**

FUND/DEPARTMENT	Full-Time Equivalent (FTE) 2014/15	Employee Salaries & Hourly Costs 2014/15	Retirement Costs 2014/15	Health Care Costs 2014/15	Other Benefit Costs 2014/15	Total Estimated Personnel Compensation 2014/15
ENTERPRISE FUNDS						
GENERAL GOVERNMENT SERVICES						
PARKING GARAGES	4.00	148,661	16,953	31,547	12,589	209,750
PUBLIC WORKS						
DEVELOPMENT SERVICES	63.00	3,526,531	425,526	425,961	341,588	4,719,606
REGIONAL WASTEWATER RECLAMATION	475.00	24,038,106	2,636,464	3,644,600	2,611,081	32,930,251
TOTAL ENTERPRISE FUNDS	542.00	27,713,298	3,078,943	4,102,108	2,965,258	37,859,607
GRAND TOTAL ALL FUNDS	7,137.99	324,730,590	48,476,025	49,087,790	34,292,017	456,586,422
<u>THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY</u>						
INTERNAL SERVICE FUNDS						
FLEET SERVICES	55.00	2,442,760	277,512	461,855	266,429	3,448,556
HEALTH BENEFITS TRUST FUND	15.00	711,619	81,405	104,834	62,959	960,817
PRINT SHOP	8.00	307,796	34,751	80,721	32,324	455,592
RISK MANAGEMENT	21.00	1,161,673	133,165	123,494	100,636	1,518,968
TELECOMMUNICATIONS	18.00	1,276,140	146,473	152,448	107,513	1,682,574
TOTAL INTERNAL SERVICE FUNDS	117.00	5,899,988	673,306	923,352	569,861	8,066,507

Note: Pima County allocates personnel costs between departments resulting in personnel costs in areas with zero FTEs.

SCHEDULE G

SUMMARY SCHEDULES

Summary of Changes in Fund Balances

Summary of Expenditures by Fund and Department

Summary of Revenues by Fund and Category

Summary of Expenditures by Functional Area and Department

Summary of Revenues by Functional Area and Department

Summary of Expenditures by Fund and Object: Department

Summary of Adopted Full Time Equivalent Positions

**SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2012/2013 - 2014/2015**

	Actual 2012/2013	Adopted 2013/2014	Adopted 2014/2015
<u>General Fund</u>			
Fund Balance, Beginning (See note)	78,046,580	44,056,613	32,474,480
Revenues			
Taxes	281,017,488	285,500,195	325,729,243
Licenses & Permits	2,815,691	2,785,670	2,976,590
Intergovernmental	131,983,642	131,772,411	141,162,509
Charges for Services	32,801,652	35,145,041	41,970,965
Fines & Forfeits	4,798,692	5,779,310	4,495,031
Investment Earnings	591,699	210,059	280,700
Miscellaneous Revenue	10,797,459	6,228,020	5,358,056
Total Revenues	<u>464,806,323</u>	<u>467,420,706</u>	<u>521,973,094</u>
Expenditures			
Community Resources	(29,117,497)	(31,224,948)	(31,214,120)
General Government Services	(69,719,802)	(165,663,615)	(179,042,980)
Health Services	(95,075,980)	(40,843,238)	(43,513,025)
Justice & Law	(257,945,756)	(265,793,030)	(267,631,802)
Public Works	(30)	-	-
Total Expenditures	<u>(451,859,065)</u>	<u>(503,524,831)</u>	<u>(521,401,927)</u>
Bond Proceeds	763,591	-	-
Net Operating Transfers	(33,974,593)	(7,952,488)	(33,045,646)
Other Adjustments	(1,098,744)	-	-
Fund Balance, Ending	<u><u>56,684,092</u></u>	<u><u>-</u></u>	<u><u>-</u></u>
<u>Special Revenue</u>			
Fund Balance, Beginning (See note)	122,836,399	92,457,661	54,147,939
Revenues			
Taxes	47,189,613	46,811,464	53,136,472
Licenses & Permits	5,555,395	5,325,701	5,696,447
Intergovernmental	135,297,373	146,091,835	148,163,333
Charges for Services	16,035,029	14,649,045	17,214,099
Fines & Forfeits	5,104,378	3,283,550	3,463,569
Investment Earnings	823,633	630,094	457,959
Miscellaneous Revenue	8,991,399	10,232,801	10,617,227
Memo Revenue	31,517	-	-
Total Revenues	<u>219,028,337</u>	<u>227,024,490</u>	<u>238,749,106</u>

**SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2012/2013 - 2014/2015**

	Actual 2012/2013	Adopted 2013/2014	Adopted 2014/2015
Expenditures			
Community Resources	(70,787,744)	(69,636,077)	(69,287,693)
General Government Services	(9,286,202)	(8,469,589)	(6,790,501)
Health Services	(36,887,787)	(40,590,816)	(37,427,392)
Justice & Law	(47,379,147)	(59,465,436)	(59,428,575)
Public Works	(47,091,927)	(53,655,447)	(61,738,777)
Total Expenditures	<u>(211,432,807)</u>	<u>(231,817,365)</u>	<u>(234,672,938)</u>
Net Operating Transfers	(31,010,259)	(65,958,444)	(35,527,860)
Other Adjustments	943,438	-	-
Fund Balance, Ending	<u><u>100,365,108</u></u>	<u><u>21,706,342</u></u>	<u><u>22,696,247</u></u>
<u>Debt Service</u>			
Fund Balance, Beginning (See note)	28,297,978	36,000,489	3,641,391
Revenues			
Taxes	63,317,121	59,611,817	52,915,723
Intergovernmental	23,025	-	-
Investment Earnings	334,275	-	-
Total Revenues	<u>63,674,421</u>	<u>59,611,817</u>	<u>52,915,723</u>
Expenditures			
General Government Services	(148,868,625)	(124,043,471)	(114,953,822)
Total Expenditures	<u>(148,868,625)</u>	<u>(124,043,471)</u>	<u>(114,953,822)</u>
Bond Proceeds	63,254,968	-	-
Net Operating Transfers	19,280,929	64,072,901	62,828,288
Other Adjustments	(10)	-	-
Fund Balance, Ending	<u><u>25,639,661</u></u>	<u><u>35,641,736</u></u>	<u><u>4,431,580</u></u>

**SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2012/2013 - 2014/2015**

	Actual 2012/2013	Adopted 2013/2014	Adopted 2014/2015
<u>Capital Projects</u>			
Fund Balance, Beginning (See note)	161,368,726	74,380,722	129,794,546
Revenues			
Intergovernmental	33,358,559	33,862,369	27,028,377
Charges for Services	4,770,271	2,376,867	3,003,300
Investment Earnings	533,499	-	243,494
Miscellaneous Revenue	2,811,222	1,133,459	481,180
Total Revenues	<u>41,473,551</u>	<u>37,372,695</u>	<u>30,756,351</u>
Expenditures			
Public Works	(174,975,845)	(182,441,811)	(145,815,785)
Total Expenditures	<u>(174,975,845)</u>	<u>(182,441,811)</u>	<u>(145,815,785)</u>
Bond Proceeds	130,175,000	94,000,000	78,681,000
Net Operating Transfers	36,688,546	49,169,468	(28,511,480)
Other Adjustments	14	-	-
Fund Balance, Ending	<u><u>194,729,992</u></u>	<u><u>72,481,074</u></u>	<u><u>64,904,632</u></u>
<u>Enterprise</u>			
Net Assets, Beginning (See note)	135,929,959	174,770,393	148,505,645
Revenues			
Licenses & Permits	5,885,831	5,201,000	6,115,560
Capital Contributions	3,564,417	5,000,000	5,000,000
Charges for Services	157,438,633	177,830,930	176,407,888
Fines & Forfeits	8,769	22,000	22,000
Investment Earnings	930,774	891,796	506,053
Miscellaneous Revenue	2,412,218	2,047,797	2,367,139
Memo Revenue	(46,724)	-	-
Total Revenues	<u>170,193,918</u>	<u>190,993,523</u>	<u>190,418,640</u>
Expenditures			
General Government Services	(1,793,804)	(2,076,933)	(2,382,489)
Public Works	(147,585,461)	(222,995,206)	(169,237,291)
Total Expenditures	<u>(149,379,265)</u>	<u>(225,072,139)</u>	<u>(171,619,780)</u>
Bond Proceeds	167,955,000	70,000,000	20,000,000
Net Operating Transfers	(1,323,767)	(38,272,595)	29,856,737
Other Adjustments	(3,095,863)	-	-
Net Assets, Ending	<u><u>320,279,982</u></u>	<u><u>172,419,182</u></u>	<u><u>217,161,242</u></u>

**SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2012/2013 - 2014/2015**

	Actual 2012/2013	Adopted 2013/2014	Adopted 2014/2015
Internal Service			
Net Assets, Beginning (See note)	67,180,629	93,758,995	54,828,843
Revenues			
Intergovernmental	1,322,178	1,125,000	1,325,500
Capital Contributions	165,370	-	-
Charges for Services	44,253,520	110,194,281	112,170,208
Investment Earnings	306,617	1,039,745	1,041,501
Miscellaneous Revenue	448,000	420,992	599,867
Memo Revenue	(2,389)	150,000	-
Total Revenues	<u>46,493,296</u>	<u>112,930,018</u>	<u>115,137,076</u>
Expenditures			
General Government Services	(35,676,133)	(106,910,226)	(103,395,200)
Total Expenditures	<u>(35,676,133)</u>	<u>(106,910,226)</u>	<u>(103,395,200)</u>
Net Operating Transfers	(82,520)	(1,058,842)	4,399,961
Other Adjustments	(29,804,187)	-	-
Net Assets, Ending	<u><u>48,111,085</u></u>	<u><u>98,719,945</u></u>	<u><u>70,970,680</u></u>

Note: Fund balances on this schedule are not comparable from year to year because the beginning budgeted fund balances for fiscal year 2013/2014 and fiscal year 2014/2015 are based on estimates made before the end of each preceding fiscal year.

The ending net assets balance in Enterprise Funds for fiscal year 2012/2013 shown above, \$320,279,982, includes \$128,795,000 in bond proceeds which are reserved funds. The unreserved fund balance as shown in the Pima County CAFR adjusted for this item and for other changes in reserved elements of the fund balance is \$191,484,982. This presentation of a partially reserved fund balance is for consistency with other fiscal years.

**SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEARS 2012/2013 - 2014/2015**

Fund/Functional Area/Department	Actual 2012/2013	Adopted 2013/2014	Adopted 2014/2015
GENERAL FUND			
<u>General Government Services</u>			
Assessor	7,914,276	8,996,549	8,987,373
Board of Supervisors	1,799,519	2,074,023	2,025,925
Clerk of the Board	1,161,715	1,314,636	1,373,759
Communications Office	672,524	903,625	911,694
County Administrator	1,398,796	1,539,893	1,451,517
Elections	3,823,752	3,125,120	4,531,785
Facilities Management	16,029,241	18,203,949	18,438,213
Finance & Risk Management	8,481,643	9,767,481	16,239,833
Human Resources	3,087,431	2,604,045	3,107,414
Information Technology	10,180,662	14,916,153	17,264,980
Non Departmental	6,552,542	94,034,354	94,505,217
Office of Emergency Management & Homeland Security	555,166	516,404	607,197
Office of Sustainability and Conservation	282,624	310,325	309,661
Procurement	2,207,655	2,389,027	2,393,445
Recorder	3,551,418	2,399,924	4,325,361
Treasurer	2,020,838	2,568,107	2,569,606
Total General Government Services	69,719,802	165,663,615	179,042,980
<u>Community Resources</u>			
Community & Economic Development Administration	502,621	636,214	558,386
Community Development & Neighborhood Conservation	4,470,698	4,826,083	4,749,303
Community Services, Employment & Training	5,607,306	6,081,260	6,187,171
Kino Sports Complex	739,441	1,086,349	1,085,938
Natural Resources, Parks & Recreation	16,467,949	17,049,766	17,128,986
School Superintendent	1,329,482	1,545,276	1,504,336
Total Community Resources	29,117,497	31,224,948	31,214,120
<u>Justice & Law</u>			
Clerk of the Superior Court	10,428,639	10,870,487	10,829,185
Constables	1,123,459	1,206,968	1,185,591
County Attorney	20,177,005	22,508,352	22,471,707
Forensic Science Center	3,320,359	3,298,267	3,603,267
Justice Court Ajo	641,403	685,776	690,483
Justice Court Green Valley	485,445	520,543	520,623
Justice Court Tucson	6,556,238	7,098,635	7,072,249
Juvenile Court	22,280,646	23,259,977	23,286,101
Legal Defender	3,800,382	3,948,592	4,045,881
Office of Court Appointed Counsel	12,554,882	9,783,597	9,801,158
Public Defender	12,572,804	13,037,732	13,086,104
Public Fiduciary	2,536,203	2,553,723	2,566,658
Sheriff	131,247,693	135,355,031	136,815,541
Superior Court	30,220,598	31,665,350	31,657,254
Total Justice & Law	257,945,756	265,793,030	267,631,802

**SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEARS 2012/2013 - 2014/2015**

Fund/Functional Area/Department	Actual 2012/2013	Adopted 2013/2014	Adopted 2014/2015
<u>Health Services</u>			
Environmental Quality	-	-	1,365,904
Institutional Health	95,075,980	-	-
Office of Medical Services	-	40,843,238	42,147,121
Total Health Services	95,075,980	40,843,238	43,513,025
<u>Public Works</u>			
Public Works Administration	30	-	-
Total Public Works	30	-	-
TOTAL GENERAL FUND	451,859,065	503,524,831	521,401,927
SPECIAL REVENUE FUNDS			
<u>General Government Services</u>			
Elections	-	1,180,501	61,250
Facilities Management	434,726	625,000	620,000
Finance & Risk Management	27,308	26,925	54,089
Information Technology	-	-	847,206
Non Departmental	6,778,727	700,000	-
Office of Emergency Management & Homeland Security	972,274	3,453,005	3,280,203
Office of Sustainability and Conservation	11,050	2,500	-
Recorder	1,004,683	2,038,458	1,456,053
Treasurer	57,434	443,200	471,700
Total General Government Services	9,286,202	8,469,589	6,790,501
<u>Community Resources</u>			
Community Development & Neighborhood Conservation	12,174,639	7,532,077	5,640,294
Community Services, Employment & Training	14,731,644	16,595,144	15,221,945
County Free Library	34,164,406	35,305,000	37,772,853
Economic Development & Tourism	1,757,768	2,008,463	2,003,977
Natural Resources, Parks & Recreation	377,714	1,005,647	1,026,527
School Superintendent	2,899,358	2,150,000	2,369,000
Stadium District	4,682,215	5,039,746	5,253,097
Total Community Resources	70,787,744	69,636,077	69,287,693
<u>Justice & Law</u>			
Clerk of the Superior Court	1,324,599	1,479,017	1,936,374
County Attorney	11,853,824	15,722,541	15,027,380
Forensic Science Center	283,980	45,209	31,575
Justice Court Ajo	5,174	21,000	8,250
Justice Court Green Valley	24,068	47,811	14,591
Justice Court Tucson	1,073,902	1,350,263	1,594,101
Juvenile Court	8,325,687	9,423,044	9,749,857
Legal Defender	16,176	18,475	23,682
Public Defender	400,381	476,311	509,025
Sheriff	10,059,948	13,538,753	13,711,740
Superior Court	14,011,408	17,343,012	16,822,000
Total Justice & Law	47,379,147	59,465,436	59,428,575

**SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEARS 2012/2013 - 2014/2015**

Fund/Functional Area/Department	Actual 2012/2013	Adopted 2013/2014	Adopted 2014/2015
<u>Health Services</u>			
Environmental Quality	8,983,373	10,863,575	5,501,876
Health	27,641,772	29,411,676	31,808,945
Institutional Health	262,642	-	-
Office of Medical Services	-	315,565	116,571
Total Health Services	36,887,787	40,590,816	37,427,392
<u>Public Works</u>			
Regional Flood Control District	11,225,541	12,624,028	17,096,728
Transportation	35,866,386	41,031,419	44,642,049
Total Public Works	47,091,927	53,655,447	61,738,777
TOTAL SPECIAL REVENUE FUNDS	211,432,807	231,817,365	234,672,938
DEBT SERVICE FUND			
<u>General Government Services</u>			
Non Departmental	148,868,625	124,043,471	114,953,822
Total General Government Services	148,868,625	124,043,471	114,953,822
TOTAL DEBT SERVICE FUND	148,868,625	124,043,471	114,953,822
CAPITAL PROJECTS FUNDS			
<u>Public Works</u>			
Capital Projects	174,975,845	182,441,811	145,815,785
Total Public Works	174,975,845	182,441,811	145,815,785
TOTAL CAPITAL PROJECTS FUNDS	174,975,845	182,441,811	145,815,785
ENTERPRISE FUNDS			
<u>General Government Services</u>			
Facilities Management	1,793,804	2,076,933	2,382,489
Total General Government Services	1,793,804	2,076,933	2,382,489
<u>Public Works</u>			
Development Services	6,864,197	6,743,858	6,969,935
Regional Wastewater Reclamation	140,721,264	216,251,348	162,267,356
Total Public Works	147,585,461	222,995,206	169,237,291
TOTAL ENTERPRISE FUNDS	149,379,265	225,072,139	171,619,780
TOTAL EXPENDITURES/EXPENSES	1,136,515,607	1,266,899,617	1,188,464,252

**SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEARS 2012/2013 - 2014/2015**

Fund/Functional Area/Department	Actual 2012/2013	Adopted 2013/2014	Adopted 2014/2015
<u>Internal Service Funds - Informational Purposes Only</u>			
INTERNAL SERVICE FUNDS			
Fleet Services	19,021,333	21,212,768	21,823,461
Health Benefits Trust	-	61,806,000	58,621,280
Print Shop	858,932	895,258	857,879
Risk Management	15,116,558	17,185,568	17,316,505
Telecommunications	679,310	5,810,632	4,776,075
TOTAL INTERNAL SERVICE FUNDS	<u>35,676,133</u>	<u>106,910,226</u>	<u>103,395,200</u>
TOTAL ALL FUNDS	<u>1,172,191,740</u>	<u>1,373,809,843</u>	<u>1,291,859,452</u>

**SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2012/2013 - 2014/2015**

SOURCES OF REVENUES	Actual 2012/2013	Adopted 2013/2014	Adopted 2014/2015
General Fund			
<u>Property Tax</u>			
Real Property Taxes	263,825,379	267,328,821	307,412,080
Personal Property Taxes	9,752,908	9,409,113	11,017,985
Interest on Delinquent Taxes	6,795,171	7,713,830	6,447,956
Penalties on Delinquent Taxes	644,030	1,048,431	851,222
Total Property Tax	281,017,488	285,500,195	325,729,243
<u>Licenses & Permits</u>			
Business Licenses and Permits	2,815,691	2,785,670	2,976,590
Total Licenses & Permits	2,815,691	2,785,670	2,976,590
<u>Intergovernmental</u>			
Transient Lodging Tax	5,280,121	5,493,600	5,670,867
City Participation	897,890	370,000	1,055,900
Federal Grants and Aid	4,438,574	2,999,899	3,188,330
State Grants and Aid	2,044,052	211,912	430,412
Sales Tax & Use	97,196,165	99,300,000	106,640,000
Alcoholic Beverages	84,350	65,000	77,000
Auto Lieu Tax	22,042,490	23,332,000	24,100,000
Total Intergovernmental	131,983,642	131,772,411	141,162,509
<u>Charges for Services</u>			
General Government	2,488,050	2,599,112	2,300,620
Recorder Fees	2,259,007	2,480,186	1,853,500
Court Fees	5,197,502	4,717,027	5,538,160
Sheriff Department Fees	1,251,349	1,228,000	1,228,000
Correctional Housing	7,300,803	7,300,000	7,626,700
Health Fees	1,780,428	1,380,000	1,710,000
Recreation Fees	91,011	225,100	147,650
Facility Fees	725,894	446,400	645,250
Interdepartmental Fees	-	76,086	-
Contributions for Administrative Overhead	11,707,608	14,693,130	20,921,085
Total Charges for Services	32,801,652	35,145,041	41,970,965
<u>Fines & Forfeits</u>			
Superior Court Fines & Forfeits	284,358	222,000	222,000
Justice Courts Fines & Forfeits	3,963,730	4,417,310	3,093,031
Other Fines & Forfeits	550,604	1,140,000	1,180,000
Total Fines & Forfeits	4,798,692	5,779,310	4,495,031
<u>Investment Earnings</u>			
Investment Earnings	240,111	17,459	5,600
Investment Earnings - Pooled Investments	351,588	192,600	275,100
Total Investment Earnings	591,699	210,059	280,700

**SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2012/2013 - 2014/2015**

SOURCES OF REVENUES	Actual 2012/2013	Adopted 2013/2014	Adopted 2014/2015
<u>Miscellaneous Revenue</u>			
Rents & Royalties	3,481,413	3,540,656	3,480,436
Overages & Shortages	(4,786)	-	-
Other Miscellaneous Revenue	7,320,832	2,687,364	1,877,620
Total Miscellaneous Revenue	10,797,459	6,228,020	5,358,056
<u>Memo Revenue</u>			
Total Memo Revenue	-	-	-
Total General Fund	464,806,323	467,420,706	521,973,094
Special Revenue Funds			
<u>County Free Library</u>			
Fines & Forfeits	597,889	650,000	600,000
Intergovernmental	448,771	390,000	655,000
Investment Earnings	99,367	50,000	50,000
Miscellaneous Revenue	633,955	430,000	510,000
Property Taxes	28,078,352	28,603,438	32,666,797
Total County Free Library	29,858,334	30,123,438	34,481,797
<u>Employment and Training</u>			
Intergovernmental	13,894,994	16,559,659	13,939,479
Miscellaneous Revenue	835,122	-	1,075,806
Total Employment and Training	14,730,116	16,559,659	15,015,285
<u>Environmental Quality</u>			
Charges for Services	3,578,205	3,478,700	-
Fines & Forfeits	1,925	-	-
Gain or Loss on Disposal of Assets	11,185	-	-
Intergovernmental	2,406,040	1,857,340	1,927,062
Investment Earnings	34,141	27,000	23,000
Licenses & Permits	2,278,363	2,004,700	2,365,700
Miscellaneous Revenue	50,277	426,700	18,190
Total Environmental Quality	8,360,136	7,794,440	4,333,952
<u>Health</u>			
Charges for Services	2,626,937	2,963,614	2,955,956
Fines & Forfeits	160,765	125,970	124,769
Intergovernmental	11,265,323	11,903,569	13,360,164
Investment Earnings	8,483	-	-
Licenses & Permits	2,225,673	2,210,201	2,210,574
Miscellaneous Revenue	609,353	509,772	580,233
Total Health	16,896,534	17,713,126	19,231,696
<u>Improvement Districts</u>			
Investment Earnings	429	-	-
Total Improvement Districts	429	-	-

**SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2012/2013 - 2014/2015**

SOURCES OF REVENUES	Actual 2012/2013	Adopted 2013/2014	Adopted 2014/2015
<u>Legal Defender</u>			
Intergovernmental	24,250	18,000	23,452
Investment Earnings	366	275	230
Miscellaneous Revenue	57	200	-
Total Legal Defender	24,673	18,475	23,682
<u>Office of Medical Services</u>			
Intergovernmental	-	408,522	116,571
Total Office of Medical Services	-	408,522	116,571
<u>Other Special Revenue Funds and Grants</u>			
Charges for Services	8,374,020	7,817,781	9,886,493
Fines & Forfeits	4,343,799	2,507,580	2,738,800
Intergovernmental	57,157,155	63,617,753	66,776,251
Investment Earnings	383,661	371,804	242,084
Miscellaneous Revenue	6,507,061	8,048,954	8,078,221
Total Other Special Revenue Funds and Grants	76,765,696	82,363,872	87,721,849
<u>Public Defender</u>			
Intergovernmental	370,753	363,677	343,900
Investment Earnings	5,100	2,380	4,010
Miscellaneous Revenue	2,212	500	500
Total Public Defender	378,065	366,557	348,410
<u>Regional Flood Control District</u>			
Charges for Services	164,673	25,000	3,070,000
Intergovernmental	66,247	87,475	107,747
Investment Earnings	126,105	35,000	35,000
Licenses & Permits	1,125	-	1,100
Miscellaneous Revenue	83,649	60,388	55,345
Property Taxes	19,111,261	18,208,026	20,469,675
Total Regional Flood Control District	19,553,060	18,415,889	23,738,867
<u>Stadium District</u>			
Charges for Services	935,971	153,000	1,045,000
Intergovernmental	1,535,166	1,652,000	1,590,000
Investment Earnings	22,701	21,135	21,135
Miscellaneous Revenue	4,469	455,000	-
Total Stadium District	2,498,307	2,281,135	2,656,135

**SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2012/2013 - 2014/2015**

SOURCES OF REVENUES	Actual 2012/2013	Adopted 2013/2014	Adopted 2014/2015
<u>Transportation</u>			
Charges for Services	328,702	110,950	171,650
Gain or Loss on Disposal of Assets	20,332	-	-
Intergovernmental	48,128,674	49,233,840	49,323,707
Investment Earnings	140,469	120,000	80,000
Licenses & Permits	1,050,234	1,110,800	1,119,073
Miscellaneous Revenue	228,514	301,287	283,932
Total Transportation	49,896,925	50,876,877	50,978,362
<u>Treasurer</u>			
Charges for Services	26,521	100,000	85,000
Investment Earnings	2,811	2,500	2,500
Miscellaneous Revenue	36,730	-	15,000
Total Treasurer	66,062	102,500	102,500
Total Special Revenue Funds	219,028,337	227,024,490	238,749,106
Debt Service			
Intergovernmental	23,025	-	-
Investment Earnings	334,275	-	-
Property Taxes	63,317,121	59,611,817	52,915,723
Total Debt Service	63,674,421	59,611,817	52,915,723
Capital Projects Funds			
Charges for Services	4,770,271	2,376,867	3,003,300
Intergovernmental	33,358,559	33,862,369	27,028,377
Investment Earnings	533,499	-	243,494
Miscellaneous Revenue	2,811,222	1,133,459	481,180
Total Capital Projects	41,473,551	37,372,695	30,756,351
Enterprise Funds			
<u>Development Services</u>			
Charges for Services	645,623	618,000	665,040
Investment Earnings	18,256	15,000	15,000
Licenses & Permits	5,873,656	5,185,000	6,099,560
Miscellaneous Revenue	59,773	18,700	12,400
Total Development Services	6,597,308	5,836,700	6,792,000

**SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2012/2013 - 2014/2015**

SOURCES OF REVENUES	Actual 2012/2013	Adopted 2013/2014	Adopted 2014/2015
<u>Parking Garages</u>			
Charges for Services	263,833	248,580	511,140
Investment Earnings	27,386	26,796	26,796
Miscellaneous Revenue	1,966,641	1,949,097	2,174,739
Total Parking Garages	2,257,860	2,224,473	2,712,675
<u>Regional Wastewater Reclamation</u>			
Capital Contributions	3,564,417	5,000,000	5,000,000
Charges for Services	156,529,177	176,964,350	175,231,708
Fines & Forfeits	8,769	22,000	22,000
Gain or Loss on Disposal of Assets	(46,724)	-	-
Investment Earnings	885,132	850,000	464,257
Licenses & Permits	12,175	16,000	16,000
Miscellaneous Revenue	385,803	80,000	180,000
Total Regional Wastewater Reclamation	161,338,749	182,932,350	180,913,965
Total Enterprise	170,193,917	190,993,523	190,418,640
Total Revenues	959,176,549	982,423,231	1,034,812,914

THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY

Internal Service Funds

Fleet Services

Capital Contributions	165,370	-	-
Charges for Services	21,550,140	23,234,252	21,580,219
Gain or Loss on Disposal of Assets	(2,389)	150,000	-
Intergovernmental	1,322,178	1,125,000	1,325,500
Investment Earnings	24,025	164,000	170,000
Miscellaneous Revenue	216,744	154,700	207,600
Total Fleet Services	23,276,068	24,827,952	23,283,319

Human Resources

Charges for Services	(1)	64,326,333	68,282,922
Investment Earnings	-	2,218	42,500
Miscellaneous Revenue	-	9,477	175,000
Total Human Resources	(1)	64,338,028	68,500,422

Print Shop

Charges for Services	882,069	900,000	900,100
Investment Earnings	1,184	400	400
Total Print Shop	883,253	900,400	900,500

**SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2012/2013 - 2014/2015**

SOURCES OF REVENUES	Actual 2012/2013	Adopted 2013/2014	Adopted 2014/2015
<u>Risk Management</u>			
Charges for Services	16,412,130	15,792,098	16,101,234
Investment Earnings	261,954	857,927	826,890
Miscellaneous Revenue	143,872	192,880	143,797
Total Risk Management	16,817,956	16,842,905	17,071,921
<u>Telecommunications</u>			
Charges for Services	5,409,182	5,941,598	5,305,733
Investment Earnings	19,454	15,200	1,711
Miscellaneous Revenue	87,384	63,935	73,470
Total Telecommunications	5,516,020	6,020,733	5,380,914
Total Internal Service	46,493,296	112,930,018	115,137,076
Total All Funds	1,005,669,845	1,095,353,249	1,149,949,990

**SUMMARY OF EXPENDITURES BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2012/2013 - 2014/2015**

Functional Area/Department	Actual 2012/2013	Adopted 2013/2014	Adopted 2014/2015
<u>General Government Services</u>			
Assessor	7,914,276	8,996,549	8,987,373
Board of Supervisors	1,799,519	2,074,023	2,025,925
Clerk of the Board	1,161,715	1,314,636	1,373,759
Communications Office	672,524	903,625	911,694
County Administrator	1,398,796	1,539,893	1,451,517
Elections	3,823,752	4,305,621	4,593,035
Facilities Management	18,257,771	20,905,882	21,440,702
Finance & Risk Management	8,508,951	9,794,406	16,293,922
Human Resources	3,087,431	2,604,045	3,107,414
Information Technology	10,180,662	14,916,153	18,112,186
Non Departmental	162,199,894	218,777,825	209,459,039
Office of Emergency Management & Homeland Security	1,527,440	3,969,409	3,887,400
Office of Sustainability and Conservation	293,674	312,825	309,661
Procurement	2,207,655	2,389,027	2,393,445
Recorder	4,556,101	4,438,382	5,781,414
Treasurer	2,078,272	3,011,307	3,041,306
Total General Government Services	229,668,433	300,253,608	303,169,792
<u>Community Resources</u>			
Community & Economic Development Administration	502,621	636,214	558,386
Community Development & Neighborhood Conservation	16,645,337	12,358,160	10,389,597
Community Services, Employment & Training	20,338,950	22,676,404	21,409,116
County Free Library	34,164,406	35,305,000	37,772,853
Economic Development & Tourism	1,757,768	2,008,463	2,003,977
Kino Sports Complex	739,441	1,086,349	1,085,938
Natural Resources, Parks & Recreation	16,845,663	18,055,413	18,155,513
School Superintendent	4,228,840	3,695,276	3,873,336
Stadium District	4,682,215	5,039,746	5,253,097
Total Community Resources	99,905,241	100,861,025	100,501,813
<u>Justice & Law</u>			
Clerk of the Superior Court	11,753,238	12,349,504	12,765,559
Constables	1,123,459	1,206,968	1,185,591
County Attorney	32,030,829	38,230,893	37,499,087
Forensic Science Center	3,604,339	3,343,476	3,634,842
Justice Court Ajo	646,577	706,776	698,733
Justice Court Green Valley	509,513	568,354	535,214
Justice Court Tucson	7,630,140	8,448,898	8,666,350
Juvenile Court	30,606,333	32,683,021	33,035,958
Legal Defender	3,816,558	3,967,067	4,069,563
Office of Court Appointed Counsel	12,554,882	9,783,597	9,801,158
Public Defender	12,973,185	13,514,043	13,595,129
Public Fiduciary	2,536,203	2,553,723	2,566,658
Sheriff	141,307,641	148,893,784	150,527,281
Superior Court	44,232,006	49,008,362	48,479,254
Total Justice & Law	305,324,903	325,258,466	327,060,377

**SUMMARY OF EXPENDITURES BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2012/2013 - 2014/2015**

Functional Area/Department	Actual 2012/2013	Adopted 2013/2014	Adopted 2014/2015
<u>Health Services</u>			
Environmental Quality	8,983,373	10,863,575	6,867,780
Health	27,641,772	29,411,676	31,808,945
Institutional Health	95,338,622	-	-
Office of Medical Services	-	41,158,803	42,263,692
Total Health Services	131,963,767	81,434,054	80,940,417
<u>Public Works</u>			
Capital Projects	174,975,845	182,441,811	145,815,785
Development Services	6,864,197	6,743,858	6,969,935
Public Works Administration	30	-	-
Regional Flood Control District	11,225,541	12,624,028	17,096,728
Regional Wastewater Reclamation	140,721,264	216,251,348	162,267,356
Transportation	35,866,386	41,031,419	44,642,049
Total Public Works	369,653,263	459,092,464	376,791,853
TOTAL ALL FUNCTIONAL AREAS	1,136,515,607	1,266,899,617	1,188,464,252
<u>Internal Service Funds - Informational Purposes Only</u>			
INTERNAL SERVICE FUNDS			
Fleet Services	19,021,333	21,212,768	21,823,461
Health Benefits	-	61,806,000	58,621,280
Print Shop	858,932	895,258	857,879
Risk Management	15,116,558	17,185,568	17,316,505
Telecommunications	679,310	5,810,632	4,776,075
TOTAL INTERNAL SERVICE FUNDS	35,676,133	106,910,226	103,395,200
TOTAL ALL FUNDS	1,172,191,740	1,373,809,843	1,291,859,452

- Note 1:** The Human Resources totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Health Benefits budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out for this summary. They are combined, however, in the Human Resources Department Summary on page 10-74.
- Note 2:** The Finance & Risk Management totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Print Shop budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out for this summary. They are combined, however, in the Finance & Risk Management Department Summary on page 10-50.
- Note 3:** The Finance & Risk Management totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Risk Management budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out for this summary. They are combined, however, in the Finance & Risk Management Department Summary on page 10-50.
- Note 4:** The Information Technology totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Telecommunications budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out for this summary. They are combined, however, in the Information Technology Department Summary on page 10-84.

**SUMMARY OF REVENUES BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2012/2013 - 2014/2015**

Functional Area/Department	Actual Revenues 2012/2013	Adopted Revenues 2013/2014	Adopted Revenues 2014/2015
<u>General Government Services</u>			
Assessor	4,564	3,000	3,000
Board of Supervisors	2,328	-	-
Clerk of the Board	3,411	2,100	2,100
Communications Office	-	76,586	-
County Administrator	99	-	-
Elections	435,538	328,000	2,046,250
Facilities Management	8,403,106	7,312,896	7,725,381
Finance & Risk Management	14,601	25,000	25,000
Human Resources	149,915	151,000	100,000
Information Technology	522,296	556,848	663,510
Non Departmental	494,642,464	497,056,640	543,016,203
Office of Emergency Management & Homeland Security	535,569	2,775,136	4,227,371
Office of Sustainability and Conservation	11,934	4,000	4,000
Procurement	1,160	3,000	3,000
Recorder	4,001,794	3,430,042	2,772,900
Treasurer	67,414	102,500	102,500
Total General Government Services	508,796,193	511,826,748	560,691,215
<u>Community Resources</u>			
Community Development & Neighborhood Conservation	12,549,494	7,526,087	5,891,463
Community Services, Employment & Training	14,732,973	16,559,659	15,015,285
County Free Library	29,858,334	30,123,438	34,481,797
Economic Development & Tourism	1,302,349	1,308,226	1,226,077
Kino Sports Complex	132,521	112,090	112,090
Natural Resources, Parks & Recreation	1,870,195	1,421,280	1,388,196
School Superintendent	2,873,491	2,327,000	2,473,000
Stadium District	2,498,307	2,281,135	2,656,135
Total Community Resources	65,817,664	61,658,915	63,244,043
<u>Justice & Law</u>			
Clerk of the Superior Court	3,340,980	3,773,474	3,744,004
Constables	418,650	361,390	361,390
County Attorney	12,476,185	11,483,421	11,097,614
Forensic Science Center	2,152,008	1,573,029	1,806,415
Justice Court Ajo	174,990	256,455	254,455
Justice Court Green Valley	368,663	406,787	304,460
Justice Court Tucson	6,997,357	6,963,189	7,778,087
Juvenile Court	8,897,968	9,687,211	9,471,967
Legal Defender	31,460	18,475	23,682
Office of Court Appointed Counsel	2,432,768	823,454	823,454
Public Defender	398,981	384,029	378,740
Public Fiduciary	414,457	506,473	506,473
Sheriff	19,066,892	20,107,740	20,685,876
Superior Court	15,000,136	15,127,124	15,395,659
Total Justice & Law	72,171,495	71,472,251	72,632,276

**SUMMARY OF REVENUES BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2012/2013 - 2014/2015**

Functional Area/Department	Actual Revenues 2012/2013	Adopted Revenues 2013/2014	Adopted Revenues 2014/2015
<u>Health Services</u>			
Environmental Quality	8,360,136	7,794,440	4,333,952
Health	16,896,534	17,713,126	19,231,696
Institutional Health	1,015,225	-	-
Office of Medical Services	-	490,146	186,336
Total Health Services	26,271,895	25,997,712	23,751,984
<u>Public Works</u>			
Capital Projects	41,473,551	37,372,695	30,756,351
Development Services	6,597,308	5,836,700	6,792,000
Public Works Administration	19	-	-
Regional Flood Control District	19,553,060	18,415,889	23,738,867
Regional Wastewater Reclamation	161,338,749	182,932,350	180,913,965
Transportation	57,156,615	66,909,971	72,292,213
Total Public Works	286,119,302	311,467,605	314,493,396
TOTAL ALL FUNCTIONAL AREAS	959,176,549	982,423,231	1,034,812,914
<u>Internal Service Funds - Informational Purposes Only</u>			
INTERNAL SERVICE FUNDS			
Fleet Services	23,276,068	24,827,952	23,283,319
Health Benefits Trust	(1)	64,338,028	68,500,422
Print Shop	883,253	900,400	900,500
Risk Management	16,817,956	16,842,905	17,071,921
Telecommunications	5,516,020	6,020,733	5,380,914
TOTAL INTERNAL SERVICE FUNDS	46,493,296	112,930,018	115,137,076
TOTAL ALL FUNDS	1,005,669,845	1,095,353,249	1,149,949,990

**SUMMARY OF REVENUES BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2012/2013 - 2014/2015**

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- Note 1:** The Human Resources totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Health Benefits budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out for this summary. They are combined, however, in the Human Resources Department Summary on page 10-74.
- Note 2:** The Finance & Risk Management totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Print Shop budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out for this summary. They are combined, however, in the Finance & Risk Management Department Summary on page 10-50.
- Note 3:** The Finance & Risk Management totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Risk Management budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out for this summary. They are combined, however, in the Finance & Risk Management Department Summary on page 10-50.
- Note 4:** The Information Technology totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Telecommunications budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out for this summary. They are combined, however, in the Information Technology Department Summary on page 10-84.

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

Functional Area/Department	Personnel Services	Operating Expenses	Capital Equipment	Other	Total Expenditures
<u>GENERAL FUND</u>					
Assessor	8,050,639	936,734			8,987,373
Board of Supervisors	1,743,181	282,744			2,025,925
Clerk of the Board	1,054,353	319,406			1,373,759
Clerk of the Superior Court	9,994,929	834,256			10,829,185
Communications Office	861,602	42,507	7,585		911,694
Community & Economic Development Administration	315,490	242,896			558,386
Community Development & Neighborhood Conservation	1,062,754	3,681,549	5,000		4,749,303
Community Services, Employment & Training	2,638,775	3,548,396			6,187,171
Constables	1,006,069	179,522			1,185,591
County Administrator	1,284,481	167,036			1,451,517
County Attorney	20,742,932	1,728,775			22,471,707
Elections	2,545,944	1,965,841	20,000		4,531,785
Emergency Mgmt Homeland Sec	351,014	244,702	11,481		607,197
Environmental Quality	249,428	1,093,476	23,000		1,365,904
Facilities Management	7,989,012	10,449,201			18,438,213
Finance & Risk Management	14,276,157	1,955,676	8,000		16,239,833
Forensic Science Center	3,151,098	452,169			3,603,267
Human Resources	2,394,659	712,755			3,107,414
Information Technology	11,994,632	5,270,348			17,264,980
Justice Court Ajo	533,005	157,478			690,483
Justice Court Green Valley	475,558	45,065			520,623
Justice Court Tucson	6,240,306	831,943			7,072,249
Juvenile Court	20,554,243	2,731,858			23,286,101
Kino Sports Complex	281,986	771,952	32,000		1,085,938
Legal Defender	3,815,106	230,775			4,045,881
Natural Resources, Parks & Recreation	11,324,678	5,734,808	69,500		17,128,986
Non Departmental	2,028,289	91,496,928	980,000		94,505,217
Office of Court Appointed Counsel	2,721,909	7,079,249			9,801,158
Office of Medical Services	948,189	41,198,932			42,147,121
Office of Sustainability and Conservation	315,419	(5,758)			309,661
Procurement	2,346,869	46,576			2,393,445
Public Defender	11,933,312	1,129,902	22,890		13,086,104
Public Fiduciary	2,111,883	454,775			2,566,658
Public Works Administration	31,532	(31,532)			
Recorder	2,252,744	2,072,617			4,325,361
School Superintendent	1,087,756	416,580			1,504,336
Sheriff	108,733,986	28,031,555	50,000		136,815,541
Superior Court	27,023,096	4,634,158			31,657,254
Treasurer	2,319,813	249,793			2,569,606
TOTAL GENERAL FUND	298,786,828	221,385,643	1,229,456	-	521,401,927

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

Functional Area/Department	Personnel Services	Operating Expenses	Capital Equipment	Other	Total Expenditures
<u>SPECIAL REVENUE FUNDS</u>					
County Free Library					
County Free Library Grants		570,000			570,000
Library	19,512,501	17,690,352			37,202,853
Total County Free Library	19,512,501	18,260,352	-	-	37,772,853
Environmental Quality					
Environmental Quality	2,635,549	831,388			3,466,937
Environmental Quality Grants	377,296	257,798	176,858		811,952
Tire Fund	44,285	1,178,702			1,222,987
Total Environmental Quality	3,057,130	2,267,888	176,858	-	5,501,876
Health					
Health	10,007,930	3,463,211			13,471,141
Health - Grants	7,106,376	2,779,211			9,885,587
Health - Pima Animal Care Center	5,008,727	3,438,490		5,000	8,452,217
Total Health	22,123,033	9,680,912	-	5,000	31,808,945
Legal Defender					
Legal Defender Training Fund		23,682			23,682
Total Legal Defender	-	23,682	-	-	23,682
Office of Medical Services					
OMS - OMS Grants	2,980	113,591			116,571
Total Office of Medical Services	2,980	113,591	-	-	116,571
Other Special Revenues					
Clerk of Superior Court Victim Location Fund		4,400			4,400
Clerk of the Superior Court - Child Support Incentive	68,131				68,131
Clerk of the Superior Court - Document Storage & Retrieval	379,322	395,500			774,822
Clerk of the Superior Court - Local Court Automation Fund	409,868	71,500	300,000		781,368
Clerk of the Superior Court - Spousal Maintenance Enforcemt	31,469	44,000			75,469
Clerk of the Superior Court - Time Pay Fees	23,144	22,000	150,000		195,144
COC Address Confidentiality Fee		2,040			2,040
COC Judicial Collection Enhancement			35,000		35,000
Community Development & Neighborhood Conservation - Grants	816,244	4,724,050			5,540,294
Community Development & Neighborhood Conservation-Hous TFund		100,000			100,000
Community Services Employment & Training - Grants	3,094,429	10,794,936	15,697		13,905,062
County Attorney - Bad Check Program	160,384	42,265			202,649
County Attorney - Consumer Protection	29,023				29,023

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

Functional Area/Department	Personnel Services	Operating Expenses	Capital Equipment	Other	Total Expenditures
County Attorney - Employer Sanctions	158,282	35,920			194,202
County Attorney - Fill the Gap	906,067	18,235			924,302
County Attorney - Law Enforcement Antiracketeer	1,279,060	8,565,600	150,000		9,994,660
County Attorney - Victim Restitution		10,000			10,000
County Attorney - Victim Witness Comp	69,657	140,000			209,657
County Attorney Grants	1,893,548	775,864			2,669,412
County Attorney Special Revenue	664,215	109,260	20,000		793,475
ED&T Leased Property	113,636	144,034			257,670
ED&T Outside Agency		1,246,775			1,246,775
ED&T Special Revenue	273,117	226,415			499,532
Elections Grants			61,250		61,250
Facilities Management - Facilities Renewal	40,000	580,000			620,000
Finance Grants Management		25,000			25,000
Forensic Science Center Special Revenue		31,575			31,575
Improvement District Formation Fund	27,164	1,925			29,089
JC Ajo Fare Special Revenue		6,000			6,000
JC Ajo Time Pay Fees		2,250			2,250
JC GV Court Automation Fund		12,380			12,380
JC GV Fare Special Revenue		2,211			2,211
JCT \$1 allocation SB1398		150,000			150,000
JCT Address Confidentiality Fee		500			500
JCT Court Automation Fund	243,178	507,922	50,000		801,100
JCT Fare Special Rev		100,000			100,000
JCT Photo Traffic Enforcement	89,551				89,551
JCT Time Pay Fees	241,555	65,200			306,755
Justice Courts Tucson Grants	146,195				146,195
Juvenile Court Grants	650,593	515,389			1,165,982
Juvenile Court State Funds	3,954,844	3,871,855			7,826,699
Juvenile Probation Services	361,674	134,980			496,654
Juvenile Title IV-E	129,622	130,900			260,522
Natural Resources Parks and Recreation Special Programs	144,154	499,546	292,000		935,700
OEM Radio System SRF	353,750	1,236,064			1,589,814
Office of Emergency Management & Homeland Security - Grants	331,099	1,359,290			1,690,389
Parks & Recreation Grants	10,000	80,827			90,827
Pima Vocational High School	932,841	384,042			1,316,883
Radio System - Fixed Network Equip	847,206				847,206
Recorder - Grants		89,500			89,500
Recorder Document Storage & Retrieval	590,542	601,011	175,000		1,366,553
School Reserve Fund		2,369,000			2,369,000
Sheriff AZ Traffic Violation Fund		100,000			100,000
Sheriff Commissary Operations		750,000			750,000
Sheriff Criminal Justice Enhancement		250,000	500,000		750,000

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

Functional Area/Department	Personnel Services	Operating Expenses	Capital Equipment	Other	Total Expenditures
Sheriff Federal RICO Fund		1,000,000			1,000,000
Sheriff Grants	5,368,253	1,029,423	2,300,000		8,697,676
Sheriff Inmate Welfare Fund	312,576	1,071,488	30,000		1,414,064
Sheriff State Rico Fund		500,000	500,000		1,000,000
Superior Court - Fill the Gap	1,259,063	75,537			1,334,600
Superior Court AOC Appropriated Funds	8,753,833	603,542			9,357,375
Superior Court Child Support Visitation		173,000			173,000
Superior Court Conciliation	726,502	177,700			904,202
Superior Court County Law Library		409,100			409,100
Superior Court Grants	655,440	267,619			923,059
Superior Court Local Court Automootion Fund		569,500	100,500		670,000
Superior Court Probate		5,000			5,000
Superior Court Probation Services	2,153,920	891,744			3,045,664
Taxpayer Information Fund		181,700	290,000		471,700
Total Other Special Revenues	38,693,151	48,285,514	4,969,447	-	91,948,112
Public Defender					
Public Defender Fill the Gap	123,001	304,314			427,315
Public Defender Training Fund		81,710			81,710
Total Public Defender	123,001	386,024	-	-	509,025
Regional Flood Control District					
Canoa Ranch In-Lieu Fee	250,000	800,000			1,050,000
Regional Flood Control District	10,050,125	5,870,641			15,920,766
Regional Flood Control District Grants	46,070	79,892			125,962
Total Regional Flood Control District	10,346,195	6,750,533	-	-	17,096,728
Stadium District					
Stadium District	2,312,592	2,723,005	217,500		5,253,097
Total Stadium District	2,312,592	2,723,005	217,500	-	5,253,097
Transportation					
Transportation	16,941,375	21,147,001	1,093,437		39,181,813
Transportation Grants	149,540	5,310,696			5,460,236
Total Transportation	17,090,915	26,457,697	1,093,437	-	44,642,049
TOTAL SPECIAL REVENUE FUNDS	113,261,498	114,949,198	6,457,242	5,000	234,672,938

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

Functional Area/Department	Personnel Services	Operating Expenses	Capital Equipment	Other	Total Expenditures
<u>DEBT SERVICE FUND</u>					
Debt Service					
Debt Service				114,953,822	114,953,822
TOTAL DEBT SERVICE FUND	-	-	-	114,953,822	114,953,822
<u>CAPITAL PROJECTS FUNDS</u>					
Capital Projects	136,602	(136,602)		145,815,785	145,815,785
TOTAL CAPITAL PROJECTS FUNDS	136,602	(136,602)	-	145,815,785	145,815,785
<u>ENTERPRISE FUNDS</u>					
Development Services					
Development Services	4,800,123	2,169,812			6,969,935
Total Development Services	4,800,123	2,169,812	-	-	6,969,935
Other Special Revenues					
Parking Garages	346,102	1,649,321	15,000	372,066	2,382,489
Total Other Special Revenues	346,102	1,649,321	15,000	372,066	2,382,489
Regional Wastewater Reclamation					
Regional Wastewater Reclamation	33,693,183	48,696,816	1,502,357	47,187,449	131,079,805
Regional Wastewater Reclamation Debt Service				30,864,693	30,864,693
WW Regional Wastewater Reclamation Grants	70,185	252,673			322,858
Total Regional Wastewater Reclamation	33,763,368	48,949,489	1,502,357	78,052,142	162,267,356
TOTAL ENTERPRISE FUNDS	38,909,593	52,768,622	1,517,357	78,424,208	171,619,780
TOTAL EXPENDITURES/EXPENSES	451,094,521	388,966,861	9,204,055	339,198,815	1,188,464,252
<u>INTERNAL SERVICE FUNDS - INFORMATIONAL PURPOSES ONLY</u>					
<u>INTERNAL SERVICE FUNDS</u>					
Fleet Services	3,554,410	13,992,312	4,446,000	(169,261)	21,823,461
Health Benefits	961,666	57,651,281		8,333	58,621,280
Print Shop	455,592	377,924	60,000	(35,637)	857,879
Risk Management	2,192,009	15,122,740		1,756	17,316,505
Telecommunications	1,681,174	2,585,968		508,933	4,776,075
TOTAL INTERNAL SERVICE FUNDS	8,844,851	89,730,225	4,506,000	314,124	103,395,200
TOTAL ALL FUNDS	459,939,372	478,697,086	13,710,055	339,512,939	1,291,859,452

**SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2012/2013 - 2014/2015**

Functional Area/Department	Adopted 2012/2013	Adopted 2013/2014	Adopted 2014/2015
<u>General Government Services</u>			
Assessor	155.00	148.00	146.00
Board of Supervisors	23.72	23.32	22.71
Clerk of the Board	16.00	16.00	16.00
Communications Office	10.00	10.47	12.00
County Administrator	11.15	11.58	12.49
Elections	16.50	16.00	16.00
Facilities Management	169.00	170.00	170.00
Finance & Risk Management	192.96	193.91	195.23
Human Resources	49.04	41.00	33.00
Information Technology	140.00	140.00	151.00
Office of Emergency Management & Homeland Security	17.44	11.15	9.15
Office of Sustainability and Conservation	13.90	15.00	14.90
Procurement	31.70	31.70	29.80
Recorder	47.00	47.00	56.00
Treasurer	38.50	38.50	37.50
Total General Government Services	931.91	913.63	921.78
<u>Community Resources</u>			
Community & Economic Development Administration	3.33	4.33	4.00
Community Development & Neighborhood Conservation	28.05	25.60	26.42
Community Services, Employment & Training	135.85	154.53	132.43
County Free Library	407.81	405.41	385.02
Economic Development & Tourism	4.00	4.00	4.00
Kino Sports Complex	6.99	6.98	6.98
Natural Resources, Parks & Recreation	242.33	248.91	268.78
School Superintendent	15.00	14.00	14.00
Stadium District	39.19	40.17	40.18
Total Community Resources	882.55	903.93	881.81
<u>Justice & Law</u>			
Clerk of the Superior Court	214.06	217.99	220.00
Constables	13.00	13.00	13.00
County Attorney	485.86	479.00	471.00
Forensic Science Center	31.00	32.00	33.00
Justice Court Ajo	11.00	11.00	11.00
Justice Court Green Valley	11.00	11.00	9.50
Justice Court Tucson	138.00	138.00	142.00
Juvenile Court	492.04	488.29	484.39
Legal Defender	42.50	43.50	46.00
Office of Court Appointed Counsel	36.50	36.48	39.75
Public Defender	163.87	164.08	161.55
Public Fiduciary	34.25	35.20	34.45

**SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2012/2013 - 2014/2015**

Functional Area/Department	Adopted 2012/2013	Adopted 2013/2014	Adopted 2014/2015
Sheriff	1,636.00	1,639.00	1,636.00
Superior Court	658.34	665.65	665.35
Total Justice & Law	3,967.42	3,974.19	3,966.99
<u>Health Services</u>			
Environmental Quality	63.72	65.17	45.44
Health	277.80	288.50	283.45
Institutional Health	30.50	-	-
Office of Medical Services	-	14.00	9.00
Pima Animal Care Center	79.00	79.00	86.00
Total Health Services	451.02	446.67	423.89
<u>Public Works</u>			
Capital Projects	5.00	6.00	6.00
Development Services	62.00	61.00	63.00
Public Works Administration	22.00	22.00	27.00
Regional Flood Control District	65.00	65.00	66.00
Regional Wastewater Reclamation	506.50	494.80	475.00
Transportation	297.67	306.52	306.52
Total Public Works	958.17	955.32	943.52
TOTAL FUNCTIONAL AREAS	7,191.07	7,193.74	7,137.99
<u>Internal Service Funds</u>			
Fleet Services	55.00	55.00	55.00
Health Benefits Trust Fund	-	14.00	15.00
Print Shop	9.00	9.00	8.00
Risk Management	29.20	29.17	21.00
Telecommunications	26.00	28.00	18.00
Total Internal Service Funds	119.20	135.17	117.00
TOTAL ALL FUNDS	7,310.27	7,328.91	7,254.99

Note: Slight variances between the sum of Program FTEs and the Department total are due to rounding.

REVENUE SOURCES

The following section provides information regarding various revenues earned by the County. Information shown at the fund level may contain numbers for multiple departments within the fund, including grants. Information regarding revenues for a specific department is included in the individual department analysis in each of the functional area sections.

Revenues are provided for a five-year period beginning with fiscal year 2010/2011 and ending with fiscal year 2014/2015. Revenues for fiscal years 2010/2011, 2011/2012 and 2012/2013 are based on audited actuals. Fiscal years 2013/2014 and 2014/2015 revenues are from the Adopted Budget.

A summary of the total budgeted fiscal year 2014/2015 revenue by fund is shown below, and a Summary of Revenue by Fund, Department, and Category is provided on pages 9-24 through 9-30.

	Total Revenue
General Fund.....	\$ 521,973,094
Capital Projects.....	30,756,351
County Free Library	34,481,797
Debt Service	52,915,723
Development Services.....	6,792,000
Economic Development & Tourism	1,226,077
Employment & Training	15,015,285
Environmental Quality.....	4,333,952
Fleet Services	23,283,319
Health	19,231,696
Health Benefits Trust Fund	68,500,422
Other Special Revenue Funds.....	87,086,935
Parking Garages.....	2,712,675
Print Shop	900,500
Regional Flood Control District	23,738,867
Regional Wastewater Reclamation.....	180,913,965
Risk Management.....	17,071,921
Stadium District.....	2,656,135
Telecommunications Fund.....	5,380,914
Transportation.....	50,978,362

GENERAL FUND

Tax revenues are derived from primary tax levies on real and personal property. The fiscal year 2014/15 primary net assessed value is \$7,518,481,988, a \$40,647,109 decrease from fiscal year 2013/14. The primary tax rate for fiscal year 2014/15 is \$4.2779 per \$100 of net assessed value, a \$0.6114 increase over fiscal year 2013/14, and more than the truth in taxation rate of \$3.7633. Total budgeted primary property tax collections are \$325,729,243, with current year collections of \$310,564,759, delinquent taxes of \$7,865,306, and interest and penalties on delinquent taxes totaling \$7,299,178. Although the tax base decreased, budgeted tax revenues increase \$40,229,048 between fiscal year 2013/14 and fiscal year 2014/15 as a result of the higher tax rate and higher collection rates.

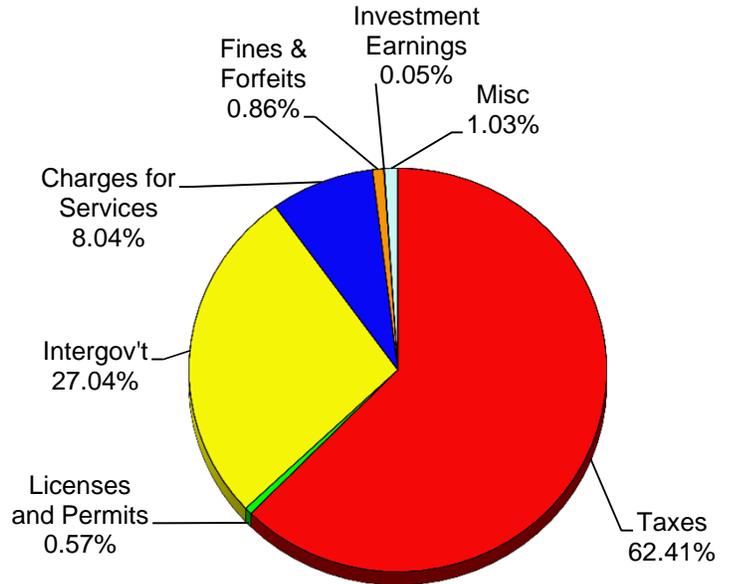
Licenses and Permits revenues for fiscal year 2014/15 are \$2,976,590, an increase of \$190,920 over fiscal year 2013/14, as slow population and income growth continues to offset the trend by cable TV subscribers to untaxed Internet services for their entertainment.

Intergovernmental revenues increase \$9,390,098 to \$141,162,509 in fiscal year 2014/15. With continued state and local economic growth, State Shared Sales Tax revenue is anticipated to be \$106,640,000, a \$7,340,000 increase over fiscal year 2013/14, while State Shared Vehicle License revenue increases by \$768,000 to \$24,100,000, offsetting the statutory 16.25 percent reduction in the tax base each year. State Shared Alcoholic Beverage License revenue increases by \$12,000 to \$77,000 due to continued growth in new restaurants and bars. Pima County unincorporated area Transient Lodging Excise Tax revenue increases \$177,267 with slow growth in national and statewide demand for local tourism services.

Federal Payments in Lieu of Taxes increase by \$70,600 due to inflation. Elections revenues from local governments increase \$974,900 in fiscal year 2014/15 as a result of primary and general elections being held in the same fiscal year under new law. State reimbursements for the 2014 primary and general elections increase by \$223,000 while reimbursements from the City of Tucson decrease \$291,000 as the City pays its own election costs. Federal revenue in Superior Court increases \$104,973 because of greater Federal Child IV-D support reimbursement.

Charges for Services revenues are \$41,970,965 for fiscal year 2014/15, an increase of \$6,825,924 over fiscal year 2013/14. Administrative overhead Contributions from Public Enterprises increase \$6,227,955 over fiscal year 2013/14, with increases of \$2,749,873 for Regional Wastewater Reclamation, \$1,235,236 for County Free Library, \$1,076,572 for Transportation, \$333,866 for Development Services, \$308,119 for Fleet Services, and \$301,295 for Regional Flood Control, along with a decrease of \$389,282 for the Health Benefits Insurance Trust Fund.

Fiscal Year 2014/2015



Pima County FY 2014/2015 Adopted Budget

Justice Court fee revenues increase \$980,020 primarily due to an increase in fines related to the new Public Service Center. Correctional Housing revenue increases \$326,700 because of an increase in the housing reimbursement rate and a higher number of inmates. Recorder fees decrease \$626,686 because of decreased document recording activity related to a sluggish housing market falling below expectations.

Charges and fees for Forensic Science Center increase \$330,000 due to contracted service agreements. Facility fees increase \$198,850 because of increases in facility use and shooting range activity. The Photo Traffic Enforcement Program was discontinued resulting in a decrease of \$532,531 in related court fees. Other departments anticipate a net \$78,384 decrease in revenue for fiscal year 2014/15.

Fines and Forfeits budgeted in fiscal year 2014/15 are \$4,495,031, a decrease of \$1,284,279 from fiscal year 2013/14. Discontinuance of the Photo Traffic Enforcement Program reduced revenue from fines by \$1,279,279.

Investment Earnings are \$280,700 in fiscal year 2014/15, a \$70,641 increase over fiscal year 2013/14 due to a slightly higher average yield assumption on general fund balances. Interest revenue for the Office of Medical Services decreases by \$11,859 as the note payable from UPI/UPH was paid off in fiscal year 2013/14.

Miscellaneous revenues decrease \$869,964 to \$5,358,056 in fiscal year 2014/15. Non Departmental miscellaneous revenue decreases by \$802,560, which consists of an \$854,500 decrease due to discontinuance of the Photo Traffic Enforcement Program and a \$51,940 increase in PCWIN Radio Loan repayments. Facilities Management revenue decreases \$119,478, with a \$113,674 decrease from fewer tenants occupying the Bank of America Building and a \$5,804 decrease due to lower electricity and operations and maintenance charges to non-County tenants. Information technology revenue increases \$57,154 because of increased cell tower and building antenna site rent and \$50,104 for reimbursements from Drexel Heights Fire District for CAD at PECOC. Expected decreased reimbursements for school district elections and other services lower School Superintendent revenue by \$73,000, while greater cell phone reimbursements increase Sheriff revenue by \$50,000. Superior Court Mandated Services anticipates \$47,000 additional revenue due to greater reimbursements for lengthy jury trials. Human Resources revenue decreases \$50,000 due to lower attraction ticket sales. Other departments anticipate a net decrease of \$29,184 in miscellaneous revenues for fiscal year 2014/15.

More detailed information on the changes in revenue for each department is available in the Summary of Revenue By Fund, Department, and Category provided on pages 9-24 through 9-30.

Note: Other funding sources include operating transfers in of \$7,838,672.

Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Taxes	301,491,247	291,646,744	281,017,488	285,500,195	325,729,243
Licenses & Permits	2,681,142	2,699,499	2,815,691	2,785,670	2,976,590
Intergovernmental	122,951,785	127,029,138	131,983,642	131,772,411	141,162,509
Charges for Services	35,360,431	39,303,701	32,801,652	35,145,041	41,970,965
Fines and Forfeits	5,343,756	5,213,090	4,798,692	5,779,310	4,495,031
Investment Earnings	418,038	620,684	591,699	210,059	280,700
Miscellaneous	4,734,065	14,256,355	11,561,051	6,228,020	5,358,056
Total Revenue	472,980,464	480,769,211	465,569,915	467,420,706	521,973,094

CAPITAL PROJECTS FUND

Capital Projects Fund

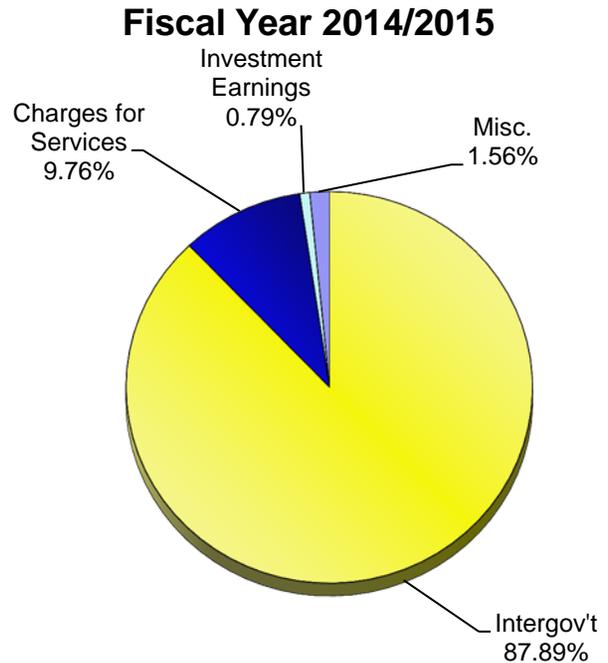
Intergovernmental revenues consist of \$18,767,639 in reimbursements from the Regional Transportation Authority funded by a half-cent excise tax approved by voters in May 2006; \$7,234,000 in state transportation enhancement program funds, grants, and reimbursements and \$1,026,738 in city participation. Reductions in revenue from prior year are due to the decreases of \$10,999,912 in the RTA sales tax and \$1,223,262 in City Revenue partially offset by a \$5,389,182 increase in State Revenue.

Charges for Services of \$3,003,300 represent impact fees collected for new development and contributions from developers and other outside sources.

Investment Earnings are budgeted at \$243,494 for interest earned on department fund balance and from the Local Government Investment Pool.

Miscellaneous revenues of \$481,180 includes private contributions of infrastructure enhancements from developers which decreased \$652,279 from fiscal year 2013/14.

Note: Other funding sources include general obligation bond proceeds of \$18,681,000 and certificates of participation proceeds of \$60,000,000. Total operating transfers of \$41,312,487 consist of \$10,095,839 from Regional Flood Control District, \$5,714,215 from Transportation, \$18,121,590 from Transportation Grants, \$109,130 from Development Services Department, \$51,356 from Environmental Quality, \$3,365,400 from General Fund, \$271,207 from Health, \$203,269 from Risk Management, \$750,000 from Elections Grants, \$972,170 from Library District, \$300,000 from Parks and Recreation Grants, \$1,000,000 from Parks Special Programs, \$315,000 from Parking Garages, and \$43,311 from the Regional Wastewater Reclamation Fund.



Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Intergovernmental	47,288,443	44,141,137	33,358,559	33,862,369	27,028,377
Charges for Services	3,894,647	3,079,584	4,770,271	2,376,867	3,003,300
Investment Earnings	264,503	698,489	533,499		243,494
Miscellaneous	565,100	564,659	2,811,222	1,133,459	481,180
Total Revenue	52,012,693	48,483,869	41,473,551	37,372,695	30,756,351

COUNTY FREE LIBRARY
Special Revenue Fund

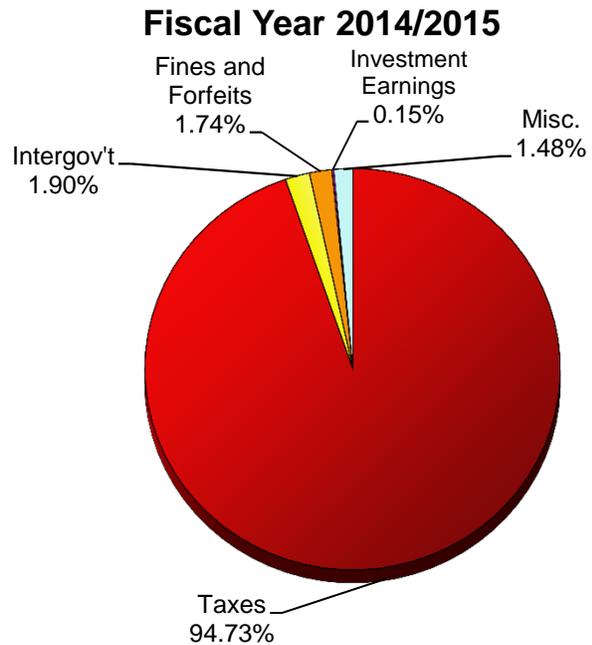
Tax revenues are derived from a secondary tax levy on real property and personal property. The fiscal year 2014/15 secondary net assessed value is \$7,522,893,581 which amounts to a decrease of \$67,652,694 or 0.89 percent from the fiscal year 2013/14 valuation. The tax rate for fiscal year 2014/15 is \$0.4353 per \$100 of net assessed value, an increase of \$0.0600 over fiscal year 2013/14. Total secondary property tax collections are budgeted at \$32,666,797, with current year collections of \$31,850,327 and delinquent taxes of \$816,470. (The current year collections reflect expected collection rates.)

Intergovernmental revenues consist of \$570,000 in federal and state grants for various library projects and \$85,000 for various expense reimbursements from the city of Tucson. The \$265,000 increase over fiscal year 2013/14 is due to additional grant funding.

Fines and Forfeits represent library fines. The \$50,000 decrease from fiscal year 2013/14 is due to waiving fines on children and teen materials.

Investment Earnings represent interest from the Treasurer’s commingled interest distribution.

Miscellaneous revenues represent collections, donations, and non-government grants. The significant increase in revenue in fiscal year 2011/12 reflects a new revenue source from the Federal Communications Commission (FCC) Erate Program which provides for affordable telecommunications across the country. The decrease from fiscal year 2012/13 is the result of fluctuations in collections from the FCC Erate Program.



Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Taxes	28,547,364	29,274,037	28,078,352	28,603,438	32,666,797
Intergovernmental	366,197	466,944	448,771	390,000	655,000
Fines and Forfeits	687,900	638,783	597,889	650,000	600,000
Investment Earnings	83,772	127,224	99,367	50,000	50,000
Miscellaneous	331,191	703,790	633,955	430,000	510,000
Total Revenue	30,016,424	31,210,778	29,858,334	30,123,438	34,481,797

DEBT SERVICE
Debt Service Fund

Property Tax revenues are derived from a secondary tax levy on real property and personal property. The fiscal year 2014/15 secondary net assessed value is \$7,579,898,868, which amounts to a decrease of \$43,792,412 from the fiscal year 2013/14 statutory valuation. The tax rate for fiscal year 2014/15 is \$0.7000 per \$100 of net assessed value. This is a \$0.08 decrease from the fiscal year 2013/14 rate of \$0.7800. Total secondary property tax collections are budgeted at \$52,915,723, with current year collections of \$51,218,078 and delinquent taxes of \$1,697,645. (The current year collections reflect expected collection rates.)

Intergovernmental revenues are derived from federal, state, and city in lieu payments.

Investment Earnings are from Local Government Investment Pool interest.

Note: Other funding sources include operating transfers in from County Free Library of \$88,422, Development Services of \$15,421, Fleet Services of \$2,176,926, General Fund of \$12,858,993, Health of \$53,380, Health-PACC of \$17,376, Parking Garages \$1,003,698, Print Shop of \$2,229, Regional Flood Control of \$50,068, Regional Wastewater Reclamation of \$27,407,703, Risk Management of \$29,023, Stadium District of \$10,994, Telecommunications of \$12,559 and Transportation of \$19,101,496.

Fiscal Year 2014/2015



Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Property Taxes	69,307,873	66,148,045	63,317,121	59,611,817	52,915,723
Intergovernmental	18,448	11,166	23,025		
Investment Earnings	350,332	242,234	334,275		
Total Revenue	69,676,653	66,401,445	63,674,421	59,611,817	52,915,723

DEVELOPMENT SERVICES
Enterprise Fund

Licenses and Permits includes \$6,099,560 of building permit fees. The \$914,560 increase is due primarily to an anticipated increase in construction activity.

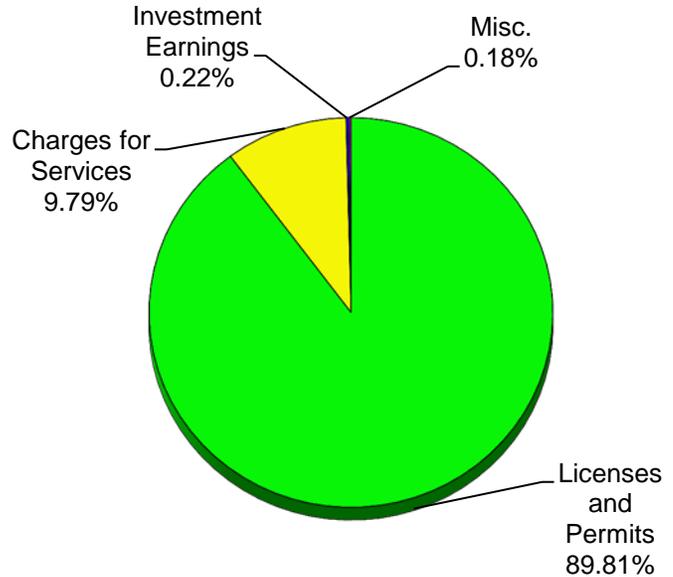
Intergovernmental has no revenue budgeted since the solar program federal grant as part of the American Recovery and Reinvestment Act was not extended after the fiscal year 2011/12.

Charges for Services include \$416,160 for development review fees; \$248,880 for planning and zoning review fees.

Investment Earnings of \$15,000 are expected in fiscal year 2014/15.

Miscellaneous revenues of \$12,400 come from various sources: employee reimbursements and other cost recovery; enforcement of violations; sale of electronic reports; and the sale of reports, maps, and books.

Fiscal Year 2014/2015



Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Licenses and Permits	4,913,412	5,322,496	5,873,656	5,185,000	6,099,560
Intergovernmental	164,793	105,105			
Charges for Services	774,587	750,540	645,623	618,000	665,040
Investment Earnings	16,998	15,453	18,256	15,000	15,000
Miscellaneous	231,176	39,232	59,773	18,700	12,400
Total Revenue	6,100,966	6,232,826	6,597,308	5,836,700	6,792,000

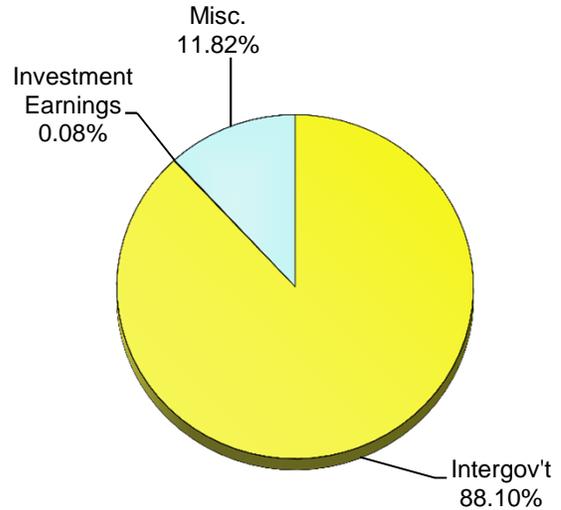
ECONOMIC DEVELOPMENT & TOURISM
Special Revenue Fund

Intergovernmental revenues represent hotel/motel taxes designated for economic development and tourism activities. The increase of \$33,765 over fiscal year 2013/14 reflects a 3.23 percent increase in hotel and motel occupancy rates due to an improving economy.

Investment Earnings of \$1,000 are expected from the Treasurer's commingled interest distribution which is based on the department's expected cash balances during the fiscal year.

Miscellaneous represents revenues from seven County leased properties used for recreational and tourism purposes and reimbursements for assisting outside agencies with advertising cooperatives. The \$115,414 decrease from fiscal year 2013/14 reflects the loss of rent from office space and leased properties.

Fiscal Year 2014/2015



Legislation from the state of Arizona (A.R.S. 42-6108) allowing the County to increase its transient lodging excise (hotel/motel) tax from 2% to 6% became effective on August 12, 2005. In response to this legislation, the Board of Supervisors approved the increase of the County's hotel/motel tax rate to 6% starting on January 1, 2006. Hotel/motel tax revenues are distributed to tourism (50%), the Stadium District (34%), and economic development (16%).

Note: Other funding sources include an operating transfer of \$651,759 from the General Fund to fund eight outside agencies.

Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Intergovernmental	894,555	1,009,883	1,005,738	1,046,400	1,080,165
Investment Earnings	1,834	2,018	2,679	1,500	1,000
Miscellaneous	254,013	293,702	293,932	260,326	144,912
Total Revenue	1,150,402	1,305,603	1,302,349	1,308,226	1,226,077

EMPLOYMENT & TRAINING
Special Revenue Fund

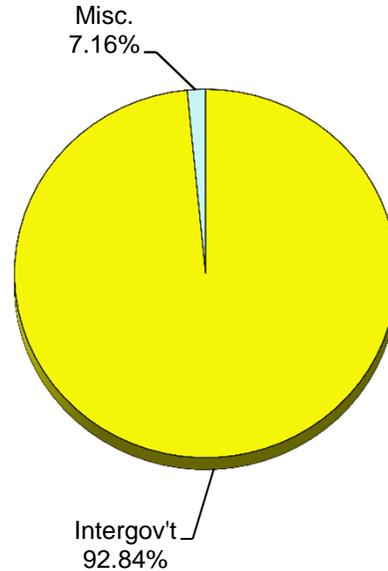
Intergovernmental revenues are primarily comprised of federal grants for employment and training programs designed for low income individuals. These funds go to programs that include counseling of the homeless and employment training, as well as summer youth employment. Additional funding for these programs is provided by the state of Arizona and the city of Tucson. Funding is also provided to the Pima Vocational High School (Charter School) via federal grants and state educational reimbursement funding.

Service demands have continued to increase due to poverty levels and population increases. Amounts received fluctuate from year to year. The increase over fiscal year 2012/13 to fiscal year 2013/14 was the result of an anticipated increase in federal grants.

Miscellaneous revenues are primarily other non-government grants and donations and vary widely from year to year.

Note: Other funding sources include an operating transfer of \$174,542 from the General Fund to pay for the department's required matched share for grant expenditures.

Fiscal Year 2014/2015



Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Intergovernmental	15,639,223	14,812,731	13,894,994	16,559,659	13,939,479
Investment Earnings		119			
Miscellaneous	207,984	325,928	835,122		1,075,806
Total Revenue	15,847,207	15,138,778	14,730,116	16,559,659	15,015,285

ENVIRONMENTAL QUALITY
Special Revenue Fund

Licenses and Permits revenues include \$1,591,000 from air quality inspection and application fees, and \$774,700 from review and inspection of water, septic, and sewer plans and systems. The increase of \$361,000 from prior year is due to an increase in fees to expand the Air Quality Program for fiscal year 2014/15.

Intergovernmental revenues consist of \$1,100,000 in state tire recycling program payments, \$618,952 in federal grants, and \$192,000 in state program funding and grants. There is an additional \$16,110 in funding from other state grant programs in fiscal year 2014/15.

Fines and Forfeits in prior fiscal years reflect fines collected for violations of environmental regulations. Because fines and forfeits are not easily forecasted, they have been budgeted as zero for fiscal years 2013/14 and 2014/15.

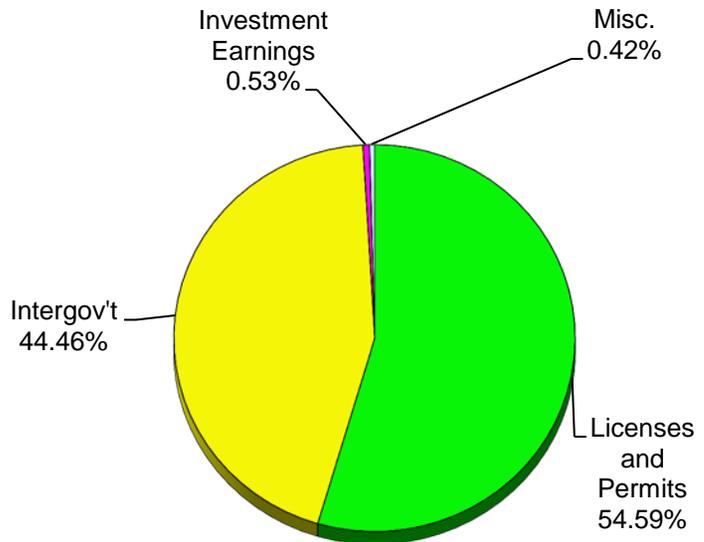
Investment Earnings of \$23,000 are expected in fiscal year 2014/15 from the Local Government Investment Pool.

Miscellaneous revenues include \$7,050 from requests for public records, and \$10,100 from employee reimbursements, stale dated warrants and other cost recoveries. An additional \$1,040 is expected for late fees and interest on late fees.

Note: Other department funding sources include operating transfers from the General Fund of \$403,214 to fund air quality programs and of \$245,515 to fund the Wildcat Dump Program.

Note: After adoption of the fiscal year 2013/14 Budget, solid waste services were privatized and the solid waste functions became part of the Environmental Quality department. The history of fiscal years through FY 2013/14 included the Solid Waste special revenue fund, which has no planned future revenues or expenditures, and Tire Recycling Program special revenue fund .

Fiscal Year 2014/2015



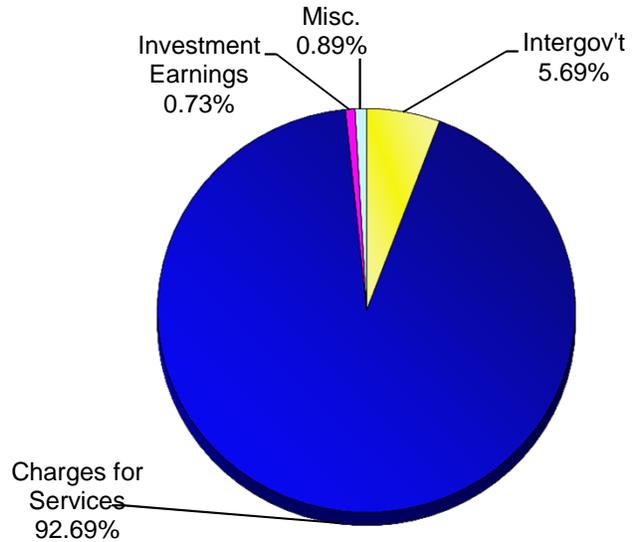
Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Licenses and Permits	2,032,601	2,161,654	2,278,363	2,004,700	2,365,700
Charges for Services	3,641,172	3,486,368	3,578,205	3,478,700	
Intergovernmental	1,710,452	1,683,510	2,406,040	1,857,340	1,927,062
Fines and Forfeits	118,500	12,120	1,925		
Investment Earnings	20,825	23,823	34,141	27,000	23,000
Miscellaneous	111,233	355,355	61,462	426,700	18,190
Total Revenue	7,634,783	7,722,830	8,360,136	7,794,440	4,333,952

FLEET SERVICES
Internal Service Fund

Intergovernmental revenues represent \$1,325,500 in revenue from fuel and maintenance provided to other government agencies and the increase is due to higher fuel costs and maintenance charges.

Charges for Services revenues include \$18,130,219 in fees received from other County departments for the use of vehicles and \$3,450,000 for reimbursements for the cost of fuel, parts, and labor for County equipment. The increases in fiscal years 2012/13 are due to higher fuel costs, maintenance, and depreciation. In fiscal year 2013/14 vehicle rates were adjusted up primarily due to fuel costs, maintenance, depreciation on new vehicles, and debt service costs for a new fleet service facility. In fiscal year 2014/15 the County has changed to a fixed monthly vehicle charge plus actual fuel charges, replacing the average cost per mile with a minimum usage charge. The change is considered to be a fairer representation of vehicle cost resulting in a decrease of \$1,654,033, or 7.1%, from the prior year.

Fiscal Year 2014/2015



Investment Earnings of \$170,000 are expected from the Treasurer's commingled interest distribution. The increase from fiscal year 2013/14 is due to an expected higher cash balance.

Miscellaneous revenue includes \$207,600 from insurance companies and individuals for accident related repairs to County vehicles, and for metals recycling, and expense reimbursements.

Note: Other funding sources include transfers in from Capital Projects of \$6,823,967.

Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Intergovernmental	1,166,730	1,361,888	1,322,178	1,125,000	1,325,500
Charges for Services	12,863,640	16,304,631	21,550,140	23,234,252	21,580,219
Investment Earnings	44,545	278,789	24,025	164,000	170,000
Miscellaneous	591,041	132,347	217,694	154,700	207,600
Capital Contributions		3,021	162,981	150,000	
Total Revenue	14,665,956	18,080,676	23,277,018	24,827,952	23,283,319

HEALTH

Special Revenue Fund

Licenses and Permits are required for businesses that must adhere to sanitation and health regulations mandated by state and federal statutes. The businesses include restaurants and food companies, hotels, motels, mobile home parks, and public swimming pools. Animal care licensing fees also generate revenue.

Intergovernmental revenues include grants for family planning, Women, Infants & Children, child health initiatives, and HIV surveillance. Revenues are also derived from animal care services provided to incorporated municipalities including the city of Tucson. The unusual revenue in FY 2011/2012 was due to the American Recovery and Reinvestment Act funded Communities Putting Prevention to Work grant.

Charges for Services include services that range from processing birth and death certificates to providing immunizations and other public health related services. The department also charges fees for animal care services. Fees are charged for housing impounded animals; transferring and copying licensing records; adoption, spay, and neutering services; vaccinations; and other services.

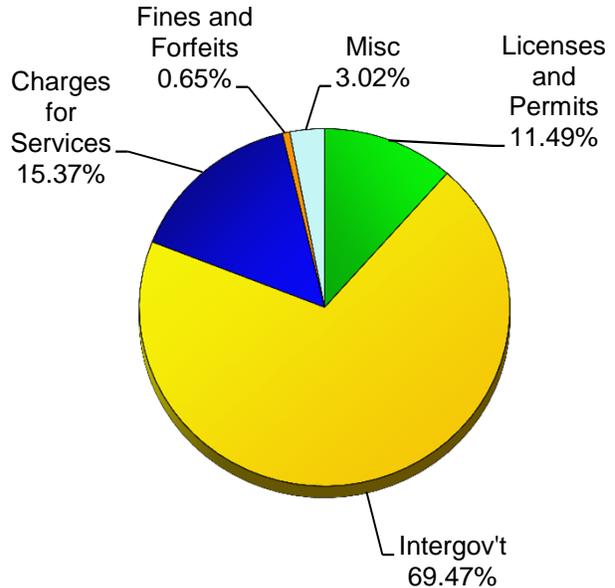
Fines and Forfeits include city court fines, animal control citations, and penalties for late licensing.

Investment Earnings is interest earned on department fund balances but historically has not been budgeted.

Miscellaneous revenues include donations, postage, copying services, bad check collections, stale dated warrants, and local program funding. Increased donations are budgeted for FY 2014/2015.

Note: Other funding sources include General Fund support for Health of \$13,458,296.

Fiscal Year 2014/2015



Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Licenses and Permits	2,967,399	2,181,666	2,225,673	2,210,201	2,210,574
Intergovernmental	12,522,128	25,531,966	11,265,323	11,903,569	13,360,164
Charges for Services	2,764,026	2,810,905	2,626,937	2,963,614	2,955,956
Fines and Forfeits	204,480	158,892	160,765	125,970	124,769
Investment Earnings	16,775	11,301	8,483		
Miscellaneous	278,150	589,840	609,353	509,772	580,233
Total Revenue	18,752,958	31,284,570	16,896,534	17,713,126	19,231,696

HEALTH BENEFITS TRUST FUND
Internal Service Fund

Charges for Services include \$16,741,289 from employee contributions and premium payments, and \$51,541,633 from Pima County employer contributions to the fund. The fund is responsible for providing and managing health-related benefits for employees and their families including medical and dental health insurance, life and other types of insurance, the employee wellness program, and the employee assistance program.

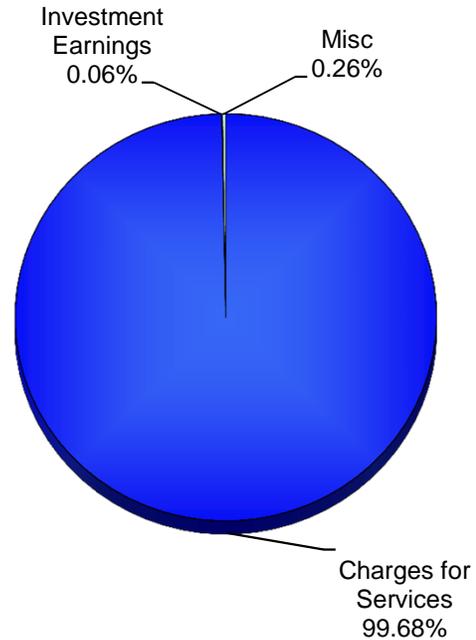
Investment Earnings in fiscal year 2014/2015 are estimated to be \$42,500, an increase of more than \$40,000, due to increased cash balances and to accumulation for the required cash reserve.

Miscellaneous revenues in fiscal year 2014/2015 are estimated to be \$175,000 from rebates and refunds.

Note: Pima County has been strategically working on long-term approaches to reduce the rising cost of healthcare while still providing comprehensive healthcare for County employees. In fiscal year 2013/2014 it became a financially sound decision to transition to a self-insurance model for County medical coverage via an internal service fund. This new internal service fund began July 1, 2013.

By law, the fund must have a funded reserve for claims. The fund received a \$3,500,000 short-term loan in fiscal year 2013/2014 from the PHS Transition Fund which was repaid by the end of the fiscal year and a loan of \$10,000,000 from the Self-Insurance Reserve Fund which will be repaid in the future.

Fiscal Year 2014/2015



Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Charges for Services			(1)	64,326,333	68,282,922
Investment Earnings				2,218	42,500
Miscellaneous				9,477	175,000
Total Revenue			(1)	64,338,028	68,500,422

OTHER SPECIAL REVENUE FUNDS

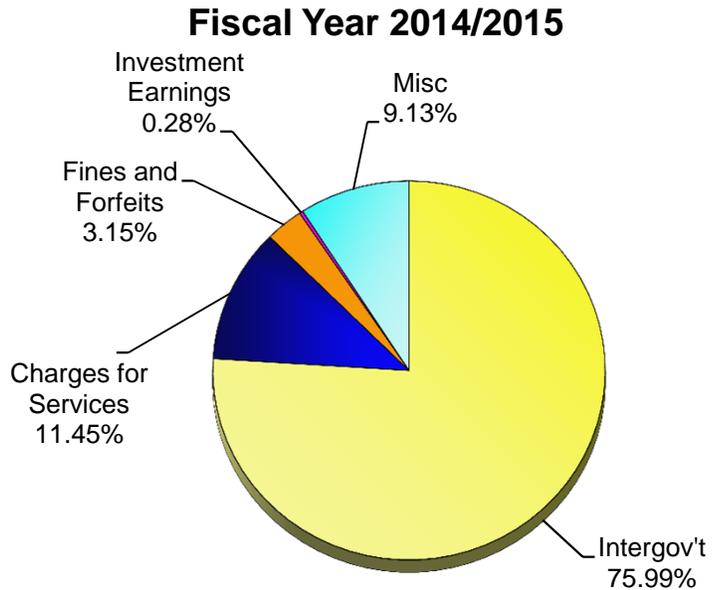
Special Revenue Fund

Intergovernmental revenues consist of federal and state funds received under County Law Enforcement Antiracketeering \$1,200,000; County Attorney Criminal Justice Enhancement \$485,590; Fill the Gap funds for County Attorney, various courts, and Indigent Defense \$1,805,912; County Attorney Victim Witness Compensation \$69,100; Sheriff Criminal Justice Enhancement \$400,000; Sheriff AZ Traffic Violations \$100,000; Sheriff State RICO funds \$100,000; Juvenile Court Title IV-E funding \$125,000; Public Defender Training \$80,900; Legal Defender Training \$23,452; the Clerk of the Superior Court Child Support Incentive, \$27,000, County Attorney Employer Sanctions \$100,000, Housing Trust Fund \$100,000, and Justice Courts FARE funding \$15,000. Grants budgeted in Other Special Revenue Funds include Community Development Block Grants

\$4,929,901; County Attorney \$2,669,412, Juvenile Court \$8,965,962; Sheriff \$8,697,676; Superior Court \$10,280,434; Emergency Management/Homeland Security \$1,616,999; Elections \$804,067; Office of Medical Services \$116,571; Justice Courts Tucson \$146,195; Natural Resources Parks & Recreation \$49,487; Recorder \$88,500; School Reserve Fund \$1,869,000; and Transportation grants \$21,313,851. The increase of \$2,818,457 or 4.4%, over fiscal year 2013/14 is attributable to an expansion in Transportation Grants.

Charges for Services revenues include fees collected by the Superior Court Local Court Automation Fund \$300,000, Child Support Visitation Program \$125,600, Conciliation Court \$537,000, Law Library \$260,000 and Probation Services \$1,990,200; the Clerk of the Superior Court Time Pay Fees \$216,000, Local Court Automation Fund \$235,000, Spousal Maintenance \$23,000, Document Storage and Retrieval \$395,000, and Address Confidentiality Fee \$2,040; Forensic Science Center \$15,000; Juvenile Court Probation Services \$260,827; Justice Courts Tucson Time Pay Fees \$250,000, Automation Fund \$450,000, and Address Confidentiality Fees \$200; Justice Courts Ajo Time Pay Fees \$7,000, Automation Fund \$8,000 and FARE Special Revenue \$1,000; Justice Courts Green Valley Time Pay Fees \$5,800, Automation Fund \$15,000, FARE Special Revenue \$2,000, Photo Traffic Enforcement \$4,000 and Address Confidentiality \$100; Parks Special Programs \$61,250; the Treasurer Taxpayer Information Fund \$85,000; Recorder Document Storage and Retrieval \$825,400; OEM Radio System \$2,579,076; and Sheriff Commissary Operations \$1,318,000. The increase over fiscal year 2013/14 of \$2,053,712 or 25.9% is primarily from the planned full implementation of the Office of Emergency Management Radio System.

Fines and Forfeits revenues consist of forfeiture funds and fines received by the County Attorney Antiracketeering \$2,500,000, Bad Check Program \$160,800, and Victim Witness Compensation \$20,000; Justice Courts \$1 Allocation \$50,000; and Juvenile Court Victim Restitution fines \$8,000.



Pima County FY 2014/2015 Adopted Budget

Investment Earnings are from the Local Government Investment Pool and commingled interest allocation for the Clerk of the Superior Court Spousal Maintenance Enforcement \$5,800, Time Pay Fees \$50,000, Local Court Automation Fund \$30,000, Child Support Incentive \$2,800, Judicial Collection Enhancement \$90 and Document Storage and Retrieval \$3,500; County Attorney Law Enforcement Antiracketeering Fund \$60,000, Criminal Justice Enhancement \$2,000, Bad Check Program \$300, Consumer Protection \$500, Employer Sanctions \$3,000, Fill The Gap \$4,000, and Victim Restitution \$10,000; Elections Grants \$7,183; Indigent Defense Fill the Gap \$3,700 and Indigent Defense Training Funds \$540; Superior Court Local Automation Fund \$5,000, Courts Fill The Gap \$8,000, Conciliation \$4,000, Child Support Visitation \$1,300, Law Library \$2,700, Probate \$125, and Probation Services \$10,800; Sheriff Criminal Justice Enhancement \$3,000, Commissary Operations \$2,000, and Inmate Welfare Fund \$5,000; Recorder Document Storage and Retrieval \$4,500, and Recorder Grants \$1,000; Juvenile Court Probation Services \$2,450, Title IV-E \$5,000, Grants \$528, and Victim Restitution \$400; Facilities Renewal Fund \$5,085; Parks & Recreation Grants \$858; Treasurer Taxpayer Information Fund \$2,500; and Forensic Science Special Revenue \$165. Budgeted interest decreased for fiscal year 2014/15 by \$127,635 due to lower fund balances overall.

Miscellaneous revenues include funds paid to County Attorney Antiracketeering \$3,250,000 and Victim Witness Compensation \$100,000; Superior Court Conciliation \$1,500, Probation Services \$10,000, and the Superior Court Law Library \$40,000; Juvenile Court Victim Restitution (\$3,500); Facilities Renewal Fund \$2,070,300; Forensic Science Special Revenue \$35,550; Taxpayer Information Fund \$15,000; Sheriff Commissary Operations \$630,000 and Inmate Welfare Fund \$85,000; Office of Emergency Management \$31,296; Parks Special Programs \$321,601; Public Defender Training Fund \$500; School Reserve Fund \$500,000; and Community Development grants, \$861,562.

Note: The following table presents Other Special Revenue Funds, excluding Economic Development & Tourism in the amount of \$1,226,077. This fund is shown elsewhere in this section. Total Other Special Revenue Funds and Grants, as presented on the Summary of Revenues by Fund and Category page 8-12, includes this special revenue fund. With this revenue source included, the total revenues of Other Special Revenue Funds for fiscal year 2014/15 is \$88,313,012.

Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Intergovernmental	53,263,827	64,426,721	56,546,420	63,361,552	66,180,009
Charges for Services	8,099,129	7,944,720	8,400,541	7,917,781	9,971,493
Fines and Forfeits	428,959	4,226,061	4,343,799	2,507,580	2,738,800
Investment Earnings	319,963	217,030	389,259	375,459	247,824
Miscellaneous	7,335,689	8,198,550	6,052,128	7,789,328	7,948,809
Total Revenue	69,447,567	85,013,082	75,732,147	81,951,700	87,086,935

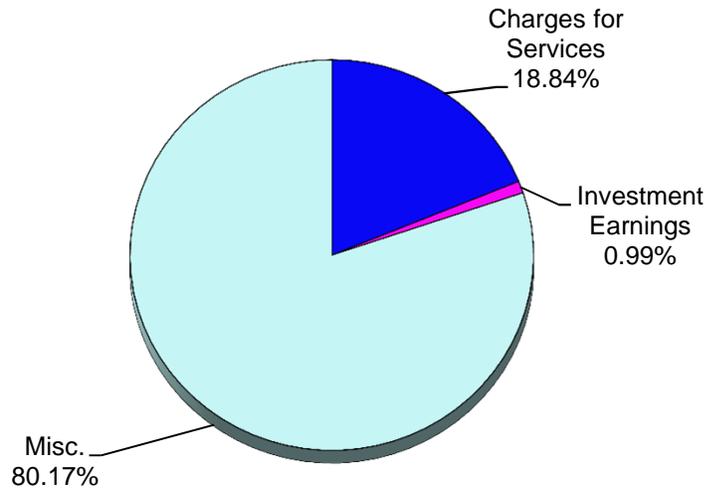
PARKING GARAGES
Enterprise Fund

Charges for Services revenues include \$241,140 from charging County departments for parking fleet vehicles in County owned parking facilities and \$270,000 in bus pass collections from County Employees. Prior to fiscal year 2014/15 bus pass revenues were budgeted in Human Resources.

Investment Earnings of \$26,796 are from the Treasurer’s commingled interest distribution.

Miscellaneous revenues are parking fees from six parking garages and two parking lots owned by Pima County: the A-Level parking garage, B-Level parking garage, El Presidio parking garage, Legal Services Building parking garage, Public Works Building parking garage, Bank of America Building parking garage, Old Courts Building parking lot, and Sixth Avenue and Broadway parking lot. Miscellaneous revenues increased due to the expected opening of the Public Service Building parking garage.

Fiscal Year 2014/2015



Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Charges for Services	249,231	258,164	263,833	248,580	511,140
Investment Earnings	16,534	19,255	27,386	26,796	26,796
Miscellaneous	1,821,957	2,001,121	1,966,641	1,949,097	2,174,739
Total Revenue	2,087,722	2,278,540	2,257,860	2,224,473	2,712,675

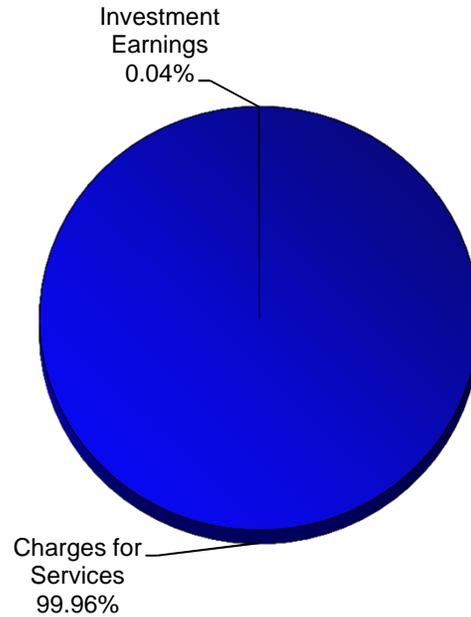
PRINT SHOP

Internal Service Fund

Charges for Services revenues consist of fees paid by other County departments for various printing services, services provided to non-County organizations, and the sale of reports and atlases to the public.

Investment Earnings revenues are earned on fund cash balance.

Fiscal Year 2014/2015



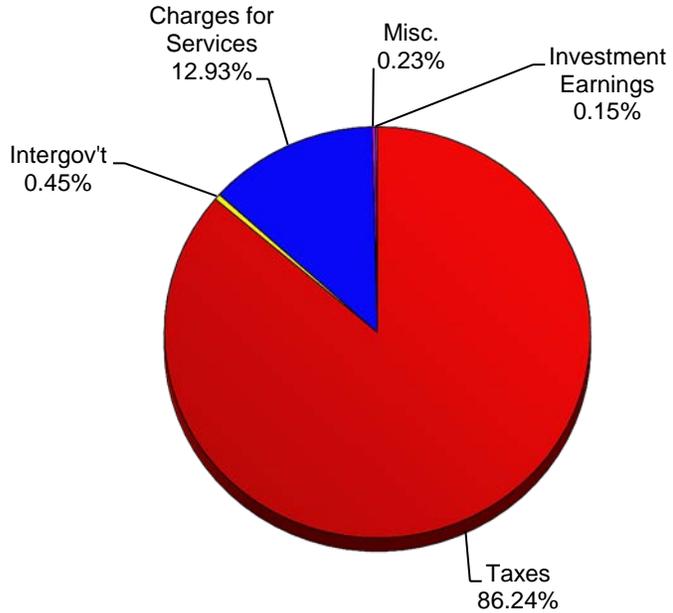
Note: Beginning in fiscal year 2011/12, the Print Shop is under the operational control of Finance & Risk Management. Program information is presented there. Prior to fiscal year 2012/13, the Print Shop was named Graphic Services Production.

Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Charges for Services	1,010,150	922,719	882,069	900,000	900,100
Investment Earnings	723	747	1,184	400	400
Total Revenue	1,010,873	923,466	883,253	900,400	900,500

**REGIONAL FLOOD CONTROL DISTRICT
Special Revenue Fund**

Tax revenues are derived from a secondary tax levy on real property and secured personal property. The fiscal year 2014/15 secondary net assessed value of real and secured personal property is \$6,767,457,872, which is a decrease of \$998,769 from the fiscal year 2013/14 final valuation. The tax rate for fiscal year 2014/15 is \$0.3035 per \$100 of net assessed value and is an increase of \$0.0400 over the rate used in fiscal year 2013/14. Total secondary property tax collections are budgeted at \$20,469,675 with current year collections of \$19,903,103 and delinquent taxes of \$566,572. (The current year collections reflect expected collection rates.)

Fiscal Year 2014/2015



Intergovernmental revenue for fiscal year 2014/15 is budgeted at \$107,747. Federal EPA grants of \$67,747 will fund the Living River Project. Revenue in fiscal year 2010/11 resulted from a co-operative effort with the state for a US Fish and Wildlife grant that

ended in August 2010 to fund the County’s ecological multi-species monitoring plan and program.

Charges for Services revenue for fiscal year 2014/15 is primarily the Army Corps of Engineers compensatory in-lieu fee program of \$3,000,000, in cooperation with Tucson Audubon society for the Canoa Ranch project. The additional \$70,000 is from the sale of various manuals and fees collected in-lieu of detention systems.

Investment Earnings of \$35,000 are expected in fiscal year 2014/15 from the Local Government Investment Pool.

Miscellaneous revenues include \$55,000 from rentals of property and \$345 collected from property owners for disturbance of protected riparian habitats.

Memo Revenue in 2010/11 is for the sale of land.

Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Taxes	22,275,437	20,256,094	19,111,261	18,208,026	20,469,675
Intergovernmental	52,381	3,777	66,247	87,475	107,747
Charges for Services	72,437	86,441	164,673	25,000	3,070,000
Licenses and Permits		18,946	1,125		1,100
Investment Earnings	69,796	131,883	126,105	35,000	35,000
Miscellaneous	99,590	78,751	83,649	60,388	55,345
Memo Revenue	13,300				
Total Revenue	22,582,941	20,575,892	19,553,060	18,415,889	23,738,867

REGIONAL WASTEWATER RECLAMATION
Enterprise Fund

Licenses and Permits revenues of \$16,000 are initial application fees for industrial users of wastewater treatment systems.

Charges for Services consist of sewer user fees of \$161,802,617 which is an increase of \$1,831,943, sewer connection fees of \$13,019,091 which is a decrease of \$3,564,585, and sanitation fees of \$310,000, and small construction activity permits of \$100,000, each unchanged from the prior fiscal year. In March of 2010, the Board of Supervisors approved rate increases beginning fiscal year 2011/12, with connection fee rates based on water meter size rather than fixture unit equivalents. Effective July 2013, the fixed monthly service fee increased by \$0.77, and the volume rate increased by 10%.

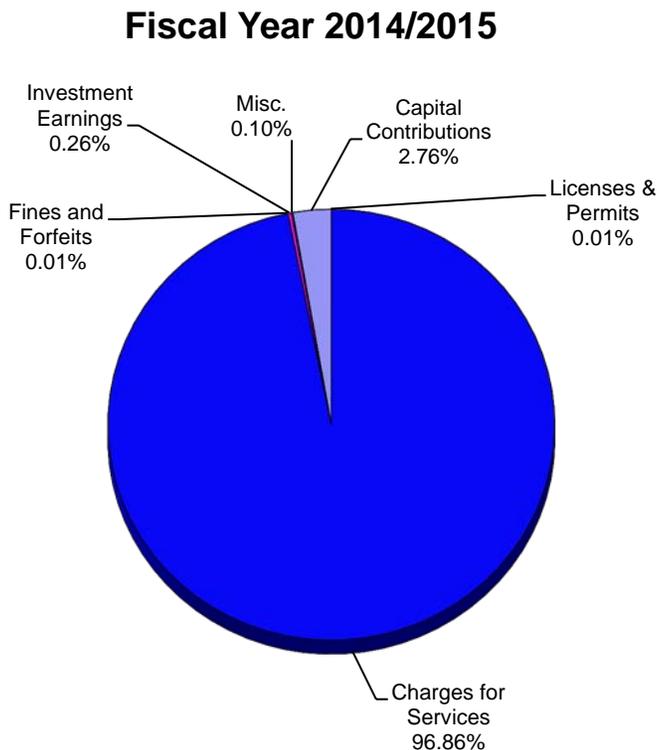
Fines and Forfeits consist of industrial pretreatment fines of \$22,000 assessed against various commercial customers of Wastewater Reclamation.

Investment Earnings decreased to \$464,257 due to lower cash balances.

Miscellaneous revenue consists of grant funds of \$100,000, and interest penalties on connection fees and rental property of \$80,000.

Capital Contributions are non-operating revenue. These non-cash capital contributions are physical assets and are not available to fund department operations.

Note: Other funding sources of \$80,000,000 include Sewer System Revenue Obligations proceeds of \$20,000,000, and certificates of participation proceeds of \$60,000,000 via an Operating Transfer.



Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Licenses and Permits	15,525	12,631	12,175	16,000	16,000
Charges for Services	147,979,481	154,092,548	156,529,177	176,964,350	175,231,708
Fines and Forfeits	14,606	495,456	8,769	22,000	22,000
Investment Earnings	621,761	847,516	885,132	850,000	464,257
Miscellaneous	1,206,678	155,685	339,079	80,000	180,000
Capital Contributions	4,027,186	2,570,618	3,564,417	5,000,000	5,000,000
Total Revenue	153,865,237	158,174,454	161,338,749	182,932,350	180,913,965

RISK MANAGEMENT
Internal Service Fund

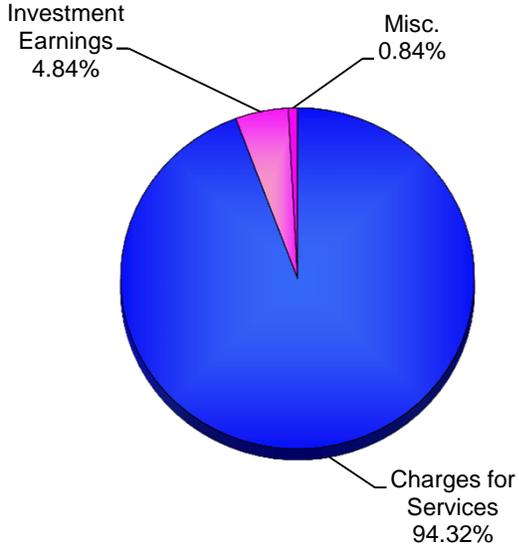
Charges for Services revenues include Self Insurance Reserve premium payments from departments which cover occupational medical management \$5,199,530, liability \$8,261,224, unemployment insurance \$461,421, environmental damage \$414,059, and property damage \$1,765,000. The premium revenue changes are based on the number and type of claims filed. Actuaries recommend premium guideline levels based upon established accounting standards.

Investment Earnings of \$826,890 are expected from the Local Government Investment Pool for the Trust Fund Reserve.

Miscellaneous revenues in fiscal years 2010/11 and 2011/12 include pooled

investment fund loss recovery, stale dated warrants, settlements, various refunds, and property rent. Fiscal years 2012/13, 2013/14 and 2014/15 include property rent, restitution, judgments, and County reimbursement payments.

Fiscal Year 2014/2015



Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Charges for Services	21,085,392	19,182,358	16,412,130	15,792,098	16,101,234
Investment Earnings	443,675	962,531	261,954	857,927	826,890
Miscellaneous	347,658	202,423	143,872	192,880	143,797
Total Revenue	21,876,725	20,347,312	16,817,956	16,842,905	17,071,921

STADIUM DISTRICT
Special Revenue Fund

Intergovernmental revenues consist of a car rental surcharge and a recreational vehicle space surcharge. Pima County is authorized by the state to collect up to \$3.50 per car rental contract. The County also levies a surcharge of \$0.50 per day for recreational vehicles. The collections are budgeted at \$1,455,000 for car rentals and at \$135,000 for recreational vehicle space surcharges. The decrease of \$62,000 from fiscal year 2013/14 is mainly due to increased spending on new vehicles slowing the growth in vehicle rental charges and continued high motor fuel prices and demographic trends that negatively affect the recreational vehicle surtax.

Charges for Services revenues represent fees received for the use of the Stadium's facilities for various sports leagues, tournaments, meetings, fundraisers, and parties. The increase of \$892,000 over fiscal year 2013/14

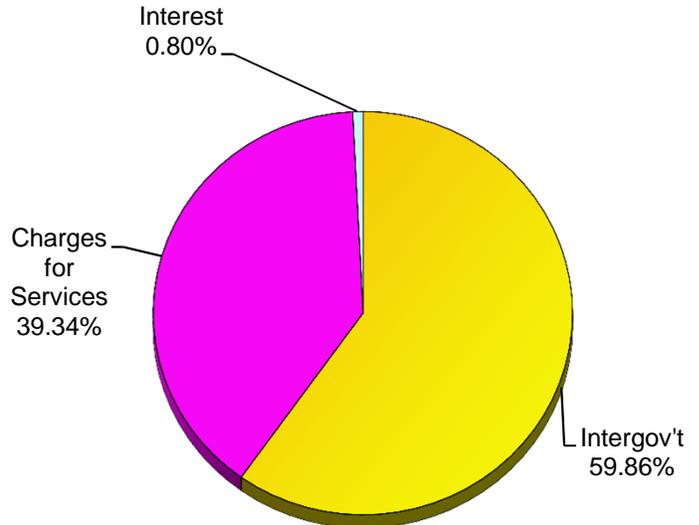
reflects \$437,000 additional income from special events scheduling, field usage, rentals of the Stadium, and \$455,000 from facility rental which was posted in miscellaneous revenue in fiscal year 2013/14.

Investment Earnings of \$21,135 are expected from the Treasurer's commingled interest distribution.

Miscellaneous revenues include fees received for the use of the facilities for soccer and baseball leagues, special events, and utility cost reimbursements. Special events include concerts, car shows, and other similar activities. In fiscal year 2012/13 and 2014/15 miscellaneous revenues were included in charges for services.

Note: Other funding sources include operating transfers from the General Fund for the following: \$2,295,351 for transient lodging excise (hotel/motel) tax collected by Pima County and distributed to the Stadium District; \$1,058,002 for maintenance of the baseball practice fields; and \$189,602 from the Regional Flood Control District for operation of the Kino Ecosystem Restoration Project; and \$2,177,931 continued support to subsidize the operation and maintenance of the Kino Sports Complex.

Fiscal Year 2014/2015



Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Intergovernmental	1,537,706	1,609,319	1,535,166	1,652,000	1,590,000
Charges for Services	116,733	218,840	935,971	153,000	1,045,000
Investment Earnings	24,566	21,167	22,701	21,135	21,135
Miscellaneous	402,570	1,129,942	4,469	455,000	
Total Revenue	2,081,575	2,979,268	2,498,307	2,281,135	2,656,135

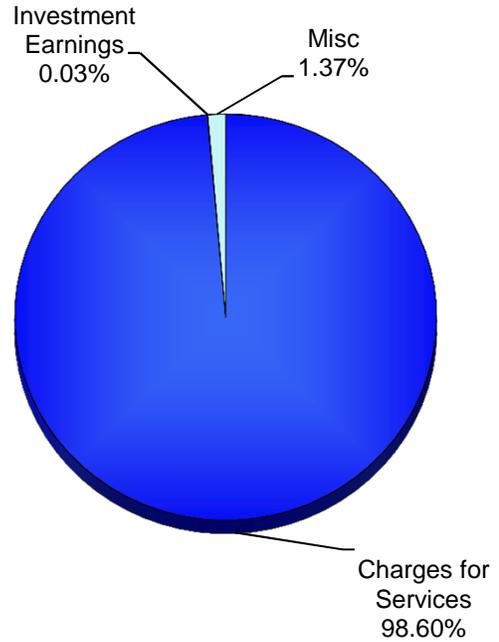
TELECOMMUNICATIONS FUND
Internal Service Fund

Charges for Services includes combined basic telephone and network infrastructure charges of \$5,006,117, and wireless radio maintenance and repair charges of \$299,616. The decrease of \$658,476 in Wireless Services is due primarily to the replacement of the legacy wireless system by the new PCWIN system in the Office of Emergency Management and Homeland Security (OEM) as of March 2014. This fund will continue to provide repair and maintenance on the new mobile radios.

Investment Earnings decreased due to an expected decrease in cash balance.

Miscellaneous revenues are for weather radio transmitter maintenance and fees from non-County users of radios.

Fiscal Year 2014/2015



Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Charges for Services	4,523,968	4,813,400	5,409,182	5,941,598	5,305,733
Investment Earnings	21,564	18,238	19,454	15,200	1,711
Miscellaneous	82,627	74,758	87,384	63,935	73,470
Total Revenue	4,628,159	4,906,396	5,516,020	6,020,733	5,380,914

TRANSPORTATION
Special Revenue Fund

Licenses and Permits revenues include \$1,119,073 in permits and inspection fees, and for the use of rights of way.

Intergovernmental revenues consist primarily of \$37,568,408 in Highway User Revenue Funds (HURF) distributed by the state of Arizona for the development and maintenance of County roads. Another large component is \$11,580,941 of state shared Vehicle License Tax revenue. Estimates of these combined sources were provided by the Pima Association of Governments and represent a decrease of \$84,491 from fiscal year 2013/14. Federal Operating revenue is \$174,358.

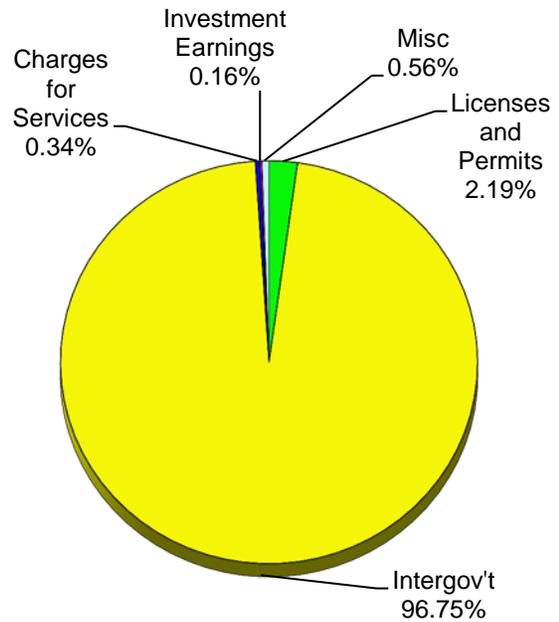
Charges for Services include \$161,000 in impact fees and highway and street fees charged to newly constructed subdivisions, \$10,000 from the abandonment of County property and rights of way, and \$650 from sale of electronic data. The increase of \$60,700 is due to an increase in highway and street fees.

Investment Earnings of \$80,000 are expected in fiscal year 2014/15 from the Local Government Investment Pool.

Miscellaneous revenue includes \$155,544 in earnings from County rental properties, \$125,388 in reimbursements for damages to property and telephone calls, and \$3,000 in late fees, miscellaneous interest, and fines reimbursements.

Note: Other funding sources include operating transfers of \$5,120,662 from the General Fund, which reflects \$5,000,000 for pavement preservation and \$120,662 for graffiti abatement.

Fiscal Year 2014/2015



Revenue Object	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015
Licenses and Permits	810,860	1,096,770	1,050,234	1,110,800	1,119,073
Intergovernmental	51,325,803	46,022,527	48,128,674	49,233,840	49,323,707
Charges for Services	185,027	139,813	328,702	110,950	171,650
Investment Earnings	142,967	123,464	140,469	120,000	80,000
Miscellaneous	249,770	622,980	248,846	301,287	283,932
Total Revenue	52,714,427	48,005,554	49,896,925	50,876,877	50,978,362

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2013/2014 vs Fiscal Year 2014/2015

SOURCE OF REVENUES	ADOPTED REVENUES FY 2013/2014	ADOPTED REVENUES FY 2014/2015	CHANGE	EXPLANATION
GENERAL FUND				
Assessor				
Other Miscellaneous Revenues	3,000	3,000	-	
Clerk of the Board				
Alcoholic Beverages	2,000	2,000	-	
General Government Fees	100	100	-	
Clerk of the Superior Court				
Federal Revenue	300,000	300,000	-	
General Government Fees	407,145	407,145	-	
Other Miscellaneous Revenues	28,000	28,000	-	
Court Fees	691,029	691,029	-	
Investment Earnings	5,600	5,600	-	
Other Fines & Forfeits	1,100,000	1,100,000	-	
Fines	222,000	222,000	-	
Communications Office				
Interdepartmental Charges	76,086	-	(76,086)	Changed to become part of central cost allocation rather than direct interdepartmental charges
Other Miscellaneous Revenues	500	-	(500)	None budgeted, billing methods being analyzed
Constables				
Court Fees	323,490	323,490	-	
Miscellaneous	37,900	37,900	-	
Contract Attorney				
Court Fees	823,454	823,454	-	
County Attorney				
Other Fines & Forfeits	-	40,000	40,000	Reclassified adult diversion restitution
Other Miscellaneous Revenues	40,000	-	(40,000)	Reclassified adult diversion restitution
Elections				
State Revenue	-	223,000	223,000	State reimbursement payments for primary election 110k, and general election 113k
General Government Fees	2,900	3,000	100	Higher expected revenues based on experience
City Participation	291,000	-	(291,000)	City of Tucson to conduct own elections under new law
Other Local Governments	34,000	1,008,900	974,900	Higher anticipated election revenues due to primary and general elections in same year under new law
Other Miscellaneous Revenues	100	100	-	
Facilities Management				
Rents and Royalties	2,795,609	2,681,935	(113,674)	Fewer tenants at Bank of America Building
Other Miscellaneous Revenues	261,190	255,386	(5,804)	Decrease in electricity and O&M charges to non County tenants
Finance				
Other Miscellaneous Revenues	25,000	25,000	-	
Forensic Science Center				
General Government Fees	103,500	5,500	(98,000)	FY 13/14 budgeted revenues belonged in Charges for Services
Charges for Services	1,380,000	1,710,000	330,000	Increase in revenue due to contracted service agreements
Miscellaneous	26,750	40,200	13,450	Increased fees earned for use of autopsy room

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2013/2014 vs Fiscal Year 2014/2015

SOURCE OF REVENUES	ADOPTED REVENUES FY 2013/2014	ADOPTED REVENUES FY 2014/2015	CHANGE	EXPLANATION
General Government Revenues				
Alcoholic Beverages	63,000	75,000	12,000	Increase from new restaurant & bar business startups as economy continues growing
Auto Lieu Tax	23,332,000	24,100,000	768,000	Growth in local population and new vehicle sales exceeds statutory 16.25% annual reduction to tax base
Business Licenses & Permits	2,759,170	2,951,090	191,920	Reflects continued increase in local population and nominal dollar income
City Participation	45,000	47,000	2,000	Assumes small increase in value of City of Tucson-owned housing
Contributions/Pub Enterprise	14,693,130	20,921,085	6,227,955	FY2013/14 Administrative Overhead with ADP costs but without direct charges per January 13, 2014 allocation
Federal Revenue	1,964,400	2,035,000	70,600	Assumes federal government appropriates only 66% of authorized PILT program; currently Federal PILT program has not been reauthorized for FY2014/15
General Government Fees	775,704	946,375	170,671	Based on FY2014/2015 Full Cost Plan
Investment Earnings	192,500	275,000	82,500	Assumes 1.08% average investment yield on average fund balance equal to 5.75% of overall General Government Revenues
Other Miscellaneous Revenues	150,000	152,566	2,566	Reflects anticipated 1.71% increase for CPI-U Western region inflation during FY2014/15
Sales & Use Tax	99,300,000	106,640,000	7,340,000	Increase related to continued statewide economic growth; January 1, 2015 implementation date for new "Sales Tax Simplification" rules could result in additional state shared revenue during FY2014/15 (potentially up to \$1 million in additional revenue which is included in anticipated FY2014/15 revenue amount)
State Revenue	7,500	3,000	(4,500)	Assumes fewer state transportation-related construction projects
Taxes/Int on Delq Pers Prop Tax	334,781	438,462	103,681	Increase caused by anticipated FY2013/14 revenue having been under-budgeted
Taxes/Int on Delq Real Prop Tax	7,379,049	6,009,494	(1,369,555)	Decrease in anticipated revenue caused by lower amount of delinquent real property taxes outstanding
Taxes/Penalties Delq Per Prop Tx	45,502	-	(45,502)	Penalties on delinquent personal property taxes now posted to General Government Fees
Taxes/Penalties Delq Real Prop Tx	1,002,929	851,222	(151,707)	Decrease in anticipated revenue caused by lower amount of delinquent real property taxes outstanding
Taxes/Personal Property	9,409,113	11,017,985	1,608,872	Increase due to slightly greater personal property tax base and tax rate increase for FY2014/15
Taxes/Real Property	267,328,821	307,412,080	40,083,259	Anticipated increase in current year collection rate and tax rate increase sufficient to offset decline in real property tax base
Transient Lodging Tax	2,223,600	2,295,351	71,751	National and state economic growth, coupled with newly renovated resorts and a leveling off of Online Travel Agency share of bookings
Human Resources				
General Government Fees	1,000	-	(1,000)	None budgeted, no expected charges to other governments
Charges for Services	-	-	-	
Miscellaneous	150,000	100,000	(50,000)	Decrease due to decreased estimate of attraction ticket sales based on experience
Information Technology				
General Government Fees	20,596	20,000	(596)	Decreased interdepartmental charges for services
Miscellaneous	2,105	52,209	50,104	Reimbursement from Drexel Hts FD for CAD at PECOC
Rents and Royalties	534,147	591,301	57,154	Increased cell tower and building antenna site rent
Justice Court Ajo				
State Revenue	15,352	15,352	-	
General Government Fees	3,500	3,500	-	
Court Fees	23,414	23,414	-	
Justice Courts - Fines	195,839	195,839	-	
Other Miscellaneous Revenues	350	350	-	
Justice Court Green Valley				
State Revenue	21,060	21,060	-	
Court Fees	51,480	31,500	(19,980)	Reflects anticipated revenues based on projections for FY 13/14
Justice Courts - Fines	250,000	225,000	(25,000)	Reflects anticipated revenues based on projections for FY 13/14
Justice Courts Tucson				
State Revenue	168,000	168,000	-	
General Government Fees	900,000	900,000	-	
Court Fees	2,030,500	3,030,500	1,000,000	Reflects increase of fines related to the new Public Service Center
Justice Courts - Fines	2,672,192	2,672,192	-	
Other Fines & Forfeits	40,000	40,000	-	
Rents and Royalties	6,000	6,000	-	
Other Miscellaneous Revenues	50,000	50,000	-	

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2013/2014 vs Fiscal Year 2014/2015

SOURCE OF REVENUES	ADOPTED REVENUES FY 2013/2014	ADOPTED REVENUES FY 2014/2015	CHANGE	EXPLANATION
Juvenile Court				
Federal Revenue	100,000	100,000	-	
Court Fees	5,200	5,200	-	
Investment Earnings	100	100	-	
Other Miscellaneous Revenues	2,000	2,000	-	
Kino Sports Complex				
Facility Fees	3,500	3,500	-	
Other Miscellaneous Revenues	23,590	23,590	-	
Rents and Royalties	85,000	85,000	-	
Natural Resources, Parks, & Recreation				
Culture & Recreation Fees	225,100	147,650	(77,450)	Projecting fewer book sales and a shift in where this revenue is reported
Facility Fees	442,900	641,750	198,850	Increase in facility use, and shooting range activity
Licenses & Permits	1,500	500	(1,000)	Less demand for jumping castle permits
Other Miscellaneous Revenues	53,900	52,900	(1,000)	Fewer cattle sales
Rents and Royalties	115,900	112,200	(3,700)	Increase due to increases in rent from Rillito Park and Continental Green Valley
Non Departmental				
Charges for Services	532,531	-	(532,531)	Photo Traffic Enforcement program discontinued
Fines & Forfeits	1,279,279	-	(1,279,279)	Photo Traffic Enforcement program discontinued
Transient Lodging Tax	3,270,000	3,375,516	105,516	Increase in hotel/motel tax revenue
Other Miscellaneous Revenues	1,356,814	554,254	(802,560)	Photo Traffic Enforcement program discontinued (854.5k); PCWIN Radio Loan repayment 52k
Office of Medical Services				
Investment Earnings	11,859	-	(11,859)	Note receivable from UPH was paid off in FY 2013/14
Other Miscellaneous Revenues	69,765	69,765	-	
Office of Sustainability and Conservation				
Rents and Royalties	4,000	4,000	-	
Procurement				
Other Miscellaneous Revenues	3,000	3,000	-	
Public Defender				
Federal Revenue	17,472	30,330	12,858	Reflects increase in Federal Work Study reimbursement rate
Public Fiduciary				
Court Fees	489,073	489,073	-	
General Government Fees	15,000	15,000	-	
Other Miscellaneous Revenues	2,400	2,400	-	
Recorder				
General Government Fees	2,480,186	1,853,500	(626,686)	Decreased document recording activity due to sluggish housing market recovery below expectations
Other Miscellaneous Revenues	-	-	-	
School Superintendent				
Federal Revenue	-	-	-	
Other Miscellaneous Revenues	177,000	104,000	(73,000)	Decreased reimbursements expected for school district elections and miscellaneous other services

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2013/2014 vs Fiscal Year 2014/2015

SOURCE OF REVENUES	ADOPTED REVENUES FY 2013/2014	ADOPTED REVENUES FY 2014/2015	CHANGE	EXPLANATION
Sheriff				
Federal Revenue	300,000	300,000	-	
Business Licenses & Permits	25,000	25,000	-	
Jury Fees	500	500	-	
Sheriff Dept Fees	1,228,000	1,228,000	-	
Correctional Housing	7,300,000	7,626,700	326,700	Increase in housing reimbursement rate and also in the volume of inmates
Justice Courts - Traffic Fines	20,000	-	(20,000)	No longer collecting these fines
Other Miscellaneous Revenues	115,000	165,000	50,000	Increase in cell phone reimbursements
Superior Court				
Federal Revenue	318,027	423,000	104,973	Increase in Federal Child IV-D child support reimbursement
Superior Court Mandated Services				
Court Fees	116,023	120,000	3,977	Increase in jury fees
Other Miscellaneous Revenues	109,000	156,000	47,000	Increase in reimbursements for lengthy jury trials
Treasurer				
General Government Fees	-	-	-	
TOTAL GENERAL FUND REVENUE	467,420,706	521,973,094	54,552,388	
SPECIAL REVENUE FUNDS				
County Free Library				
Property Taxes	28,603,438	32,666,797	4,063,359	Reflects Truth in Taxation (TNT) rate increase; tax rate of \$0.4353
Intergovernmental	390,000	655,000	265,000	Increase in Library Services and Technology Act (LSTA) grant funding
Investment Earnings	50,000	50,000	-	
Fines and Forfeits	650,000	600,000	(50,000)	Decrease due to waiving fines on children and teen materials
Miscellaneous	430,000	510,000	80,000	Increased funding from Friends organizations and private donations
Employment and Training				
Intergovernmental	16,559,659	13,939,479	(2,620,180)	Decrease in federal grants
Miscellaneous	-	1,075,806	1,075,806	Change in reporting federal grant pass through funds and increase in non-governmental grants
Environmental Quality				
Charges for Services	3,478,700	-	(3,478,700)	Landfill and other solid waste operations now provided by contractor
Investment Earnings	27,000	23,000	(4,000)	Decrease due to lower cash balances invested in LGIP
Intergovernmental	1,857,340	1,927,062	69,722	Increase in both Federal Air monitoring and State grant awards is anticipated from prior fiscal year 19.7k; increase in state recycling funding anticipated due to contractor activities 50k
Licenses and Permits	2,004,700	2,365,700	361,000	Increase due to an increase in fees in order to expand the Air Quality Program
Miscellaneous	426,700	18,190	(408,510)	Decrease due to elimination of the Household Hazardous Waste Program (356.2k); landfill and other solid waste operations now provided by contractor (52.3k)
Health				
Charges for Services	2,755,735	2,755,735	-	
Intergovernmental	8,072,188	8,845,012	772,824	Increase in Health grants is expected
Licenses and Permits	1,325,574	1,325,574	-	
Miscellaneous	73,000	3,000	(70,000)	Miscellaneous receipts in Grants are not expected this year

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2013/2014 vs Fiscal Year 2014/2015

SOURCE OF REVENUES	ADOPTED REVENUES FY 2013/2014	ADOPTED REVENUES FY 2014/2015	CHANGE	EXPLANATION
Other Special Revenue Funds & Grants				
Intergovernmental	64,407,952	67,260,174	2,852,222	Transportation Grants 5.28m; Elections Grants 804k; Co Special Revenue 486k; Co Atty Law Enforcement Antiracketeering 350k; Sheriff Grants 304k; School Reserve Fund 219k; SC AOC Funds 164k; Recorder Grants 88.5k; JU Court State Funds 54k; Sheriff State RICO 50k; Economic Development & Tourism 33.8k; PD Training 13k; LD Training 5k; Community Development Grants NSP II (2.416m); Co Attny Grants (1.014m); Emergency Mgmt/Homeland Security Grants (474.8k); NRPR Grants (445.5k); Office of Medical Services Grants (292k); Superior Court Grants (132k); JU Title IV-E (75k); JU Court Grants (63k); Forensic Science Center Grants (34.7k); PD Fill the Gap (33k); Treas Taxpayer Information (15k); Co Atty Fill the Gap (10k); SC Fill the Gap (5k); Justice Courts Tucson Grants (5k);
Charges for Services	7,917,781	9,971,493	2,053,712	OEM Radio System 2.3m; SC Probation 203k; Sheriff Commissary 101k; Parks Special Programs 35k; FSC Spec Rev Fund 15k; SC Conciliation 3k; COC Address Confidentiality 2k; JU Probation Services (131k); Recorder Document Storage & Retrieval (118.6k); Justice Court Tucson Court Automation (100k); SC Local Crt Automation (100k); Justice Court Tucson Photo Traffic (80k); Justice Court GV Court Automation (29k); Justice Court GV Photo Traffic (16k); SC Child Support (13k); Justice Court GV Time Pay (10k); SC Law Library (5k); Justice Court Ajo SB 1398 (2k); Justice Court GV SB 1398 (2k);
Fines and Forfeits	2,507,580	2,738,800	231,220	Co Atty Law Enforcement Antiracketeering 250k; Co Atty Bad Check (19k)
Investment Earnings	376,959	248,824	(128,135)	Co Atty Law Enforcement Antiracketeering (90k); COC Local Court Automation (30k); Co Atty Grants (8k); Sheriff Inmate Welfare (5k); Facilities Renewal (3k); Sheriff Criminal Justice Enhancement (2k); SC Local Court Automation (2k); SC Conciliation (1k); COC Time Pay Fees (1k); Recorder Document Storage & Retrieval (700); Economic Development and Tourism (.5k); Elections Grants 7.2k; Co Attny Special Revenue 2k; PD Fill the Gap 2k; SC County Law Library 1k; SC Child Support 1k; Recorder Grants 300
Miscellaneous	8,049,654	8,093,721	44,067	Community Development Grants 782k; Parks Special Programs 261.7k; Sheriff Inmate Welfare 73k; Co Attny Victim Witness Comp 30k; Treas Taxpayer Information 15k; FSC Spec Rev Fund 7.5k; JU Victim Restitution 1k; OEM Radio System (389k); Sheriff Grants (300k); Co Attny Law Enforcement Antiracketeering (250k); Economic Development & Tourism (115.4k); Co Attny Grants (113k); Facilities Renewal Fund (44k); SC Conciliation (1k); SC Conciliation (1k)
Pima Animal Care				
Charges for Services	207,879	200,221	(7,658)	Reduction in Impound Fees based on previous actuals
Fines and Forfeits	125,970	124,769	(1,201)	Decreased late penalties expected
Intergovernmental	3,831,381	4,515,152	683,771	Expanded shelter operations and increased costs will be billed to other jurisdictions
Licenses and Permits	884,627	885,000	373	Department rounded its estimate in FY 2014/15
Miscellaneous	436,772	577,233	140,461	Additional revenue from the expanded spay/neuter program to be collected from other jurisdictions
Regional Flood Control District				
Charges for Services	25,000	3,070,000	3,045,000	Increase due to new compensatory mitigation in-lieu fee program of 3.0m
Investment Earnings	35,000	35,000	-	
Intergovernmental	87,475	107,747	20,272	Additional 40k for Hazard Mitigation program offsets decreased grant funding
Licenses and Permits	-	1,100	1,100	Associated with real property administration
Miscellaneous	60,388	55,345	(5,043)	Decrease due to lower collections of protected riparian habitats disturbances assessments
Property Taxes	18,208,026	20,469,675	2,261,649	Increase due to increase of tax rate to \$.03035 to offset reduced secondary net assessed valuations
Stadium District				
Charges for Services	153,000	1,045,000	892,000	Special events scheduling, field usage, rentals of the Stadium 437k; facility rental which was posted in Miscellaneous revenue in FY 2013/14 455k
Intergovernmental	1,652,000	1,590,000	(62,000)	Car rental surcharge decrease 38k; RV space surcharge decrease 24k
Investment Earnings	21,135	21,135	-	
Miscellaneous	455,000	-	(455,000)	Reported in charges for services

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2013/2014 vs Fiscal Year 2014/2015

SOURCE OF REVENUES	ADOPTED REVENUES FY 2013/2014	ADOPTED REVENUES FY 2014/2015	CHANGE	EXPLANATION
Transportation				
Charges for Services	110,950	171,650	60,700	Increase due to an increase in highway and street fees
Investment Earnings	120,000	80,000	(40,000)	Decrease due to lower cash balances invested in LGIP
Intergovernmental	49,233,840	49,323,707	89,867	Increase is primarily due to an increase in Vehicle License Tax
Licenses and Permits	1,110,800	1,119,073	8,273	Increase due primarily to an increase in permit requests and inspections
Miscellaneous	301,287	283,932	(17,355)	Decrease due primarily to lower reimbursements for damages to property
TOTAL SPECIAL REVENUE FUNDS	227,024,490	238,749,106	11,724,616	
DEBT SERVICE				
Taxes	59,611,817	52,915,723	(6,696,094)	Rate decrease from \$0.7800 to \$0.7000 per \$100 of net assessed value
TOTAL DEBT SERVICE	59,611,817	52,915,723	(6,696,094)	
CAPITAL PROJECTS				
Intergovernmental	33,862,369	27,028,377	(6,833,992)	Decrease primarily due to (9.57m) in the RTA sales tax Roadway element, partially offset by increase of state transportation enhance program funds
Charges for Services	2,376,867	3,003,300	626,433	Increase primarily due to increased impact fees from developers and other outside sources
Investment Earnings	-	243,494	243,494	Unbudgeted in prior fiscal year; based on projected actuals
Miscellaneous	1,133,459	481,180	(652,279)	Decrease in private donations
TOTAL CAPITAL PROJECTS	37,372,695	30,756,351	(6,616,344)	
ENTERPRISE FUNDS				
Development Services				
Licenses and Permits	5,185,000	6,099,560	914,560	Increase is due primarily to an increase in the construction industry
Charges for Services	618,000	665,040	47,040	Increase is due primarily to an increase in native plan and commercial kitchen reviews
Investment Earnings	15,000	15,000	-	
Miscellaneous	18,700	12,400	(6,300)	Decrease is due primarily to diminished sale of copies of books and maps
Parking Garages				
Charges for Services	248,580	511,140	262,560	Bus pass revenue is now accounted for in Parking Garages rather than Human Resources
Investment Earnings	26,796	26,796	-	
Miscellaneous	1,949,097	2,174,739	225,642	Increased rental revenue from increased rates and addition of Public Services Building garage
Regional Wastewater Reclamation				
Licenses and Permits	16,000	16,000	-	
Charges for Services	176,964,350	175,231,708	(1,732,642)	Decrease primarily due to decrease in connection fees
Fines and Forfeits	22,000	22,000	-	
Investment Earnings	850,000	464,257	(385,743)	Decrease due to lower cash balances invested in LGIP
Memo Revenue	5,000,000	5,000,000	-	
Miscellaneous	80,000	180,000	100,000	Grant anticipated
TOTAL ENTERPRISE FUNDS	190,993,523	190,418,640	(574,883)	
GRAND TOTAL ALL FUNDS	982,423,231	1,034,812,914	52,389,683	

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2013/2014 vs Fiscal Year 2014/2015

SOURCE OF REVENUES	ADOPTED REVENUES FY 2013/2014	ADOPTED REVENUES FY 2014/2015	CHANGE	EXPLANATION
THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY				
INTERNAL SERVICE FUNDS				
Fleet Services				
Charges for Services	23,234,252	21,580,219	(1,654,033)	Change in method of charging vehicle usage from cost per mile with minimum charge to fixed monthly charge plus fuel cost
Investment Earnings	164,000	170,000	6,000	Increase due to higher expected cash balance
Intergovernmental	1,125,000	1,325,500	200,500	Increase in charges by the County to other governmental jurisdictions for repairs and maintenance services
Memo Revenue	150,000	-	(150,000)	Decrease due to no expected sales of fixed assets
Miscellaneous	154,700	207,600	52,900	Increase in estimated non-operating revenues for reimbursements and rebates based on prior year actuals
Health Benefits Trust Fund				
Charges for Services	64,326,333	68,282,922	3,956,589	Increase expected for higher premium charges
Investment Earnings	2,218	42,500	40,282	Increase due to higher operating cash balances including required cash reserve account
Miscellaneous	9,477	175,000	165,523	Increase due to higher expected reimbursements and rebates based on experience to date
Print Shop				
Charges for Services	900,000	900,100	100	Increased revenues from other County partners
Investment Earnings	400	400	-	
Risk Management				
Charges for Services	15,792,098	16,101,234	309,136	Increased property insurance premiums
Investment Earnings	857,927	826,890	(31,037)	Decreased interest based on historical earnings
Miscellaneous	192,880	143,797	(49,083)	Decrease based on prior year actuals
Telecommunications				
Charges for Services	5,941,598	5,305,733	(635,865)	Decrease due to transfer of wireless radio service to the new PCWIN system in the Office of Emergency Management and Homeland Security (OEM)
Investment Earnings	15,200	1,711	(13,489)	Decreased cash balances due to loss of wireless services
Miscellaneous	63,935	73,470	9,535	Increased non-operating revenue from outside agencies
TOTAL INTERNAL SERVICE FUNDS	112,930,018	115,137,076	2,207,058	
TOTAL REVENUES	1,095,353,249	1,149,949,990	54,596,741	

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Enterprise	Total Expenditures
<u>GENERAL GOVERNMENT SERVICES</u>					
<u>Assessor</u>					
Administration	2,791,881	-	-	-	2,791,881
Assessor Statutory Mandates	6,195,492	-	-	-	6,195,492
Total Assessor	8,987,373	-	-	-	8,987,373
<u>Board of Supervisors</u>					
Board of Supervisors	2,025,925	-	-	-	2,025,925
Total Board of Supervisors	2,025,925	-	-	-	2,025,925
<u>Clerk of the Board</u>					
Administration Management	752,353	-	-	-	752,353
Document and Micrographics Mgmt	621,406	-	-	-	621,406
Total Clerk of the Board	1,373,759	-	-	-	1,373,759
<u>Communications Office</u>					
Communications Office	911,694	-	-	-	911,694
Total Communications Office	911,694	-	-	-	911,694
<u>County Administrator</u>					
County Administrator	1,451,517	-	-	-	1,451,517
Total County Administrator	1,451,517	-	-	-	1,451,517
<u>Elections</u>					
Elections	4,531,785	61,250	-	-	4,593,035
Total Elections	4,531,785	61,250	-	-	4,593,035
<u>Facilities Management</u>					
Administration	1,832,187	-	-	-	1,832,187
Asset Mgmt & Planning Services	326,766	-	-	-	326,766
Building Services	15,603,278	-	-	-	15,603,278
Design & Construction Services	675,982	-	-	-	675,982
Facilities Renewal	-	620,000	-	-	620,000
Parking Garages	-	-	-	2,382,489	2,382,489
Total Facilities Management	18,438,213	620,000	-	2,382,489	21,440,702
<u>Finance & Risk Management</u>					
Administration	1,117,544	-	-	-	1,117,544
Budget	1,628,620	-	-	-	1,628,620
Departmental Analysis	1,912,623	-	-	-	1,912,623
Financial Control & Reporting	1,696,045	-	-	-	1,696,045
Financial Management	1,001,020	-	-	-	1,001,020
Financial Operations	3,280,578	-	-	-	3,280,578
Financial Transactions	1,374,403	-	-	-	1,374,403
Grants Management	2,004,343	25,000	-	-	2,029,343
Revenue Management & Audit	2,224,657	29,089	-	-	2,253,746
Total Finance & Risk Management	16,239,833	54,089	-	-	16,293,922

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Enterprise	Total Expenditures
<u>Human Resources</u>					
Administration	852,283	-	-	-	852,283
Compensation/Classification/Recruitment	933,227	-	-	-	933,227
Employment Rights, FMLA, E-Verify & Training	942,458	-	-	-	942,458
Reports and Records	379,446	-	-	-	379,446
Total Human Resources	3,107,414	-	-	-	3,107,414
<u>Information Technology</u>					
Information Technology	17,264,980	-	-	-	17,264,980
Radio System - Fixed Network	-	847,206	-	-	847,206
Total Information Technology	17,264,980	847,206	-	-	18,112,186
<u>Non Departmental</u>					
Contingency	29,732,880	-	-	-	29,732,880
Debt Service	-	-	114,953,822	-	114,953,822
General Government Revenues	708,000	-	-	-	708,000
Mandated Payments	57,218,864	-	-	-	57,218,864
Non Departmental	6,845,473	-	-	-	6,845,473
Total Non Departmental	94,505,217	-	114,953,822	-	209,459,039
<u>Office of Emergency Management & Homeland Security</u>					
Emergency Mgt/Homeland Security	607,197	1,690,389	-	-	2,297,586
OEM Radio System	-	1,589,814	-	-	1,589,814
Total Office of Emergency Management & Homeland Security	607,197	3,280,203	-	-	3,887,400
<u>Office of Sustainability and Conservation</u>					
Conservation Science	-	-	-	-	-
Cultural Resources and Historic Preservation	31,438	-	-	-	31,438
Office of Sustainability and Conservation	155,929	-	-	-	155,929
Sustainability Programs	122,294	-	-	-	122,294
Total Office of Sustainability and Conservation	309,661	-	-	-	309,661
<u>Procurement</u>					
Administration	455,184	-	-	-	455,184
Design & Construction	672,586	-	-	-	672,586
Materials & Services	1,035,589	-	-	-	1,035,589
Vendor Relations & SBE Program	230,086	-	-	-	230,086
Total Procurement	2,393,445	-	-	-	2,393,445
<u>Recorder</u>					
Administration	477,896	-	-	-	477,896
Information Services	-	1,366,553	-	-	1,366,553
Recorder Division	994,662	-	-	-	994,662
Voter Registration	2,852,803	89,500	-	-	2,942,303
Total Recorder	4,325,361	1,456,053	-	-	5,781,414
<u>Treasurer</u>					
Treasurer Operations	2,569,606	471,700	-	-	3,041,306
Total Treasurer	2,569,606	471,700	-	-	3,041,306
TOTAL GENERAL GOVERNMENT SERVICES	179,042,980	6,790,501	114,953,822	2,382,489	303,169,792

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	Total Expenditures
INTERNAL SERVICE FUNDS - INFORMATIONAL PURPOSES ONLY	
<u>Finance & Risk Management</u>	
Print Shop	857,879
Risk Management	17,316,505
Total Finance & Risk Management	18,174,384
<u>Fleet Services</u>	
Fleet Management Administration	3,793,505
Fleet Parts Supply	2,741,125
Maintenance & Operations	4,682,843
Support Services	6,957,553
Vehicle Acquisition & Disposition	3,648,435
Total Fleet Services	21,823,461
<u>Human Resources</u>	
Health Benefits	58,621,280
Total Human Resources	58,621,280
<u>Information Technology</u>	
Telecommunications	4,776,075
Total Information Technology	4,776,075
TOTAL INTERNAL SERVICE - GENERAL GOVERNMENT SERVICES	103,395,200

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Enterprise	Total Revenues
<u>GENERAL GOVERNMENT SERVICES</u>					
<u>Assessor</u>					
Administration	3,000	-	-	-	3,000
Total Assessor	3,000	-	-	-	3,000
<u>Clerk of the Board</u>					
Administration Management	2,100	-	-	-	2,100
Total Clerk of the Board	2,100	-	-	-	2,100
<u>Elections</u>					
Elections	1,235,000	811,250	-	-	2,046,250
Total Elections	1,235,000	811,250	-	-	2,046,250
<u>Facilities Management</u>					
Administration	55,140	-	-	-	55,140
Building Services	2,723,264	-	-	-	2,723,264
Design & Construction Services	158,917	-	-	-	158,917
Facilities Renewal	-	2,075,385	-	-	2,075,385
Parking Garages	-	-	-	2,712,675	2,712,675
Total Facilities Management	2,937,321	2,075,385	-	2,712,675	7,725,381
<u>Finance & Risk Management</u>					
Financial Operations	25,000	-	-	-	25,000
Total Finance & Risk Management	25,000	-	-	-	25,000
<u>Human Resources</u>					
Reports and Records	100,000	-	-	-	100,000
Total Human Resources	100,000	-	-	-	100,000
<u>Information Technology</u>					
Information Technology	663,510	-	-	-	663,510
Total Information Technology	663,510	-	-	-	663,510
<u>Non Departmental</u>					
Debt Service	-	-	52,915,723	-	52,915,723
General Government Revenues	486,170,710	-	-	-	486,170,710
Non Departmental	3,929,770	-	-	-	3,929,770
Total Non Departmental	490,100,480	-	52,915,723	-	543,016,203
<u>Office of Emergency Management & Homeland Security</u>					
Emergency Mgt/Homeland Security	-	1,616,999	-	-	1,616,999
OEM Radio System	-	2,610,372	-	-	2,610,372
Total Office of Emergency Management & Homeland Security	-	4,227,371	-	-	4,227,371

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Enterprise	Total Revenues
<u>Office of Sustainability and Conservation</u>					
Cultural Resources and Historic Preservation	4,000	-	-	-	4,000
Total Office of Sustainability and Conservation	4,000	-	-	-	4,000
<u>Procurement</u>					
Vendor Relations & SBE Program	3,000	-	-	-	3,000
Total Procurement	3,000	-	-	-	3,000
<u>Recorder</u>					
Information Services	-	829,900	-	-	829,900
Recorder Division	1,815,000	-	-	-	1,815,000
Voter Registration	38,500	89,500	-	-	128,000
Total Recorder	1,853,500	919,400	-	-	2,772,900
<u>Treasurer</u>					
Treasurer Operations	-	102,500	-	-	102,500
Total Treasurer	-	102,500	-	-	102,500
TOTAL GENERAL GOVERNMENT SERVICES	496,926,911	8,135,906	52,915,723	2,712,675	560,691,215

INTERNAL SERVICE FUNDS - INFORMATIONAL PURPOSES ONLY

Finance & Risk Management

Print Shop	900,500
Risk Management	17,071,921
Total Finance & Risk Management	17,972,421

Fleet Services

Fleet Management Administration	18,974,967
Fleet Parts Supply	1,500
Maintenance & Operations	3,054,000
Support Services	1,577,852
Vehicle Acquisition & Disposition	(325,000)
Total Fleet Services	23,283,319

Human Resources

Health Benefits	68,500,422
Total Human Resources	68,500,422

Information Technology

Telecommunications	5,380,914
Total Information Technology	5,380,914

TOTAL INTERNAL SERVICE - GENERAL GOVERNMENT SERVICES	115,137,076
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SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

<u>Functional Area / Department / Program</u>	<u>FTEs</u>
<u>GENERAL GOVERNMENT SERVICES</u>	
<u>Assessor</u>	
Administration	41.50
Assessor Statutory Mandates	104.50
Total Assessor	146.00
<u>Board of Supervisors</u>	
Board of Supervisors	22.71
Total Board of Supervisors	22.71
<u>Clerk of the Board</u>	
Administration Management	7.00
Document and Micrographics Mgmt	9.00
Total Clerk of the Board	16.00
<u>Communications Office</u>	
Communications Office	12.00
Total Communications Office	12.00
<u>County Administrator</u>	
County Administrator	12.49
Total County Administrator	12.49
<u>Elections</u>	
Elections	16.00
Total Elections	16.00
<u>Facilities Management</u>	
Administration	16.00
Asset Mgmt & Planning Services	5.00
Building Services	122.00
Design & Construction Services	23.00
Parking Garages	4.00
Total Facilities Management	170.00
<u>Finance & Risk Management</u>	
Administration	9.60
Budget	15.50
Departmental Analysis	26.00
Financial Control & Reporting	20.88
Financial Management	12.00
Financial Operations	35.75
Financial Transactions	15.00
Grants Management	30.00
Print Shop	8.00
Revenue Management & Audit	30.50
Risk Management	21.00
Total Finance & Risk Management	224.23

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

<u>Functional Area / Department / Program</u>	<u>FTEs</u>
<u>Fleet Services</u>	
Fleet Management Administration	12.00
Fleet Parts Supply	4.00
Maintenance & Operations	37.00
Support Services	2.00
Total Fleet Services	55.00
<u>Human Resources</u>	
Administration	7.00
Compensation/Classification/Recruitment	12.00
Employment Rights, FMLA, E-Verify & Training	10.00
Health Benefits	15.00
Reports and Records	4.00
Total Human Resources	48.00
<u>Information Technology</u>	
Information Technology	141.00
Radio System - Fixed Network	10.00
Telecommunications	18.00
Total Information Technology	169.00
<u>Office of Emergency Management & Homeland Security</u>	
Emergency Mgt/Homeland Security	7.15
OEM Radio System	2.00
Total Office of Emergency Management & Homeland Security	9.15
<u>Office of Sustainability and Conservation</u>	
Conservation Science	4.90
Cultural Resources and Historic Preservation	4.00
Office of Sustainability and Conservation	4.00
Sustainability Programs	2.00
Total Office of Sustainability and Conservation	14.90
<u>Procurement</u>	
Administration	5.00
Design & Construction	8.00
Materials & Services	12.80
Vendor Relations & SBE Program	4.00
Total Procurement	29.80
<u>Recorder</u>	
Administration	4.00
Information Services	7.00
Recorder Division	20.00
Voter Registration	25.00
Total Recorder	56.00
<u>Treasurer</u>	
Treasurer Operations	37.50
Total Treasurer	37.50
TOTAL GENERAL GOVERNMENT SERVICES	1,038.78

Assessor

Expenditures: 8,987,373

FTEs 146.00

Revenues: 3,000

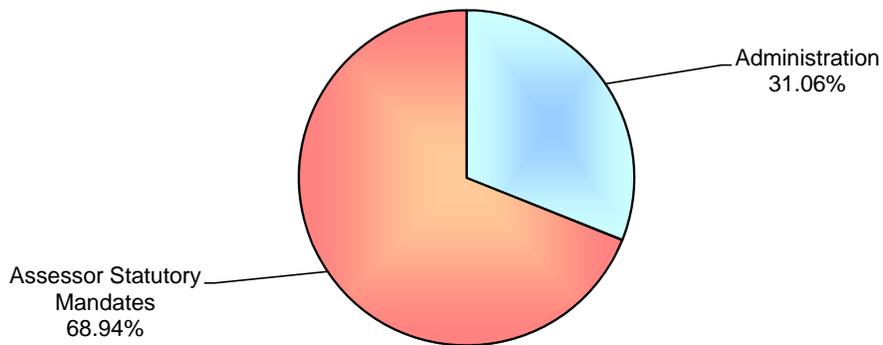
Function Statement:

Locate, identify, list, value, and defend all real and personal property in Pima County. Annually value and add to the tax roll all new construction, additions, changes in ownership, subdivisions, and parcel splits. Educate and assist the public in the valuation and appeals process.

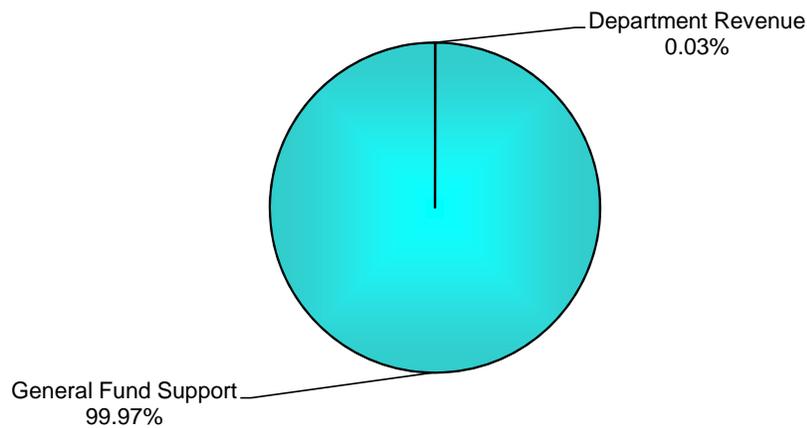
Mandates:

ARS Title 42: Taxation

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Assessor

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Administration	2,612,215	2,775,547	2,791,881
Assessor Statutory Mandates	5,302,061	6,221,002	6,195,492
Total Expenditures	<u>7,914,276</u>	<u>8,996,549</u>	<u>8,987,373</u>
<u>Funding by Source</u>			
Revenues			
Administration	4,564	3,000	3,000
Total Revenues	<u>4,564</u>	<u>3,000</u>	<u>3,000</u>
General Fund Support	7,909,712	8,993,549	8,984,373
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>7,914,276</u>	<u>8,996,549</u>	<u>8,987,373</u>
<u>Staffing (FTEs) by Program</u>			
Administration	45.00	42.50	41.50
Assessor Statutory Mandates	110.00	105.50	104.50
Total Staffing (FTEs)	<u>155.00</u>	<u>148.00</u>	<u>146.00</u>

Program Summary

Department: Assessor

Program: Administration

Function

Provide administrative, managerial, and network support for all functions in the Pima County Assessor's Office.

Description of Services

Administer, direct, and manage County personnel policies and procedures and provide personnel and payroll services for the Assessor's Office. Budget and monitor the use of public funds. Monitor procurement and operational services. Manage and direct information systems administration. Develop electronic methods to enhance processing of tabular and graphic data. Ensure compliance with statutory mandates.

Program Goals and Objectives

- Ensure the proper and timely performance of all functions mandated to the Assessor by ARS Title 42
- Maintain a local area network system with current technologies

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Fulfilled required ARS Title 42 statutory mandates	yes	yes	yes
Computer systems maintained and upgraded for most efficiency	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	2,209,199	2,238,524	2,323,801
Operating Expenses	403,016	537,023	468,080
Total Program Expenditures	<u>2,612,215</u>	<u>2,775,547</u>	<u>2,791,881</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Miscellaneous Revenue	4,564	3,000	3,000
Operating Revenue Sub-Total	<u>4,564</u>	<u>3,000</u>	<u>3,000</u>
General Fund Support	2,607,651	2,772,547	2,788,881
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>2,612,215</u>	<u>2,775,547</u>	<u>2,791,881</u>

Program Staffing FTEs	45.00	42.50	41.50
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Program Summary

Department: Assessor

Program: Assessor Statutory Mandates

Function

Administer and direct statutory mandates, legislative changes, and Arizona Department of Revenue guidelines. Maintain and manage mandates of the Arizona Department of Commerce and the U.S. Department of Commerce.

Description of Services

Identify, classify, value, and list taxable property in Pima County. List, locate, value, and classify new construction and additions to both real and personal property. Accept, review, route, update, and respond to petitions filed during the Administrative Appeal process, Notices of Error, and Notices of Claim. Defend established values during the Administrative Appeal, Notice of Error, and Notice of Change processes. Accept, review, and grant exemption status and legislative freeze to qualifying applicants as mandated. Maintain parcel maps, parcel file; create and maintain all taxing authority boundaries.

Program Goals and Objectives

- Comply with statutory mandates regarding personal and real property valuations
 - Transmit personal property valuations to the County Treasurer by August 25
 - Mail personal property notices of value by August 30
- Rule on each petition for administrative review of personal property valuation or classification within twenty days after it is filed
- Complete the assessment roll, attach the Assessor's certificate, and deliver the certified roll and all assessment lists from which the roll was compiled to the Clerk of the Board of Supervisors by December 20
 - Identify real property subject to taxation by December 15
- Transmit and certify to the property tax oversight commission and to the governing bodies of political subdivisions or districts in the County the values that are required to compute the levy limit by February 10
 - Determine the full cash value of such property by January 1
- Transmit to the staff of the joint legislative budget committee and to the Governor's Office of Strategic Planning and Budgeting the values required to compute the truth in taxation rates by February 10
- Determine the limited property value of school districts and transmit the values to the County School Superintendent by February 10
- Notify each purchaser or owner of record of real property's full cash value and the limited property value, if applicable, to be used for assessment purposes by March 1
 - Process and respond to Exemption and Legislative Freeze requests
 - Rule on each petition for Assessor review of improper real property valuation or classification by August 15

<u>Program Performance Measures</u>	<u>FY 2012/2013</u>	<u>FY 2013/2014</u>	<u>FY 2014/2015</u>
	Actual	Estimated	Planned
Percent of responses made to Exemption and Legislative Freeze	100%	100%	100%
Percent of responses made to Administrative Appeals, Notices of Errors, and Notices of Claims	100%	100%	100%
Personal and real property valuations determined	yes	yes	yes
Taxpayers provided with notice of values for all personal and real property	yes	yes	yes
Assessment roll and lists prepared and delivered	yes	yes	yes
Values for levy limits, school districts, and truth in taxation rates prepared and transmitted	yes	yes	yes

	<u>FY 2012/2013</u>	<u>FY 2013/2014</u>	<u>FY 2014/2015</u>
	Actual	Adopted	Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	4,837,089	5,844,077	5,726,838
Operating Expenses	464,972	376,925	468,654
Total Program Expenditures	<u>5,302,061</u>	<u>6,221,002</u>	<u>6,195,492</u>

Program Funding by Source

Program Summary

Department: **Assessor**

Program: **Assessor Statutory Mandates**

General Fund Support	5,302,061	6,221,002	6,195,492
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	5,302,061	6,221,002	6,195,492
<hr/>			
<u>Program Staffing FTEs</u>	110.00	105.50	104.50

Board of Supervisors

Expenditures:

2,025,925

FTEs

22.71

Revenues:

0

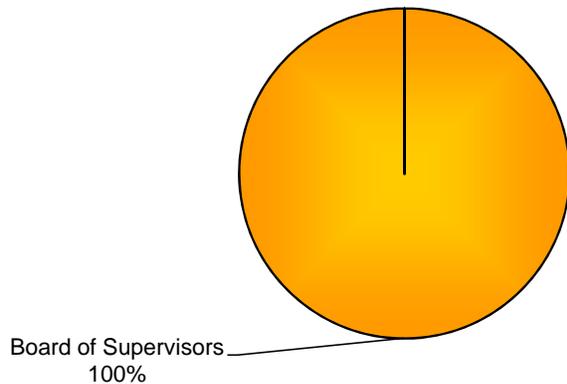
Function Statement:

Fulfill the duties and responsibilities set forth in Arizona Revised Statutes. Fund and maintain public health and safety. Lay out, maintain, and manage roads and bridges within the County. Provide health care and legal services to the indigent population of the County. Supervise the official conduct of all County officers charged with assessing, collecting, safekeeping, managing, or disbursing public revenues. Initiate and support state legislation beneficial to Pima County. Pursue federal and state funding to support services to County residents. Respond to constituents' problems, suggestions, inquiries, or complaints. Establish policies and goals to be carried out and achieved by County departments. Set spending limits and approve budgets of all County departments.

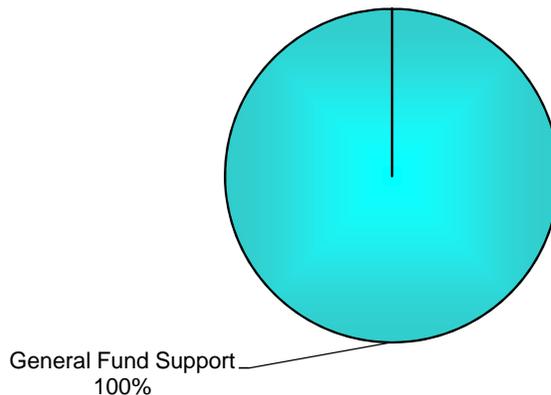
Mandates:

ARS Title 11, Chapter 2: Board of Supervisors

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Board of Supervisors

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Board of Supervisors	1,799,519	2,074,023	2,025,925
Total Expenditures	<u>1,799,519</u>	<u>2,074,023</u>	<u>2,025,925</u>
<u>Funding by Source</u>			
Revenues			
Board of Supervisors	2,328	-	-
Total Revenues	<u>2,328</u>	<u>-</u>	<u>-</u>
General Fund Support	1,797,191	2,074,023	2,025,925
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,799,519</u>	<u>2,074,023</u>	<u>2,025,925</u>
<u>Staffing (FTEs) by Program</u>			
Board Of Supervisors	23.72	23.32	22.71
Total Staffing (FTEs)	<u>23.72</u>	<u>23.32</u>	<u>22.71</u>

Program Summary

Department: Board of Supervisors

Program: Board of Supervisors

Function

Fulfill the duties and responsibilities set forth in Arizona Revised Statute Title 11, Chapter 2.

Description of Services

Fund and maintain public health and safety. Lay out, maintain, and manage roads and bridges within the County. Provide health care and legal services to the indigent population of the County. Supervise the official conduct of all County officers charged with assessing, collecting, safekeeping, managing, or disbursing public funds. Initiate and support state legislation beneficial to Pima County. Pursue federal and state funding to support services to County residents. Respond to constituents' problems, suggestions, inquiries, or complaints. Establish policies and goals to be carried out and achieved by County departments. Set spending limits and approve budgets of all County departments. Levy taxes.

Program Goals and Objectives

- Adopt a balanced budget
- Manage growth in a way that provides maximum benefits to residents, minimizes future taxes, and achieves community and environmental goals
- Maintain a General Fund reserve at a minimum of five percent of General Fund Revenues
- Make economic development more effective, accountable, and regional
 - Continue supporting Tucson Regional Economic Opportunities (TREO)/Job Path
 - Partner with citizens to abate graffiti to protect neighborhoods and maintain quality of life
 - Obtain a Section 10 permit under the Endangered Species Act from the U.S. Fish & Wildlife Service

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Adopted primary property tax levy	\$275,951,044	\$277,155,468	\$321,633,141
County funding support for TREO/Job Path	\$781,473	\$881,473	\$881,473
General Fund reserve as a percentage of General Fund revenues	7%	5%	4%
Meetings required by statute held on time	yes	yes	yes
Balanced budget adopted	yes	yes	yes
Neutral primary tax levy as defined by Truth in Taxation statute adopted	yes	yes	yes
County funding provided for graffiti abatement	yes	yes	yes
	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	1,624,166	1,812,172	1,743,181
Operating Expenses	175,353	261,851	282,744
Total Program Expenditures	<u>1,799,519</u>	<u>2,074,023</u>	<u>2,025,925</u>
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	2,328	-	-
Operating Revenue Sub-Total	<u>2,328</u>	<u>-</u>	<u>-</u>
General Fund Support	1,797,191	2,074,023	2,025,925
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,799,519</u>	<u>2,074,023</u>	<u>2,025,925</u>
<u>Program Staffing FTEs</u>	23.72	23.32	22.71

Clerk of the Board

Expenditures: 1,373,759

FTEs 16.00

Revenues: 2,100

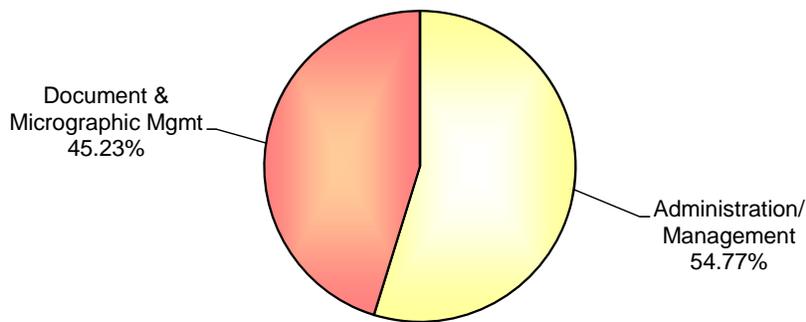
Function Statement:

Record, publish, preserve, and file all proceedings and accounts acted upon by the Board of Supervisors (Board). Administer the County Records Management Program. Process, preserve, and file all petitions, various licenses, and applications. Publicize amendments and codify ordinances for inclusion in the Pima County Code. Administer and direct compliance to requirements for boards, commissions, and committees. Discharge statutory requirements for special taxing districts and State Board of Equalization Hearing Officers. Perform all other duties required by law, rule, or order of the Board.

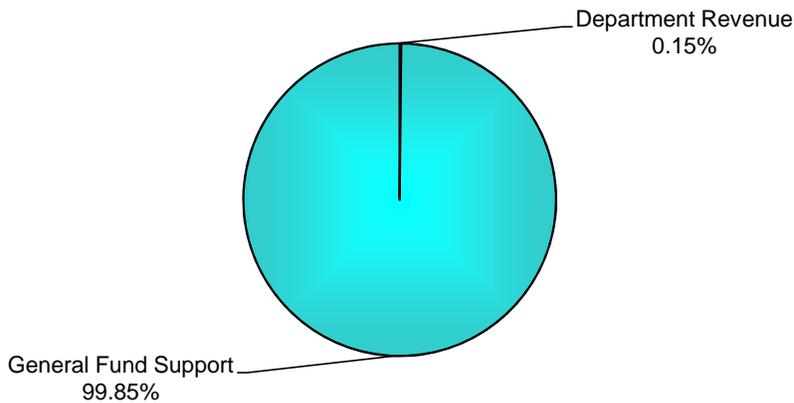
Mandates:

ARS Title 4: Alcoholic Beverages; Title 5: Amusements and Sports; Title 11: Counties; Title 12: Courts and Civil Proceedings; Title 35: Public Finances; Title 36: Public Health and Safety; Title 38: Public Officers and Employees; Title 39: Public Records, Printing and Notices; Title 41: State Government; Title 42: Taxation; and Title 48: Special Taxing Districts; Board of Supervisors' Policy C 4.2: Pima County Records Management Program

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Clerk of the Board

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Administration Management	602,153	704,378	752,353
Document and Micrographics Mgmt	559,562	610,258	621,406
Total Expenditures	<u>1,161,715</u>	<u>1,314,636</u>	<u>1,373,759</u>
<u>Funding by Source</u>			
Revenues			
Administration Management	3,394	2,100	2,100
Document and Micrographics Mgmt	17	-	-
Total Revenues	<u>3,411</u>	<u>2,100</u>	<u>2,100</u>
General Fund Support	1,158,304	1,312,536	1,371,659
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,161,715</u>	<u>1,314,636</u>	<u>1,373,759</u>
<u>Staffing (FTEs) by Program</u>			
Administration Management	7.00	7.00	7.00
Document and Micrographics Mgmt	9.00	9.00	9.00
Total Staffing (FTEs)	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>

Program Summary

Department: Clerk of the Board
Program: Administration Management

Function

Record and publish all proceedings of the Board of Supervisors (Board). Preserve and file all accounts acted upon by the Board. Serve as the official filing office for all litigation and claims against Pima County. Process, preserve and file all petitions, various licenses, and applications. Publicize and codify ordinances for inclusion in the Pima County Code. Administer and direct compliance to requirements for boards, commissions and committees. Discharge statutory requirements for special taxing districts and State Board of Equalization Hearing Officers. Perform all other duties required by law, rule or order of the Board.

Description of Services

Coordinate, prepare, and post the Board meeting agendas/addendums including e-agenda. Record and post digital audio/video from Board meetings. Transcribe and publish Board meeting minutes to the Internet. Process Board meeting paperwork for execution/recording/distribution. Maintain permanent record for minutes, resolutions, and ordinances. Maintain indexing system for document research and retrieval. Provide for the publication of the Pima County Code. Receive and process litigation and claims. Fulfill/forward requests for public records. Process various types of liquor licenses, bingo, and fireworks permit applications. Provide coordinator training, maintain membership records, and officially post notices for boards, commissions, and committees. Maintain, e-post, and distribute Board policies. Perform all duties relating to special taxing districts, i.e. fire district creations/annexations and reporting requirements. Perform all other duties as required by law, rule or order of the Board.

Program Goals and Objectives

- Perform duties within statutorily mandated deadlines
- Complete planning phase for Online Submittal component of Agenda Management System
- Perform long term conversion of microfilmed records into searchable text files for migration to Countywide standard Document Management System (DMS)
- Create microfilm archive of special taxing districts permanent records

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Notices/agendas/minutes prepared and posted as statutorily required	100%	100%	100%
Agenda Management System Online Submittal Project planning phase completed	n/a	35%	100%
Microfilmed records converted to searchable text files and migrated to DMS	40%	70%	100%
Special taxing districts permanent retention paper records microfilmed	40%	90%	100%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	482,378	499,488	526,008
Operating Expenses	119,775	204,890	226,345
Total Program Expenditures	602,153	704,378	752,353

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Intergovernmental	3,350	2,000	2,000
Miscellaneous Revenue	22	-	-
Charges for Services	22	100	100
Operating Revenue Sub-Total	3,394	2,100	2,100

Program Summary

Department: Clerk of the Board

Program: Administration Management

General Fund Support	598,759	702,278	750,253
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	602,153	704,378	752,353
<hr/>			
<u>Program Staffing FTEs</u>	7.00	7.00	7.00

Program Summary

Department: Clerk of the Board

Program: Document and Micrographics Mgmt

Function

Provide an efficient and effective Pima County Records Management Program in accordance with Arizona Revised Statute 41-151.14 and Board of Supervisors Policy C 4.2.

Description of Services

Administer the Pima County Records Management Program. Establish guidelines and training programs for County personnel. Provide efficient and cost effective storage of inactive paper records. Access, retrieve, and deliver records to departments upon request. Provide for and certify the destruction of confidential and non-confidential records. Create and maintain comprehensive Department Record Retention Schedules. Provide guidance on the requirements for document imaging implementation. Establish and maintain a countywide electronic record system inventory. Provide document capturing and microfilm scanning services to County departments and other jurisdictions. Create microfilm for permanent records. Provide web-based records management training and services. Provide secure vault storage for microfilmed records.

Program Goals and Objectives

- Reduce storage of long term paper records by preserving on microfilm and/or digital image
- Update Department Record Retention Schedules to incorporate new bucket record series from the State
 - Reduce/eliminate the need for custom approved Department Record Retention Schedules
- Create digital file to replace use of duplicate microfilm
 - Digitize microfilm images for Department use
- Develop a countywide electronic record system inventory
 - Compile an inventory of current software systems and record series stored
 - Address additions and modifications of systems and additional record series to current systems
 - Address retention control and document purge

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Reduction in paper records stored	4%	6%	7%
Transition Record Retention Schedules from Custom to Bucket	64%	75%	100%
Department digital images to replace microfilm	20%	25%	30%
Compile an inventory of current software systems and record series stored	n/a	20%	100%

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	491,229	513,936	528,345
Operating Expenses	68,333	96,322	93,061
Total Program Expenditures	559,562	610,258	621,406
Program Funding by Source	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Charges for Services	17	-	-
Operating Revenue Sub-Total	17	-	-
General Fund Support	559,545	610,258	621,406
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	559,562	610,258	621,406

Program Staffing FTEs	9.00	9.00	9.00
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Communications Office

Expenditures: 911,694

FTEs 12.00

Revenues: 0

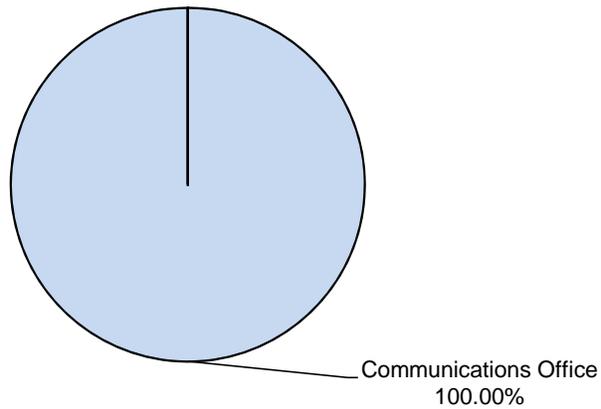
Function Statement:

Effectively communicate the various programs and services available to the public. Work with the Information Technology Department to maintain the new interactive County website. Provide graphic design services to all County departments.

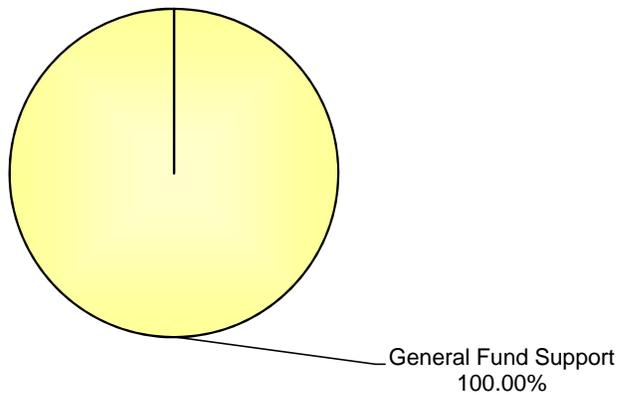
Mandates:

None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Communications Office

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Expenditures by Program</u>			
Communications Office	672,524	903,625	911,694
Total Expenditures	<u>672,524</u>	<u>903,625</u>	<u>911,694</u>
<u>Funding by Source</u>			
Revenues			
Communications Office	-	76,586	-
Total Revenues	-	<u>76,586</u>	-
General Fund Support	672,524	827,039	911,694
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>672,524</u>	<u>903,625</u>	<u>911,694</u>
<u>Staffing (FTEs) by Program</u>			
Communications Office	10.00	10.47	12.00
Total Staffing (FTEs)	<u>10.00</u>	<u>10.47</u>	<u>12.00</u>

Program Summary

Department: **Communications Office**

Program: **Communications Office**

Function

Provide information about County programs and activities to the County's constituents, the media, and County employees utilizing mass communications vehicles, including broadcast, print and digital channels. Provide communications strategies and tools, graphic design, photography and video services to all departments within County government.

Description of Services

Collaborate in the design and implementation of Pima County website; establish and manage content governance and social media policies for Department and employee use of the Internet; serve as a clearinghouse for communicators between the County and its constituents with internet applications; prepare and distribute news and other current information in effective formats on all facets of County government; design and distribute historical publications on Pima County topics; promote County enterprises such as capital improvement projects and events at Kino Sports Stadium; provide photography and video services for documentation and persuasive presentations for distribution both internally and externally; act as media analysts and consultants and to serve as interpreters and intermediaries for all departments with the news media.

Program Goals and Objectives

- Increase service levels qualitatively to all clients
- Continue to refine the infrastructure system installed in January 2014 to provide more accurate estimates of production time and scheduling to balance employee workload and ensure project on-time delivery
- Assign projects to appropriate personnel to maximize use of available production resources
- Create increased awareness of the Communications Office capabilities within County departments, especially those who have appropriate needs and whose utilization of our services is low
- Enhance lines of communication between client departments and the Communications Office
- Establish formal liaisons to extend the Communications Office knowledge of each department's operations and needs
- Increase customer service satisfaction
- Establish client satisfaction semiannual surveys for both satisfaction and process improvement
- Increase the Communication Office capacity for strategic public relations planning and creative strategic execution

Program Performance Measures

	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Delivery of work on or before promised deadlines	95%	95%	95%
Client satisfaction based on surveys	95%	95%	95%

Program Expenditures by Object

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	712,567	846,134	861,602
Operating Expenses	(40,043)	57,491	42,507
Capital Equipment > \$5,000	-	-	7,585
Total Program Expenditures	672,524	903,625	911,694

Program Funding by Source

Revenues			
Miscellaneous Revenue	-	500	-
Charges for Services	-	76,086	-
Operating Revenue Sub-Total	-	76,586	-

Program Summary

Department: **Communications Office**

Program: **Communications Office**

General Fund Support	672,524	827,039	911,694
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u><u>672,524</u></u>	<u><u>903,625</u></u>	<u><u>911,694</u></u>
<u>Program Staffing FTEs</u>	10.00	10.47	12.00

County Administrator

Expenditures: 1,451,517

FTEs 12.49

Revenues: 0

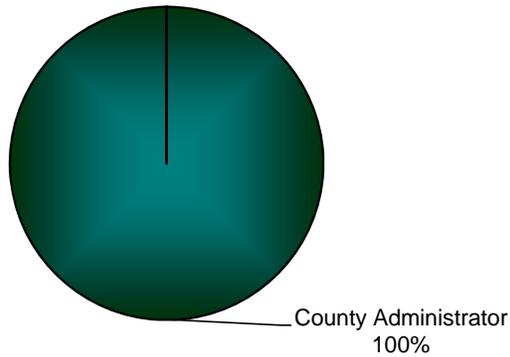
Function Statement:

Carry out the policies and attain goals established by the Board of Supervisors. Provide information and technical assistance to the Board. Administer and oversee all non-elected official department operations. Provide management, coordination, and communication on all legislative issues and intergovernmental needs. Direct activities of the Office of Strategic Planning.

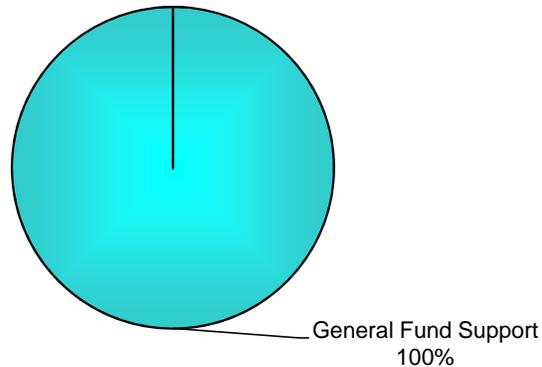
Mandates:

None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: County Administrator

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
County Administrator	1,398,796	1,539,893	1,451,517
Total Expenditures	<u>1,398,796</u>	<u>1,539,893</u>	<u>1,451,517</u>
<u>Funding by Source</u>			
Revenues			
County Administrator	99	-	-
Total Revenues	<u>99</u>	<u>-</u>	<u>-</u>
General Fund Support	1,398,796	1,539,893	1,451,517
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(99)	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,398,796</u>	<u>1,539,893</u>	<u>1,451,517</u>
<u>Staffing (FTEs) by Program</u>			
County Administrator	11.15	11.58	12.49
Total Staffing (FTEs)	<u>11.15</u>	<u>11.58</u>	<u>12.49</u>

Program Summary

Department: County Administrator

Program: County Administrator

Function

Carry out the policies and attain goals established by the Board of Supervisors.

Description of Services

Administer and oversee all non-elected official department operations. Provide management, coordination, and communications on all legislative issues and intergovernmental needs.

Program Goals and Objectives

- Implement the Board of Supervisors' policies
 - Complete mandated reports
 - Review department budget requests and submit recommendations to the Board of Supervisors
- Preserve open space and public lands in order to maintain the sensitive desert environment
 - Continue the acquisition of open space

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Natural area acres acquired as part of the Conservation Acquisition Program	2,354	820	620
Board requests met	yes	yes	yes
Mandated reports completed	yes	yes	yes
Department budget requests reviewed	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	1,257,600	1,287,879	1,284,481
Operating Expenses	141,196	252,014	167,036
Total Program Expenditures	<u>1,398,796</u>	<u>1,539,893</u>	<u>1,451,517</u>
<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Investment Earnings	99	-	-
Grant Revenue Sub-Total	99	-	-
 General Fund Support	 1,398,796	 1,539,893	 1,451,517
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(99)	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,398,796</u>	<u>1,539,893</u>	<u>1,451,517</u>

Program Staffing FTEs	11.15	11.58	12.49
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Elections

Expenditures: 4,593,035

Revenues: 2,046,250

FTEs 16.00

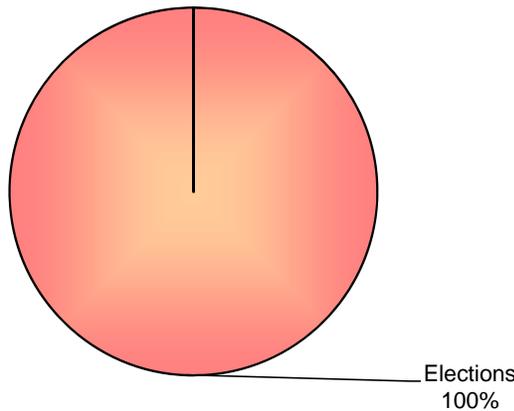
Function Statement:

Conduct fair, honest, and efficient elections pursuant to all federal and state laws and regulations. Provide election support to all jurisdictions (cities, towns, school districts, fire districts, and any other special district within Pima County). Serve as the filing office for candidate nomination filings and campaign finance reports. Responsible for all reprecincting and redistricting as required by the Board of Supervisors. Conduct community outreach to the Native American community. Provide assistance to ensure compliance with the Americans with Disabilities Act and the Voting Rights Act.

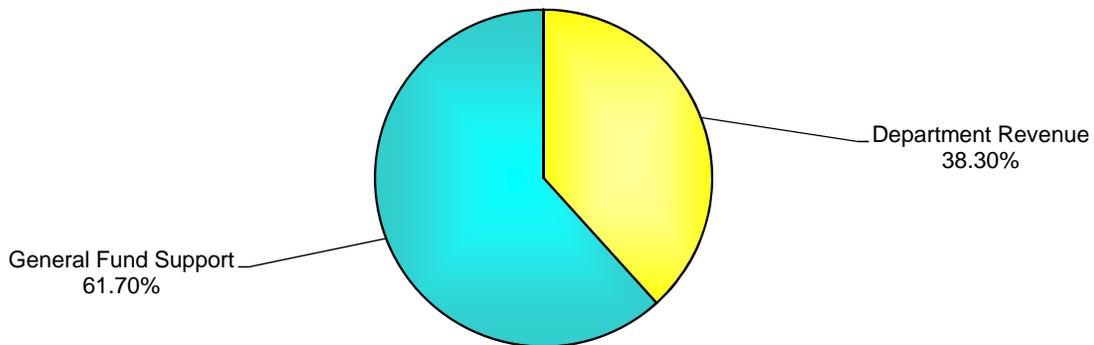
Mandates:

ARS Title 16: Elections and Electors

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Elections

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Expenditures by Program</u>			
Elections	3,823,752	4,305,621	4,593,035
Total Expenditures	<u>3,823,752</u>	<u>4,305,621</u>	<u>4,593,035</u>
<u>Funding by Source</u>			
Revenues			
Elections	435,538	328,000	2,046,250
Total Revenues	<u>435,538</u>	<u>328,000</u>	<u>2,046,250</u>
General Fund Support	2,187,963	2,797,120	3,296,785
Net Operating Transfers In/(Out)	-	-	(750,000)
Fund Balance Decrease/(Increase)	1,200,251	1,180,501	-
Other Funding Sources	-	-	-
Total Program Funding	<u>3,823,752</u>	<u>4,305,621</u>	<u>4,593,035</u>
<u>Staffing (FTEs) by Program</u>			
Elections	16.50	16.00	16.00
Total Staffing (FTEs)	<u>16.50</u>	<u>16.00</u>	<u>16.00</u>

Program Summary

Department: Elections

Program: Elections

Function

Conduct fair, honest, and efficient elections pursuant to all federal and state laws and regulations. Provide election support to all jurisdictions that contract with the County.

Description of Services

Conduct elections pursuant to all federal laws, state laws, and regulations. Provide election support to all jurisdictions such as, cities, towns, schools, fire districts, and any other special districts within Pima County that contract with the County. Serve as the filing office for candidates' nomination filings and for campaign finance reports. Responsible for redefining precincts and redistricting as required by the Board of Supervisors (BOS). Conduct community outreach and assistance to ensure compliance with the Americans with Disabilities Act (ADA) and the Voting Rights Act.

Program Goals and Objectives

- Work with the Secretary of State's office and Pima County Recorder to assure overseas voters receive early ballots on time
- Comply with all federal and state mandates and statutes
- Improve elections security
- Improve communications with political party chairpersons
- Conduct training for poll workers and other Election officials
- Conduct fair and open elections
- Continue election integrity reform efforts

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Prepare UOCAVA (Uniformed and Overseas Citizens Absentee Voting Act) on time	100%	100%	100%
Polling places ADA compliant	100%	100%	100%
Polling places with voting devices for visually impaired voters	100%	100%	100%
Criminal history checks performed on prospective employees	100%	100%	100%
Elections software systems, programs, and databases independently tested and verified	100%	100%	100%
Voted, spoiled, and blank ballots tracked and logged	100%	100%	100%
Twice the required number of precincts ballots hand-counted to verify computer tabulation	yes	yes	yes
Election databases released immediately after the BOS canvasses an official election	yes	yes	yes
Monthly meetings with Elections Integrity Committee held	yes	yes	yes

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	2,269,010	1,787,539	2,545,944
Operating Expenses	1,545,237	2,498,082	1,965,841
Capital Equipment > \$5,000	9,505	20,000	81,250
Total Program Expenditures	<u>3,823,752</u>	<u>4,305,621</u>	<u>4,593,035</u>

Program Funding by Source

Revenues	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Intergovernmental	1,672,905	325,000	1,231,900
Miscellaneous Revenue	2,229	100	100
Charges for Services	5,111	2,900	3,000
Operating Revenue Sub-Total	<u>1,680,245</u>	<u>328,000</u>	<u>1,235,000</u>

Program Summary

Department: Elections

Program: Elections

Revenues			
Intergovernmental	(1,252,545)	-	804,067
Investment Earnings	7,838	-	7,183
Grant Revenue Sub-Total	(1,244,707)	-	811,250
General Fund Support	2,187,963	2,797,120	3,296,785
Net Operating Transfers In/(Out)	-	-	(750,000)
Fund Balance Decrease/(Increase)	1,200,251	1,180,501	-
Other Funding Sources	-	-	-
Total Program Funding	<u>3,823,752</u>	<u>4,305,621</u>	<u>4,593,035</u>
<u>Program Staffing FTEs</u>	16.50	16.00	16.00

Facilities Management

Expenditures: 21,440,702

FTEs 170.00

Revenues: 7,725,381

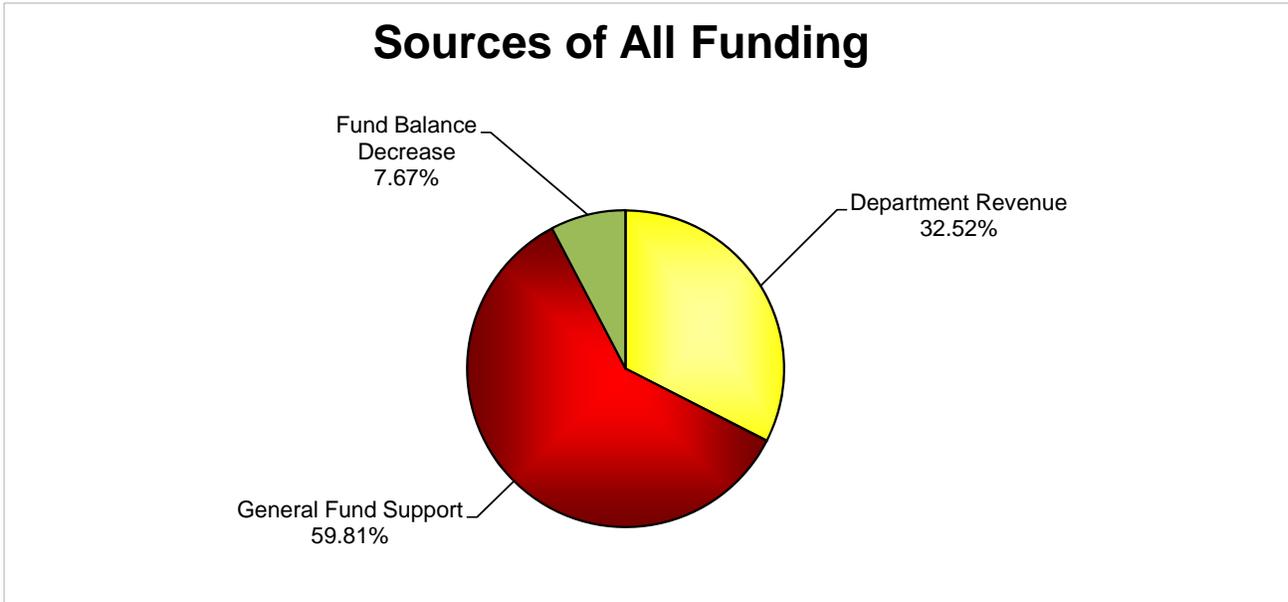
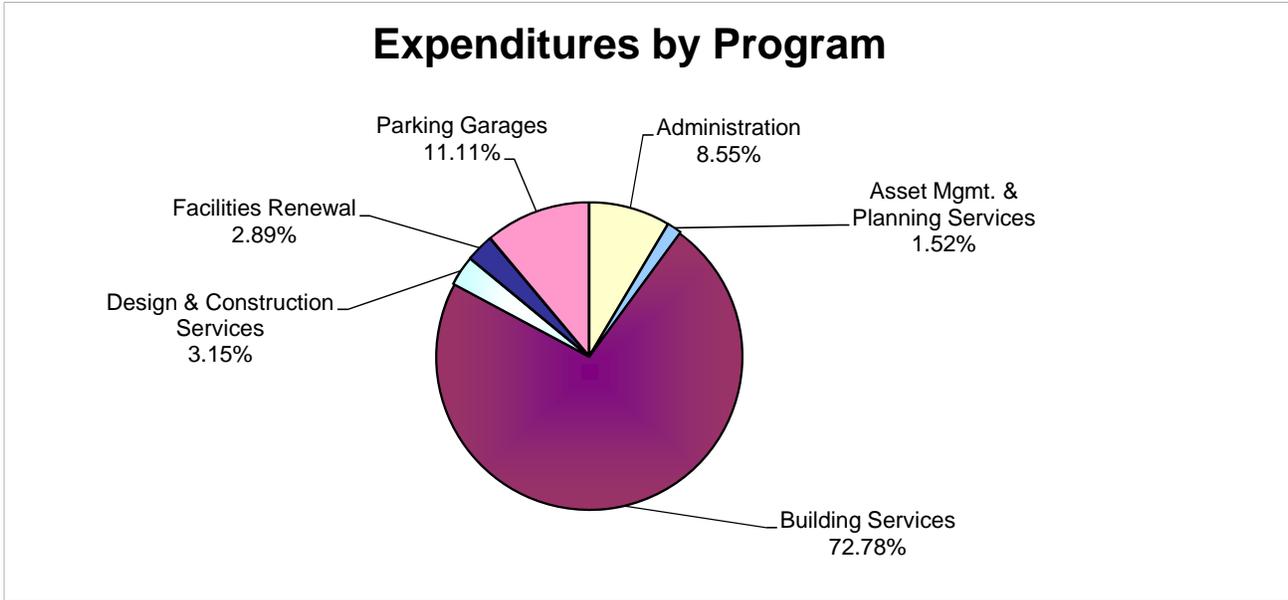
Function Statement:

Provide for well planned and well maintained Pima County government facilities through efficient and cost effective management, programs, and delivery of service to the public. Perform new and remodel construction. Operate and manage Pima County's eight self-supporting, revenue generating parking garage/lot facilities in order to offer safe, secure parking for employees and the public.

Mandates:

Occupational Safety and Health Administration (OSHA) Standard 1910.1001: Toxic and Hazardous Substances; Standard 1926.1101: Toxic and Hazardous Substances; United States Code, Title 40, Part 763: Asbestos

Note: As part of the reorganization of the County Administrator department, Facilities Renewal Fund was moved to Facilities Management.



Department Summary by Program

Department: Facilities Management

	<u>FY 2012/2013</u> Actual	<u>FY 2013/2014</u> Adopted	<u>FY 2014/2015</u> Adopted
<u>Expenditures by Program</u>			
Administration	1,866,498	2,147,881	1,832,187
Asset Mgmt & Planning Services	343,542	388,560	326,766
Building Services	13,292,751	14,907,416	15,603,278
Design & Construction Services	526,450	760,092	675,982
Facilities Renewal	434,726	625,000	620,000
Parking Garages	1,793,804	2,076,933	2,382,489
Total Expenditures	<u>18,257,771</u>	<u>20,905,882</u>	<u>21,440,702</u>
<u>Funding by Source</u>			
Revenues			
Administration	22,055	53,030	55,140
Asset Mgmt & Planning Services	156	-	-
Building Services	3,958,390	3,003,769	2,723,264
Design & Construction Services	80	-	158,917
Facilities Renewal	2,164,565	2,031,624	2,075,385
Parking Garages	2,257,860	2,224,473	2,712,675
Total Revenues	<u>8,403,106</u>	<u>7,312,896</u>	<u>7,725,381</u>
General Fund Support	11,819,141	14,010,675	14,212,432
Net Operating Transfers In/(Out)	(1,588,481)	(2,153,655)	(2,318,698)
Fund Balance Decrease/(Increase)	(375,995)	1,735,966	1,821,587
Other Funding Sources	-	-	-
Total Program Funding	<u>18,257,771</u>	<u>20,905,882</u>	<u>21,440,702</u>
<u>Staffing (FTEs) by Program</u>			
Administration	16.00	17.00	16.00
Asset Mgmt & Planning Services	5.00	5.00	5.00
Building Services	121.00	123.00	122.00
Design & Construction Services	23.00	21.00	23.00
Parking Garages	4.00	4.00	4.00
Total Staffing (FTEs)	<u>169.00</u>	<u>170.00</u>	<u>170.00</u>

Program Summary

Department: Facilities Management

Program: Administration

Function

Provide personnel, business services and clerical support services for Facilities Management. Provide business services for Facilities Management with emphasis on AMS document processing. Provide energy management program.

Description of Services

Provide personnel support to include new hire orientation, benefits, maintenance of employee files and preparation of Personnel Action Forms (PAFs). Manage building and support services from outside vendors exclusive of building design and maintenance. Provide clerical support for the department.

Program Goals and Objectives

- Provide administrative support to all divisions to ensure efficiency and productivity
 - PAFs turned in by deadline
 - Update employee records within 3 days of change
- Develop comprehensive energy management program and implement cost saving measures
 - Manage contracts with outside vendors/contractors
 - Educate Pima County departments about energy cost saving programs
- Provide financial and procurement support and reporting to other divisions
 - Process invoices within 2 days of receipt
 - Keep department asset inventory current
 - Process material and labor charges to other departments as appropriate

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
PAFs completed by deadline	100%	100%	100%
Employee records updated within 3 days of change	100%	100%	100%
Energy management program developed	100%	100%	100%
Educational materials developed for County departments	100%	100%	100%
Process invoices within 2 days of receipt	70%	80%	85%
Maintain asset inventory, process changes within 1 week	70%	80%	85%
Process labor & materials charges every two weeks	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	1,013,753	1,140,098	1,049,222
Operating Expenses	846,952	1,007,783	782,965
Capital Equipment > \$5,000	5,793	-	-
Total Program Expenditures	<u>1,866,498</u>	<u>2,147,881</u>	<u>1,832,187</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Miscellaneous Revenue	22,055	53,030	55,140
Operating Revenue Sub-Total	<u>22,055</u>	<u>53,030</u>	<u>55,140</u>
General Fund Support	1,844,443	2,094,851	1,777,047
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,866,498</u>	<u>2,147,881</u>	<u>1,832,187</u>

<u>Program Staffing FTEs</u>	10-39	16.00	17.00	16.00
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Program Summary

Department: Facilities Management
Program: Asset Mgmt & Planning Services

Function

Provide project planning and analysis for proposed building construction requests, both new and remodel from various user groups. Provide Space Planning and relocation services.

Description of Services

Optimize use of existing County buildings and accurately forecast and plan for future space needs by maintaining present building inventory and projecting future facility needs. Analyze new capital facilities and capital equipment replacement projects. Assess scope of development to accurately estimate costs, schedule and impact of each project. Gather information and formulate County departmental needs assessment. Prepare new legal instruments for County departments in order to sell or lease real property, including lease renewals and required tenant improvements. Conduct due diligence inspections and prepare legal documents for County departments to purchase or occupy existing real property. Prepare legal instruments needed for the public to use County facilities for special events or activities.

Program Goals and Objectives

- Provide comprehensive and up-to-date information and planning for all building square footages
 - Complete the annual inventory of space occupancy within first quarter of each fiscal year
 - Respond to County departments' requests for space programming and planning services within two weeks of evaluation
 - Complete initial inventory and assessment of capital needs to meet departmental budget development deadlines and the County's Capital Improvement Program (CIP) requirements
 - Prepare final reports to meet departmental budget submission requirements and the County's CIP requirements
- Provide information and negotiation services regarding leased properties
 - Negotiate new leases and prepare legal instruments to meet the operational needs of County departments
 - Renew leases as provided in lease agreements prior to expiration dates
 - Prepare legal instruments needed for the public use of County facilities for special events

Program Performance Measures	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Estimated	Planned
Project analyses completed within deadlines	92%	98%	100%
Space inventory completed by fiscal year 1st quarter	100%	100%	100%
Legal instruments prepared by established deadlines	92%	98%	100%
Leases renewed prior to expiration dates	95%	100%	100%
Leases negotiated by deadlines set by management	85%	95%	100%
Space planning evaluations completed within 2 weeks of requests	95%	95%	100%
Bond Program requirements met	yes	yes	yes

Program Expenditures by Object	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Adopted	Adopted
Personnel Services	324,374	370,156	308,386
Operating Expenses	19,168	18,404	18,380
Total Program Expenditures	343,542	388,560	326,766

Program Summary

Department: Facilities Management
Program: Asset Mgmt & Planning Services

Program Funding by Source

Revenues			
Miscellaneous Revenue	156	-	-
Operating Revenue Sub-Total	156	-	-
 General Fund Support	 343,386	 388,560	 326,766
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	343,542	388,560	326,766

<u>Program Staffing FTEs</u>	5.00	5.00	5.00
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Program Summary

Department: Facilities Management

Program: Building Services

Function

Provide for Pima County buildings and facilities the required preventive maintenance, repairs, upgrades, replacements, and remodeling according to recommended schedules and service requests for equipment, machinery, and facilities.

Description of Services

Provide preventive maintenance services in accordance with manufacturers' recommendations in order to prolong the life of equipment, maintain warranties, and save money on premature replacement costs. Complete repairs, upgrades, replacements, and remodels in a cost effective and timely manner. Respond in a timely manner to service requests received from Pima County departments and tenants for facility maintenance and repairs.

Program Goals and Objectives

- Procure, maintain, and service all Operations related equipment necessary to building infrastructure
 - Initiate the procurement process within 48 hours of request
 - Install requested materials and parts within 48 hours
- Provide repair and maintenance services in a timely manner
 - Maintain the current skill level of personnel doing preventive maintenance (PM)
 - Respond to service requests within 48 hours of receipt
 - Reduce the number of second requests for service

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Procurement initiated within 48 hours of request	95%	95%	100%
Parts/materials installed within 48 hours of request	95%	95%	100%
Service requests responded to within 48 hours	92%	95%	100%
Equipment serviced annually	99%	100%	100%
Personnel originally scheduled for PM work continuing to do PM	90%	95%	95%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	5,002,414	6,112,372	6,113,632
Operating Expenses	8,276,840	8,677,044	9,489,646
Capital Equipment > \$5,000	13,497	118,000	-
Total Program Expenditures	13,292,751	14,907,416	15,603,278

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Intergovernmental	(38,921)	-	-
Miscellaneous Revenue	2,910,582	3,003,769	2,723,264
Operating Revenue Sub-Total	2,871,661	3,003,769	2,723,264
Revenues			
Intergovernmental	1,086,729	-	-
Grant Revenue Sub-Total	1,086,729	-	-

Program Summary

Department: Facilities Management

Program: Building Services

General Fund Support	9,104,624	10,767,172	11,591,554
Net Operating Transfers In/(Out)	259,121	1,136,475	1,288,460
Fund Balance Decrease/(Increase)	(29,384)	-	-
Other Funding Sources	-	-	-
Total Program Funding	13,292,751	14,907,416	15,603,278

<u>Program Staffing FTEs</u>	121.00	123.00	122.00
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Program Summary

Department: Facilities Management
Program: Design & Construction Services

Function

Provide building design project coordination for outsourced services and in-house staff services including architecture, interior design and construction management for both new construction and remodel projects.

Description of Services

Provide interior design services utilizing both in-house and outsourced professionals for all remodels, tenant improvements, and new construction. Provide building design services, including architectural, interior, mechanical, electrical, plumbing, structural, and civil disciplines, by utilizing both in-house and outsourced professionals for all remodels, tenant improvements, and new construction. Provide construction contract management services and construction review services for architectural projects of all types. Projects include capital, non-capital, and CIP projects.

Program Goals and Objectives

- Provide a wide array of professional design services by using both in-house and outside consultants
 - Schedule interviews with clients within ten days of receipt of project request
 - Service multiple interior design projects for bidding and installation of interior design goods and services
 - Service multiple building design projects and produce contract documents for bidding and construction
 - Coordinate relocation and moving services associated with interior design goods and services
 - Stay within approved project budgets
 - Stay within 100% approved project completion schedules

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Client interviews scheduled within 10 days of receipt of request	95%	95%	100%
Percent of interior design projects provided within agreed upon completion schedule	95%	100%	100%
Percent of building design projects/contract documents provided within agreed schedule	95%	95%	100%
Moving projects provided within agreed schedule	98%	100%	100%
Percent of projects completed within approved budget	90%	95%	100%
Percent of projects completed within 100% of agreed completion schedule	90%	95%	100%

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	390,315	572,328	517,772
Operating Expenses	136,135	172,764	158,210
Capital Equipment > \$5,000	-	15,000	-
Total Program Expenditures	<u>526,450</u>	<u>760,092</u>	<u>675,982</u>
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	80	-	158,917
Operating Revenue Sub-Total	80	-	158,917

Program Summary

Department: **Facilities Management**
Program: **Design & Construction Services**

General Fund Support	526,688	760,092	517,065
Net Operating Transfers In/(Out)	(318)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	526,450	760,092	675,982

<u>Program Staffing FTEs</u>	23.00	21.00	23.00
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Program Summary

Department: Facilities Management

Program: Facilities Renewal

Function

Provide for the maintenance of the County's service delivery infrastructure and address service needs which are not covered in the Facilities Management general fund budget.

Description of Services

Provide funds and a comprehensive review, analysis, justification and approval process to provide continuing reinvestment in maintenance and repair of County facilities.

Program Goals and Objectives

- Identify and fund critical facilities maintenance and repair projects
- Revise project plans annually
- Complete repairs/improvement projects identified in annual plan

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Facilities repair/improvement projects completed	13	12	10
Facilities renewal approval plan completed	yes	yes	yes

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	35,380	-	40,000
Operating Expenses	342,749	625,000	580,000
Capital Equipment > \$5,000	56,597	-	-
Total Program Expenditures	<u>434,726</u>	<u>625,000</u>	<u>620,000</u>
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	2,158,000	2,023,628	2,070,300
Investment Earnings	6,565	7,996	5,085
Other Special Revenue Total	<u>2,164,565</u>	<u>2,031,624</u>	<u>2,075,385</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(1,847,284)	(2,286,475)	(1,288,460)
Fund Balance Decrease/(Increase)	117,445	879,851	(166,925)
Other Funding Sources	-	-	-
Total Program Funding	<u>434,726</u>	<u>625,000</u>	<u>620,000</u>

Program Summary

Department: Facilities Management

Program: Parking Garages

Function

Operate and provide parking services and preventive maintenance for parking facilities managed by Pima County.

Description of Services

Provide motor vehicle parking services in County facility parking garages in compliance with Administrative Procedure 51-2. Provide timely information to Finance in order to process billing. Adhere to financial accounting and tracking standards, and produce revenue for Pima County.

Program Goals and Objectives

- Manage and maintain parking facilities and associated records
 - Update parking facilities replacement schedule
 - Maintain comprehensive parking records
 - Reconcile daily cash revenues and deposit with Treasurer's office

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Replacement schedule updated	95%	98%	100%
Comprehensive parking records kept	98%	100%	100%
Daily cash reconciled and deposited with Treasurer's office	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	342,100	421,323	346,102
Operating Expenses	1,234,133	1,389,369	1,649,321
Capital Equipment > \$5,000	-	43,606	15,000
Contra Assets	-	-	(15,000)
Depreciation	217,571	222,635	387,066
Total Program Expenditures	<u>1,793,804</u>	<u>2,076,933</u>	<u>2,382,489</u>
<u>Program Funding by Source</u>			
Miscellaneous Revenue	1,966,641	1,949,097	2,174,739
Investment Earnings	27,386	26,796	26,796
Charges for Services	263,833	248,580	511,140
Other Revenue Total	<u>2,257,860</u>	<u>2,224,473</u>	<u>2,712,675</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	(1,003,655)	(2,318,698)
Fund Balance Decrease/(Increase)	(464,056)	856,115	1,988,512
Other Funding Sources	-	-	-
Total Program Funding	<u>1,793,804</u>	<u>2,076,933</u>	<u>2,382,489</u>
<u>Program Staffing FTEs</u>	4.00	4.00	4.00

Finance & Risk Management

Expenditures: 34,468,306

FTEs 224.23

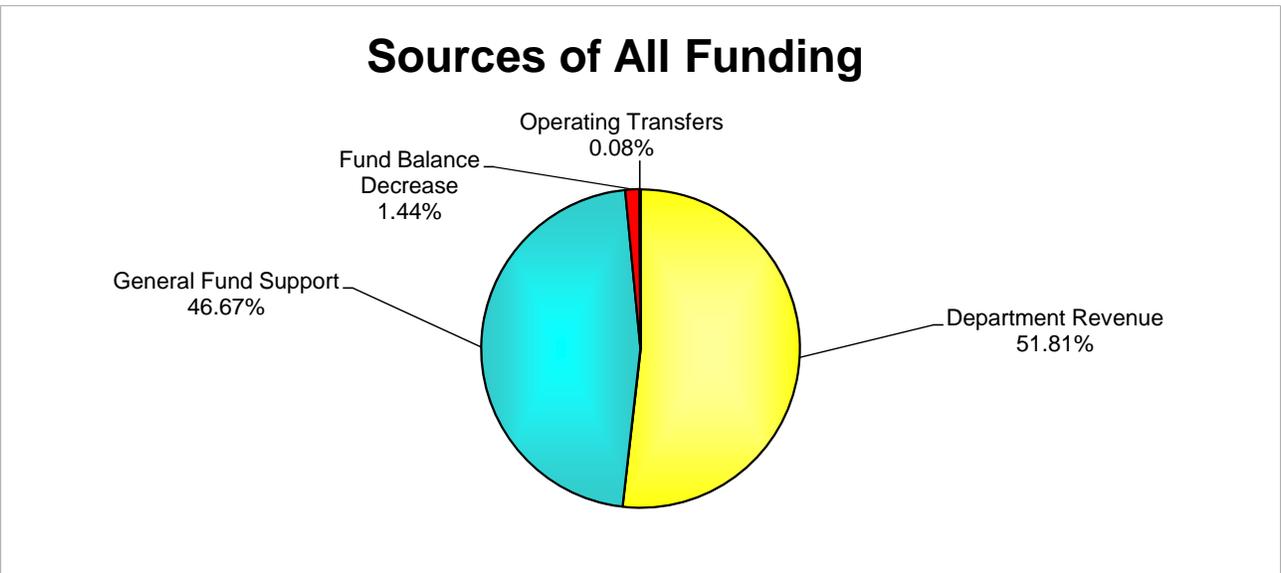
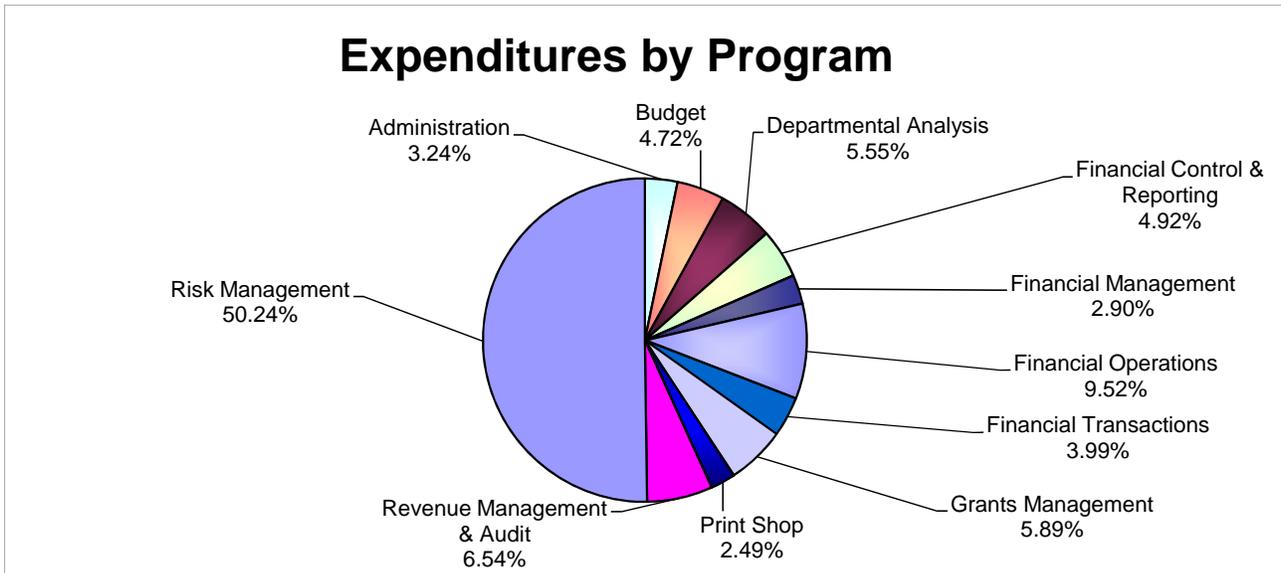
Revenues: 17,997,421

Function Statement:

Provide centralized financial and risk management services for the County including administration, bond financing, budget development and monitoring, tax levy and rate compilation, tax assembly coordination, financial statement preparation, financial systems control, accounts payable and receivable, payroll processing, grants oversight, records maintenance, mail services, workers' compensation, loss control and prevention, internal audit, cash management, delinquent accounts collection, and formation and collection functions of improvement districts.

Mandates:

ARS Title 11: Counties, Title 23: Labor, Title 34: Public Buildings and Improvements, Title 38: Public Officers and Employees, Title 41: State Government, and Title 42: Taxation; and Pima County Code 3.04: Risk Management



Department Summary by Program

Department: Finance & Risk Management

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Administration	1,434,350	1,512,391	1,117,544
Budget	1,351,866	1,498,088	1,628,620
Departmental Analysis	202,348	428,473	1,912,623
Financial Control & Reporting	1,145,028	1,253,264	1,696,045
Financial Management	404,899	607,388	1,001,020
Financial Operations	2,235,518	2,543,789	3,280,578
Financial Transactions	-	-	1,374,403
Grants Management	1,070,784	1,194,155	2,029,343
Print Shop	858,932	895,258	857,879
Revenue Management & Audit	664,158	756,858	2,253,746
Risk Management	15,116,558	17,185,568	17,316,505
Total Expenditures	<u>24,484,441</u>	<u>27,875,232</u>	<u>34,468,306</u>
<u>Funding by Source</u>			
Revenues			
Administration	(9,592)	-	-
Financial Control & Reporting	79	-	-
Financial Management	32	-	-
Financial Operations	21,213	25,000	25,000
Grants Management	2,869	-	-
Print Shop	883,253	900,400	900,500
Risk Management	16,817,956	16,842,905	17,071,921
Total Revenues	<u>17,715,810</u>	<u>17,768,305</u>	<u>17,997,421</u>
General Fund Support	8,434,343	9,742,481	16,214,833
Net Operating Transfers In/(Out)	(231,100)	(10,204,612)	(205,433)
Fund Balance Decrease/(Increase)	(1,434,612)	10,569,058	461,485
Other Funding Sources	-	-	-
Total Program Funding	<u>24,484,441</u>	<u>27,875,232</u>	<u>34,468,306</u>
<u>Staffing (FTEs) by Program</u>			
Administration	20.00	20.00	9.60
Budget	14.50	14.50	15.50
Departmental Analysis	29.00	28.00	26.00
Financial Control & Reporting	20.88	20.88	20.88
Financial Management	18.00	17.00	12.00
Financial Operations	37.50	39.00	35.75
Financial Transactions	-	-	15.00
Grants Management	28.55	30.00	30.00
Print Shop	9.00	9.00	8.00
Revenue Management & Audit	24.53	24.53	30.50
Risk Management	29.20	29.17	21.00
Total Staffing (FTEs)	<u>231.16</u>	<u>232.08</u>	<u>224.23</u>

Program Summary

Department: Finance & Risk Management

Program: Administration

Function

Plan, organize, direct, and manage the operation of the Department of Finance and Risk Management.

Description of Services

Process payroll and accounts payable, collect delinquent receivables, monitor cash position for all County departments, administer the County's long term debt, perform internal audits, and prepare internal and external financial reports. Coordinate and monitor County budgets. Coordinate mail services. Monitor risk factors affecting finances and work force. (Note: Beginning in fiscal year 2014/15, Financial Transactions is presented in its own program and no longer as a part of the Administration Program.)

Program Goals and Objectives

- Respond promptly to requests from the Board of Supervisors, County Administrator, and departments for financial information
 - Complete special reports, investigations, and analyses as directed by the County Administrator
- Enhance the County's financial stability
 - Ensure department expenditures do not exceed funding sources
 - Prepare debt packages for the underwriters to obtain the most advantageous interest rate possible for bonds, Water Infrastructure Finance Authority (WIFA) loans, and improvement district bonds
 - Maintain the County's average AA Bond Rating
- Provide timely, accurate, and reliable financial information to the Board of Supervisors, County Administrator, department directors, and the public
 - Disseminate information through the use of the Internet and Intranet
 - Make annual budgets, comprehensive annual financial reports, single audit reports, selected department financial statements, loan agreements, and other reports and information easily available by posting on the Internet
 - Make critical procedures easily available to departments by posting on the County Intranet

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Special reports/analyses/investigations completed	3	3	3
Debt packages prepared	2	4	4
Financial information and reports available on Internet	100%	100%	100%
Critical procedures available on Internet	100%	100%	100%
Average Fitch Pima County Bond Rating of AA	yes	yes	yes

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,282,253	1,340,030	949,181
Operating Expenses	152,097	172,361	160,363
Capital Equipment > \$5,000	-	-	8,000
Total Program Expenditures	1,434,350	1,512,391	1,117,544

Program Funding by Source	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Charges for Services	(9,592)	-	-
Operating Revenue Sub-Total	(9,592)	-	-

Program Summary

Department: Finance & Risk Management

Program: Administration

General Fund Support	1,443,942	1,512,391	1,117,544
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	1,434,350	1,512,391	1,117,544
<hr/>			
<u>Program Staffing FTEs</u>	20.00	20.00	9.60

Program Summary

Department: Finance & Risk Management

Program: Budget

Function

Develop and monitor Pima County's annual budget. Manage Pima County's annual property tax assembly process.

Description of Services

Produce the Recommended, Tentative, and Adopted Budget schedules and books. Monitor the budget and compile monthly revenue and expenditure forecasts. Respond to management's requests for financial analyses and reports. Compile the property tax levies and rates, and prepare budgets for road maintenance and street lighting improvement districts. Work with the Assessor's and Treasurer's offices to produce the property tax roll extension, print and mail property tax statements to property owners, and answer taxpayer queries via the taxpayer telephone hotline.

Program Goals and Objectives

- Prepare/publish budget schedules/books in a timely manner
 - Ensure budget schedules/books are prepared by due dates established by the County Administrator
- Publish a budget document that satisfies the Government Finance Officers Association (GFOA) guidelines for effective budget presentation
 - Achieve rating of proficient/outstanding for each of the GFOA review criteria
 - Receive the GFOA Distinguished Budget Presentation Award
- Provide County residents timely and accurate information regarding real and secured personal property taxes
 - Compile tax rates/levies by the legislated due date
 - Print and mail more than 400,000 tax statements at least 17 days before the tax due date
 - Provide informational service via the taxpayer telephone hotline, with no taxpayer complaints about such service
- Prepare reliable budget projections
 - Prepare General Fund budget projections within 1% of year-end audited actual revenues and expenditures

Program Performance Measures

	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
GFOA review criteria rating of proficient/outstanding received in 93 criteria	93	93	93
Days tax statements mailed prior to taxes due	17	17	17
Taxpayer complaints received re: telephone hotline	0	0	0
Budget schedules/books produced by due dates	yes	yes	yes
GFOA Budget Presentation Award received	yes	yes	yes
Tax rates/levies compiled by due date	yes	yes	yes
FY end projection vs CAFR actual (General Fund) <1.0%	yes	yes	yes

Program Expenditures by Object

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,017,467	1,117,740	1,247,453
Operating Expenses	334,399	380,348	381,167
Total Program Expenditures	1,351,866	1,498,088	1,628,620

Program Funding by Source

General Fund Support	1,351,866	1,498,088	1,628,620
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	1,351,866	1,498,088	1,628,620

Program Staffing FTEs	14.50	14.50	15.50
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Program Summary

Department: Finance & Risk Management

Program: Departmental Analysis

Function

Provide financial support services to County departments.

Description of Services

Assist departments with annual budget preparation. Analyze revenue and expenditures for budget compliance, errors, and long term trends. Assist departments with cash, revenue and expenditure projections, and budget variance explanations. Provide departments with functional monthly and periodic reports to improve planning, control, and operational monitoring. Provide account problem research and assistance as requested.

Program Goals and Objectives

- Provide timely, accurate, and reliable information and reports to department management and other users
 - Completion of special projects as requested
 - Compilation and submission of annual department budget requests by required due date
 - Compilation and submission of monthly department revenue and expense projections by required due date
 - Compilation and submission of department planning and control reports by due date

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Percentage of annual budget requests submitted by due date	100%	100%	100%
Percentage of monthly projections submitted by due date	100%	100%	100%
Percentage of department planning and control reports completed on time	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	166,734	413,301	1,858,311
Operating Expenses	35,614	15,172	54,312
Total Program Expenditures	<u>202,348</u>	<u>428,473</u>	<u>1,912,623</u>
<u>Program Funding by Source</u>			
General Fund Support	202,348	428,473	1,912,623
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>202,348</u>	<u>428,473</u>	<u>1,912,623</u>

<u>Program Staffing FTEs</u>	29.00	28.00	26.00
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Program Summary

Department: Finance & Risk Management

Program: Financial Control & Reporting

Function

Perform centralized financial reporting and accounting/finance functions for Pima County departments and funds. Monitor compliance with generally accepted accounting principles, policies, procedures, and federal, state, County laws and regulations. Serve as centralized point of coordination and contact for County financial and compliance audits.

Description of Services

Monitor financial activity of County funds and departments. Prepare, monitor and/or review interim and year-end financial statements for Regional Wastewater Reclamation Department, Development Services, Stadium District, Self Insurance Trust Fund, School Reserve Fund, Health Benefits Trust Fund, and all accruals necessary for issuing financial statements in the Comprehensive Annual Financial Report (CAFR). Ensure all County financial statements are in compliance with U.S. generally accepted accounting principles (GAAP). Monitor implementation of all Governmental Accounting Standards Board (GASB) pronouncements. Prepare various schedules and calculations in support of the production of all audited financial statements including the CAFR. Prepare and file external and internal annual financial reports (e.g., Chief Financial Officer letter, Landfill Closure/Postclosure, Expenditure Limitation Report, Special District Reports, and the Indirect Cost Allocation Report). Reconcile cash, property tax revenues, and investments with the records of the Pima County Treasurer. Respond to management's requests for financial analyses and reports.

Program Goals and Objectives

- Meet December 31st deadline for submitting the County's audited Comprehensive Annual Financial Report for the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting
- Complete Wastewater Reclamation, Development Services, Stadium District, Risk Management, and Health Benefits Trust audits by October 31st
- Ensure all County financial statements are in compliance with GAAP
- Issue two indirect cost allocations for internal use and for use by federal grants

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Quarterly financial statements issued for Wastewater Reclamation, Development Services, and Risk Management	100%	100%	100%
GFOA financial reporting award received	yes	yes	yes
Wastewater Reclamation, Development Services, Stadium District, and Risk Management audits completed by October 31st	yes	yes	yes
County financial statements in compliance with GAAP	yes	yes	yes
Indirect cost allocations issued	yes	yes	yes

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,104,516	1,207,907	1,653,713
Operating Expenses	40,512	45,357	42,332
Total Program Expenditures	<u>1,145,028</u>	<u>1,253,264</u>	<u>1,696,045</u>

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Miscellaneous Revenue	79	-	-
Operating Revenue Sub-Total	<u>79</u>	<u>-</u>	<u>-</u>

Program Summary

Department: Finance & Risk Management

Program: Financial Control & Reporting

General Fund Support	1,144,949	1,253,264	1,696,045
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u><u>1,145,028</u></u>	<u><u>1,253,264</u></u>	<u><u>1,696,045</u></u>
<u>Program Staffing FTEs</u>	20.88	20.88	20.88

Program Summary

Department: Finance & Risk Management

Program: Financial Management

Function

Perform centralized cash analysis function for County departments. Review, analyze, report Capital Improvement Program activity, and ensure that internal control processes are in place and functioning.

Description of Services

Review and analyze County cash position; review, analyze and report all Capital Improvement Program activity; and conduct routine Countywide, operational, system, and financial audits pertaining to all County departments. (Note: Beginning in fiscal year 2014/15, Internal Audit is presented in the Revenue Management Program.)

Program Goals and Objectives

- Prepare and analyze monthly cash flow components for the major County departments
- Prepare the Annual Bond Update Reports for the Bond Advisory Committee

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Departmental cash flow analyses prepared	15	16	16
High risk audits completed	9	9	n/a
Annual Bond Update Reports prepared	2	2	2

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	380,134	558,965	968,609
Operating Expenses	24,765	48,423	32,411
Total Program Expenditures	<u>404,899</u>	<u>607,388</u>	<u>1,001,020</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Miscellaneous Revenue	32	-	-
Operating Revenue Sub-Total	32	-	-
General Fund Support	374,055	607,388	1,001,020
Net Operating Transfers In/(Out)	30,812	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>404,899</u>	<u>607,388</u>	<u>1,001,020</u>

Program Staffing FTEs	18.00	17.00	12.00
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Program Summary

Department: Finance & Risk Management

Program: Financial Operations

Function

Perform centralized payment functions of payroll and accounts payable. Distribute County mail and maintain County records.

Description of Services

Process accounts payable and payroll transactions in the County's financial management systems accurately and in a timely manner. Perform accounts payable functions including paying, researching, and auditing claims. Perform payroll functions including paying County employees and researching problems. Distribute incoming and outgoing mail accurately, in a timely manner, and in accordance with federal regulations. Print, fold, seal, and mail all County expense warrants and 1099s. Maintain records according to the County's Retention Schedule.

Program Goals and Objectives

- Provide excellent customer service to vendors, public, and employees
- Provide accurate and timely payment information to vendors and employees
- Meet statutory deadlines for payroll

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
1099s mailed by statutory due date	100%	100%	100%
County payroll and expense warrants processed timely and accurately	100%	100%	100%
Records maintained within assigned retention schedules	yes	yes	yes
Employees paid in accordance with federal timelines	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	2,032,161	2,326,695	2,200,108
Operating Expenses	203,357	217,094	1,080,470
Total Program Expenditures	<u>2,235,518</u>	<u>2,543,789</u>	<u>3,280,578</u>

Program Funding by Source

<u>Revenues</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Miscellaneous Revenue	21,213	25,000	25,000
Operating Revenue Sub-Total	<u>21,213</u>	<u>25,000</u>	<u>25,000</u>
General Fund Support	2,214,305	2,518,789	3,255,578
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>2,235,518</u>	<u>2,543,789</u>	<u>3,280,578</u>

<u>Program Staffing FTEs</u>	37.50	39.00	35.75
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Program Summary

Department: Finance & Risk Management

Program: Financial Transactions

Function

Supports all users through training, operational procedures, and answering process questions; manages user access, security, and system interfaces; validates application enhancements and interface transactions; and maintains the organizational structure and system integrity for the AMS Advantage, Planning and Budgeting, and other County finance-related systems.

Description of Services

Acts as the functional and security system administrator of the AMS Advantage, Planning and Budgeting systems, and other County finance-related systems. As the functional and security administrator, the division: manages user access and approval workflows; maintains, updates, validates, and balances interfaces and interface transactions between the various finance-related systems; validates application enhancements; provides summary and detailed system data information to be used for analysis; maintains the organizational structure within various finance-related systems; assists users with processing rejected transactions caused by data entry errors. In support of system users, the division is responsible for creating and revising on-line and instructor-led training, writing and revising operational procedures, and answering users' processing questions. Maintains the department's Internet and Intranet sites. (Note: Prior to fiscal year 2014/15, Financial Transactions was presented in the Administration Program.)

Program Goals and Objectives

- Effectively maintain Pima County's Chart of Accounts in the financial systems
- Process changes to security roles in the Advantage Financial and Performance Budgeting applications
- Reconcile all system interfaces between financial systems
- Revise departmental operational procedures on a timely basis

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Procedures revised annually	n/a	n/a	25
Chart of Account changes processed within 2 business days	n/a	n/a	100%
Security changes will be processed within 2 business days	n/a	n/a	100%
Items reconciled will be cleared with 5 business days	n/a	n/a	98%

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Program Expenditures by Object			
Personnel Services	-	-	1,315,173
Operating Expenses	-	-	59,230
Total Program Expenditures	-	-	1,374,403
General Fund Support	-	-	1,374,403
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	-	-	1,374,403
Program Staffing FTEs	-	-	15.00

Program Summary

Department: Finance & Risk Management

Program: Grants Management

Function

Plan, organize, and manage the financial and compliance elements of Pima County's grants.

Description of Services

Provide grant acquisition consultation, grant financial processing and administration, grant compliance facilitation, and grant technical support across Pima County's special revenue and General Fund departments.

Program Goals and Objectives

- Protect the interests of Pima County through centralized management of grant financial and compliance requirements
 - Assure full compliance with grant fiscal requirements by providing grant financial administration functions (accounting, cash flow management, expense monitoring, record keeping, reporting, and fiscal closeout)
 - Assure grant compliance by responding to audits, monitoring corrective action plans, assuring purchasing compliance, assuring regulatory and reporting compliance, and completing sub-recipient monitoring
 - Meet the March 31st deadline for filing the Schedule of Expenditures and Federal Awards (SEFA) as determined by Office of Management and Budget Circular A-133 Subpart C.320

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Grant reimbursement requests submitted on time	75%	100%	100%
Sub-recipient monitoring fulfilled	yes	yes	yes
SEFA deadline met	yes	yes	yes
Single audit free of findings	no	yes	yes

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,001,284	1,153,716	1,953,027
Operating Expenses	69,500	40,439	76,316
Total Program Expenditures	1,070,784	1,194,155	2,029,343

Program Funding by Source	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Miscellaneous Revenue	2,560	-	-
Operating Revenue Sub-Total	2,560	-	-
Revenues			
Investment Earnings	309	-	-
Grant Revenue Sub-Total	309	-	-
General Fund Support	1,038,721	1,194,155	2,004,343
Net Operating Transfers In/(Out)	46,658	-	-
Fund Balance Decrease/(Increase)	(17,464)	-	25,000
Other Funding Sources	-	-	-
Total Program Funding	1,070,784	1,194,155	2,029,343

Program Staffing FTEs	28.55	30.00	30.00
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Program Summary

Department: Finance & Risk Management

Program: Print Shop

Function

Provide high-speed digital black and white, color printing/copying, including file manipulation, offset printing, finishing, and bindery services. Provide color and black & white large-format scanning/printing, and provide bindery services.

Description of Services

Provide high-speed digital black & white, color printing/copying, including file manipulation, and offset press printing. Provide finishing and bindery services including collating, folding, comb, velo, coil, tape, steel edge binding, drilling, punching, and numbering services. Provide typesetting, digital color, black & white scanning, file manipulation, large format scan/copy/print, and drymounting onto foam core. Provide pick-up and delivery service to all downtown County departments.

Program Goals and Objectives

- Increase revenues
 - Begin charging departments for print jobs created through the move of the Information Technology Department printer
 - With the equipment purchase, automate envelope stuffing will equal higher volume lower cost
- Develop tracking form to identify and address quality issues
 - Track all job reruns to find issues in production
 - Use data to improve production standards and procedures
- Maintain on-time deliveries
 - Deliver 100% of jobs on time

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
On-time deliveries	99%	100%	100%
Revenues increased	no	yes	yes
Reruns under 2%	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	476,066	480,718	455,592
Operating Expenses	363,697	386,307	377,924
Capital Equipment > \$5,000	50,361	-	60,000
Contra Assets	(50,361)	-	(60,000)
Depreciation	19,169	28,233	24,363
Total Program Expenditures	<u>858,932</u>	<u>895,258</u>	<u>857,879</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Investment Earnings	1,184	400	400
Charges for Services	882,069	900,000	900,100
Other Revenue Total	<u>883,253</u>	<u>900,400</u>	<u>900,500</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(2,450)	(2,242)	(2,229)
Fund Balance Decrease/(Increase)	(21,871)	(2,900)	(40,392)
Other Funding Sources	-	-	-
Total Program Funding	<u>858,932</u>	<u>895,258</u>	<u>857,879</u>

Program Staffing FTEs	9.00	9.00	8.00
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Program Summary

Department: Finance & Risk Management

Program: Revenue Management & Audit

Function

Establish accounts receivables, monitor revenue contracts, collect, and account for debts owed to Pima County for a variety of services.

Description of Services

Establish accounts receivable and billing. Account for receivables and distribute collected funds. Provide for collection and enforcement of delinquent accounts. Monitor revenue contracts. Provide formation services and fiscal monitoring of all phases of the Improvement District process. File state mandated financial reports. (Note: Prior to fiscal year 2014/15, Internal Audit was presented in the Financial Management & Audit Program.)

Program Goals and Objectives

- Develop and implement new strategies to reduce outstanding accounts receivable balances and increase collections by 2% per year
- Implement innovation where feasible to increase speed and accuracy of receipt posting
- Perform internal audits on high risk areas

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Average days to credit revenue to appropriate department	2	1	1
High risk audits completed	n/a	n/a	9
Collections increase	2%	2%	2%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	597,107	717,968	2,157,746
Operating Expenses	67,051	38,890	96,000
Total Program Expenditures	<u>664,158</u>	<u>756,858</u>	<u>2,253,746</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
General Fund Support	664,157	729,933	2,224,657
Net Operating Transfers In/(Out)	-	26,925	29,088
Fund Balance Decrease/(Increase)	1	-	1
Other Funding Sources	-	-	-
Total Program Funding	<u>664,158</u>	<u>756,858</u>	<u>2,253,746</u>

Program Staffing FTEs	24.53	24.53	30.50
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Program Summary

Department: Finance & Risk Management

Program: Risk Management

Function

Direct the risk management program for the County, Regional Flood Control District, Stadium District and Library District including insurance procurement, trust fund management, risk analysis, safety and loss prevention consultations, inspections, and training. Manage Worker Compensation and Occupational Medicine programs. Comply with Environmental, Occupational Safety and Health Administration, and other related laws and regulations. Adjust tort and property claims, manage environmental and tort litigation, and provide funding for losses. Fund employment insurance. (Pima County Code 3.04, Resolution 1987-175, Resolution 1990-110)

Description of Services

Manage the County's trust fund and administer the self-insurance and insurance programs. Administer a comprehensive risk reduction program. Protect and conserve the County's human, financial, and physical assets. Provide funding to pay for losses without large disruptions of departmental budgets. Minimize the County's total net cost of Risk Management functions. Allocate Risk Management cost to County departments using appropriate methodology. Represent the County for reimbursement from insurance carriers. Provide safety, loss prevention, and industrial hygiene regulatory administration, inspection, and consulting. Conduct safety investigations and analysis. Identify safety improvements for regulatory compliance and employee/citizen safety. Provide technical support on environmental issues. Manage liability and workers' compensation programs including adjust, defend, and fund liability and workers' compensation claims. Return injured employees to work as early and safely as possible. Administer the Return to Work and appropriate Risk Management Training Programs.

Program Goals and Objectives

- Procure insurance in a timely manner
 - Maintain a balance between cost and coverage
- Provide safety services to departments
 - Support departmental safety and loss prevention
- Manage program and related funds
 - Maintain minimum disruption to the County's overall budget
- Investigate liability claims in a timely manner
 - Adjust and pay claims using industry's best practices
- Investigate workers' compensation claims in a timely manner
 - Begin lost time investigations within 3 days of notice
- Ensure workers' compensation claims are accepted or denied in a timely manner
 - Comply with appropriate laws, rules, and policies

Program Performance Measures	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Estimated	Planned
Safety investigations and audits conducted for County departments	20	20	20
Liability claim forms sent within 3 business days of request	95%	100%	100%
Workers' Compensation lost time investigations begun within 3 days of notice	95%	100%	100%
Workers' Compensation claims accepted or denied within the statutory period	100%	100%	100%
Insurance procured before renewal date	yes	yes	yes
Statement of Values updated annually	yes	yes	yes

Program Summary

Department: Finance & Risk Management

Program: Risk Management

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	2,010,412	2,693,158	2,192,009
Operating Expenses	13,086,622	14,490,348	15,122,740
Capital Equipment > \$5,000	8,707	-	-
Contra Assets	(8,708)	-	-
Depreciation	19,525	2,062	1,756
Total Program Expenditures	<u>15,116,558</u>	<u>17,185,568</u>	<u>17,316,505</u>
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	143,872	192,880	143,797
Investment Earnings	261,954	857,927	826,890
Charges for Services	16,412,130	15,792,098	16,101,234
Other Revenue Total	<u>16,817,956</u>	<u>16,842,905</u>	<u>17,071,921</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(306,120)	(10,229,295)	(232,292)
Fund Balance Decrease/(Increase)	(1,395,278)	10,571,958	476,876
Other Funding Sources	-	-	-
Total Program Funding	<u>15,116,558</u>	<u>17,185,568</u>	<u>17,316,505</u>
<u>Program Staffing FTEs</u>	29.20	29.17	21.00

Fleet Services

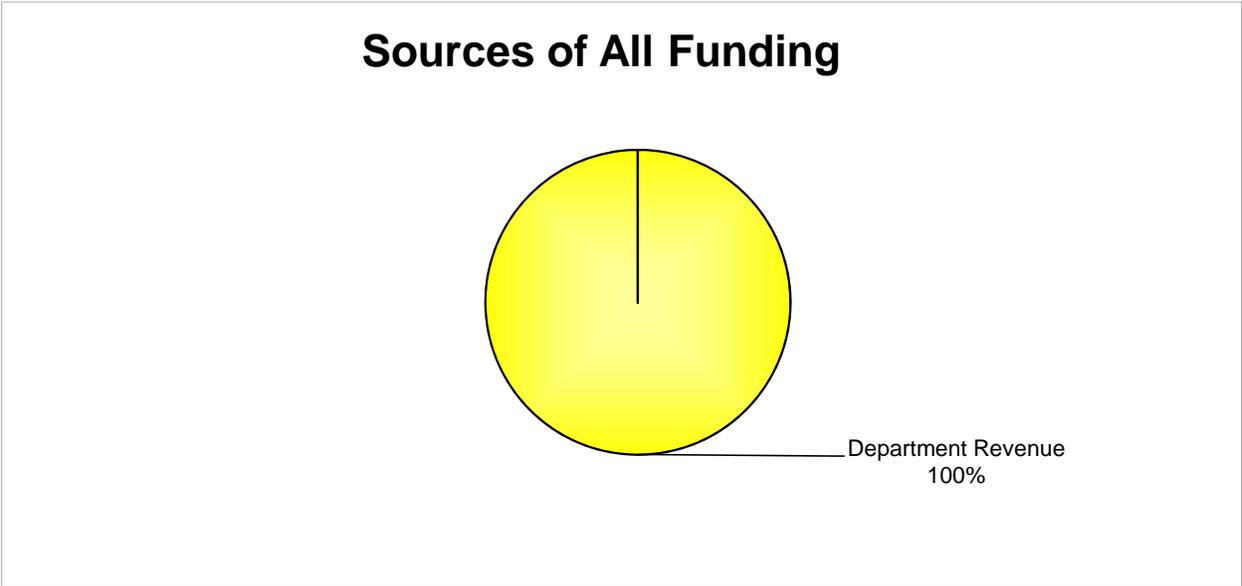
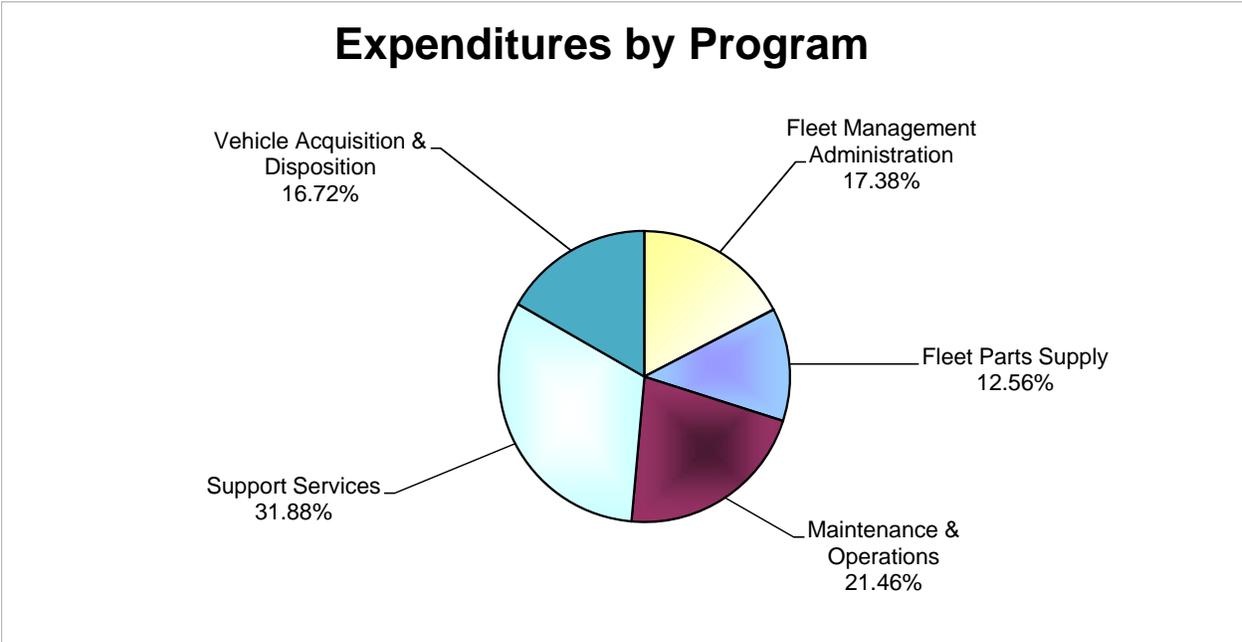
Expenditures: 21,823,461

FTEs 55.00

Revenues: 23,283,319

Function Statement: Purchase, maintain, and dispose of cars and light trucks, heavy trucks, and off-road heavy equipment. Provide fuel for all County vehicles and equipment from nine fueling sites located throughout the County and from mobile fuel trucks for off-road equipment. Maintain complete inventory and cost accounting records for all vehicles, equipment, fuel, and parts.

Mandates: None



Department Summary by Program

Department: Fleet Services

	<u>FY 2012/2013</u> Actual	<u>FY 2013/2014</u> Adopted	<u>FY 2014/2015</u> Adopted
<u>Expenditures by Program</u>			
Fleet Management Administration	(1,629,204)	3,547,402	3,793,505
Fleet Parts Supply	1,941,120	2,763,443	2,741,125
Maintenance & Operations	4,485,144	4,262,191	4,682,843
Support Services	6,175,243	6,738,959	6,957,553
Vehicle Acquisition & Disposition	8,049,030	3,900,773	3,648,435
Total Expenditures	<u>19,021,333</u>	<u>21,212,768</u>	<u>21,823,461</u>
<u>Funding by Source</u>			
Revenues			
Fleet Management Administration	18,692,349	20,249,093	18,974,967
Fleet Parts Supply	1,371	2,500	1,500
Maintenance & Operations	3,382,114	3,175,100	3,054,000
Support Services	1,526,466	1,401,259	1,577,852
Vehicle Acquisition & Disposition	(326,232)	-	(325,000)
Total Revenues	<u>23,276,068</u>	<u>24,827,952</u>	<u>23,283,319</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	19,779	(968,790)	(2,176,926)
Fund Balance Decrease/(Increase)	(4,274,514)	(2,646,394)	717,068
Other Funding Sources	-	-	-
Total Program Funding	<u>19,021,333</u>	<u>21,212,768</u>	<u>21,823,461</u>
<u>Staffing (FTEs) by Program</u>			
Fleet Management Administration	11.00	12.00	12.00
Fleet Parts Supply	4.00	4.00	4.00
Maintenance & Operations	38.00	37.00	37.00
Support Services	2.00	2.00	2.00
Total Staffing (FTEs)	<u>55.00</u>	<u>55.00</u>	<u>55.00</u>

Program Summary

Department: Fleet Services

Program: Fleet Management Administration

Function

Provide management and direction to all Fleet Services divisions to ensure strategic goals are met. Provide administrative direction and resources to all Fleet Services divisions in support of the mission for a customer focused, centralized, efficient, and effective fleet management to Pima County through quality service, staff pride, and teamwork.

Description of Services

Direct, plan, control, and staff all Fleet Services Divisions. Responsible for operational budget, financial forecasts, fleet utilization, mileage rate analysis, contract and IGA execution, fuel management, Motor Pool management, procurement, accounts receivable and accounts payable, and Arizona Motor Vehicle Division license and title requests.

Program Goals and Objectives

- Annual analysis of fleet mileage rate structure and methodology with projected costs for the budget year based on current cost data
- Continuous monitoring of total annual miles driven by Pima County to be used for analysis of driving behavior trends, utilization and revenue impact
- Review, refine, and document key business processes
- Annual review of quantity and type of alternative fuel vehicles in County fleet in effort to improve fuel efficiencies

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Actual fleet cost per mile	\$1	\$1	\$1
County miles driven	16,653,232	17,094,415	17,547,286
Business processes reviewed or created	10	4	4
Quantity of alternative fuel vehicles in County fleet	548	629	717

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,128,648	1,195,510	993,341
Operating Expenses	2,202,391	2,335,907	2,764,475
Capital Equipment > \$5,000	-	5,500	-
Contra Assets	(4,970,594)	(5,500)	-
Depreciation	10,351	15,985	35,689
Total Program Expenditures	<u>(1,629,204)</u>	<u>3,547,402</u>	<u>3,793,505</u>

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Miscellaneous Revenue	205,521	152,000	202,500
Investment Earnings	24,025	164,000	170,000
Gain or Loss on Disposal of Assets	322,004	150,000	325,000
Capital Contributions	165,370	-	-
Charges for Services	17,975,429	19,783,093	18,277,467
Other Revenue Total	<u>18,692,349</u>	<u>20,249,093</u>	<u>18,974,967</u>

Program Summary

Department: Fleet Services

Program: Fleet Management Administration

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(48,289)	(968,790)	(2,176,926)
Fund Balance Decrease/(Increase)	(20,273,264)	(15,732,901)	(13,004,536)
Other Funding Sources	-	-	-
Total Program Funding	<u><u>(1,629,204)</u></u>	<u><u>3,547,402</u></u>	<u><u>3,793,505</u></u>
<hr/>			
<u>Program Staffing FTEs</u>	11.00	12.00	12.00

Program Summary

Department: Fleet Services

Program: Fleet Parts Supply

Function

Purchase and maintain inventory of parts and accessories needed for preventive maintenance, routine repairs, and special build outs of County vehicles and equipment.

Description of Services

Purchase parts and accessories required to maintain and repair all County motor vehicles and equipment. Perform periodic aging analyses of the inventory to identify and remove obsolete items.

Program Goals and Objectives

- Remove obsolete parts from inventory in favor of more current inventory
- Ensure that parts turnover occurs at least four times per year

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Parts inventory turnover per year	5	4	4

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	187,050	191,543	212,798
Operating Expenses	1,754,070	2,571,900	2,528,327
Total Program Expenditures	<u>1,941,120</u>	<u>2,763,443</u>	<u>2,741,125</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Miscellaneous Revenue	1,371	2,500	1,500
Other Revenue Total	1,371	2,500	1,500
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1,939,749	2,760,943	2,739,625
Other Funding Sources	-	-	-
Total Program Funding	<u>1,941,120</u>	<u>2,763,443</u>	<u>2,741,125</u>

<u>Program Staffing FTEs</u>	4.00	4.00	4.00
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Program Summary

Department: Fleet Services

Program: Maintenance & Operations

Function

Provide preventive maintenance and repairs to Pima County's vehicle fleet. Provide resources to complete vehicle special builds per department requests.

Description of Services

Perform preventive maintenance and repairs as needed on cars, light trucks, medium trucks, heavy trucks, off-road vehicles, and specialized equipment in order to reduce unscheduled repairs. Provide all resources necessary to accomplish repairs including direct labor and outside services. Provide resources as needed for vehicle special builds.

Program Goals and Objectives

- Achieve 75% minimum utilization of mechanic direct labor
- Achieve 100% preventive maintenance compliance rate
- Increase quantity of mechanics obtaining ASE certifications

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Quantity of mechanics with ASE certification	18	25	25
Mechanic direct labor utilization rate	68%	75%	75%
Preventive maintenance compliance rate	99%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	1,927,387	2,174,076	2,214,631
Operating Expenses	1,815,764	1,439,206	1,875,597
Capital Equipment > \$5,000	274,075	174,045	20,000
Contra Assets	-	(174,045)	(20,000)
Depreciation	467,918	648,909	592,615
Total Program Expenditures	<u>4,485,144</u>	<u>4,262,191</u>	<u>4,682,843</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Intergovernmental	590	-	500
Miscellaneous Revenue	10,576	100	3,500
Gain or Loss on Disposal of Assets	(239)	-	-
Charges for Services	3,371,187	3,175,000	3,050,000
Other Revenue Total	<u>3,382,114</u>	<u>3,175,100</u>	<u>3,054,000</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1,103,030	1,087,091	1,628,843
Other Funding Sources	-	-	-
Total Program Funding	<u>4,485,144</u>	<u>4,262,191</u>	<u>4,682,843</u>

Program Staffing FTEs	38.00	37.00	37.00
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Program Summary

Department: Fleet Services

Program: Support Services

Function

Provide fuel and maintain a fuel supply infrastructure for the operation of vehicles and equipment owned by the County, and by contract, other local governments and non-profit agencies. Manage the County vehicle motor pool.

Description of Services

Provide and manage the inventory of fuel for County vehicles at various locations throughout the County. Provide a rental motor pool for County staff to utilize to conduct County business.

Program Goals and Objectives

- Ensure that fuel supply is available at all nine County filling stations 24 hours per day, 7 days per week
- Procure fuel in the most cost effective method and in compliance with State of Arizona Procurement statutes
- Store and dispense fuel in a safe and environmentally correct manner and maintain appropriate records
- Provide internal customers with a wide range of motor pool vehicles while monitoring utilization efficiency

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Continuous monitoring of utilization at all Motor Pool sites to achieve a goal of 60% minimum utilization	38%	50%	60%
Fuel stations operational 24 hours per day, 7 days per week (excluding station downtime for upgrades)	yes	yes	yes
Fuel costs monitored and tracked with Oil Price Information Service (OPIS) costs	yes	yes	yes
Fuel station monitoring and reporting in compliance with Arizona Department of Environmental Quality and other environmental statutes	yes	yes	yes

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	118,292	123,838	133,640
Operating Expenses	6,056,951	6,615,121	6,823,913
Total Program Expenditures	<u>6,175,243</u>	<u>6,738,959</u>	<u>6,957,553</u>

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Intergovernmental	1,321,588	1,125,000	1,325,000
Miscellaneous Revenue	1,354	100	100
Charges for Services	203,524	276,159	252,752
Other Revenue Total	<u>1,526,466</u>	<u>1,401,259</u>	<u>1,577,852</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	4,648,777	5,337,700	5,379,701
Other Funding Sources	-	-	-
Total Program Funding	<u>6,175,243</u>	<u>6,738,959</u>	<u>6,957,553</u>

<u>Program Staffing FTEs</u>	2.00	2.00	2.00
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Program Summary

Department: Fleet Services

Program: Vehicle Acquisition & Disposition

Function

Purchase and dispose of all County vehicles and equipment.

Description of Services

Purchase all vehicles and equipment required by County departments. Sell vehicles through auction at the end of a vehicle's useful life.

Program Goals and Objectives

- Achieve an average of no more than 180 days from time vehicle order placed until the equipment is received (excluding law enforcement vehicles)
- Place all vehicles in service within 30 days of receiving vehicle
- Dispose of obsolete or surplus vehicles and equipment in a timely and cost effective manner
 - Achieve an average of no more than 45 days from date vehicle is removed from service to auction posting

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Vehicle received within 180 days from order date	100%	100%	100%
Vehicles placed in service within 30 days	100%	100%	100%
Vehicles meeting auction posting deadline	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Operating Expenses	41,825	-	-
Capital Equipment > \$5,000	5,159,080	6,665,900	4,426,000
Contra Assets	-	(6,665,900)	(4,426,000)
Depreciation	2,848,125	3,900,773	3,648,435
Total Program Expenditures	<u>8,049,030</u>	<u>3,900,773</u>	<u>3,648,435</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Miscellaneous Revenue	(2,078)	-	-
Gain or Loss on Disposal of Assets	(324,154)	-	(325,000)
Other Revenue Total	<u>(326,232)</u>	<u>-</u>	<u>(325,000)</u>
General Fund Support	<u>-</u>	<u>-</u>	<u>-</u>
Net Operating Transfers In/(Out)	<u>68,068</u>	<u>-</u>	<u>-</u>
Fund Balance Decrease/(Increase)	<u>8,307,194</u>	<u>3,900,773</u>	<u>3,973,435</u>
Other Funding Sources	<u>-</u>	<u>-</u>	<u>-</u>
Total Program Funding	<u>8,049,030</u>	<u>3,900,773</u>	<u>3,648,435</u>

Human Resources

Expenditures: 61,728,694

FTEs 48.00

Revenues: 68,600,422

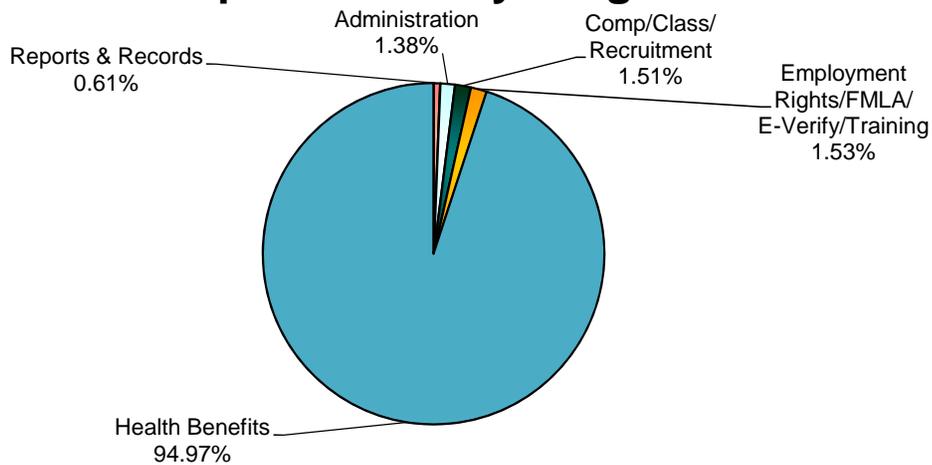
Function Statement:

Recruit and retain a highly committed, highly competent, and results-oriented workforce and provide various employment related services and activities. Services include, but are not limited to, recruitment and selection, employment rights, classification and compensation, benefits administration, management training, personnel records management, and federal, state, and local labor reporting. Administers the self-insurance Health Benefits Trust Internal Service Fund.

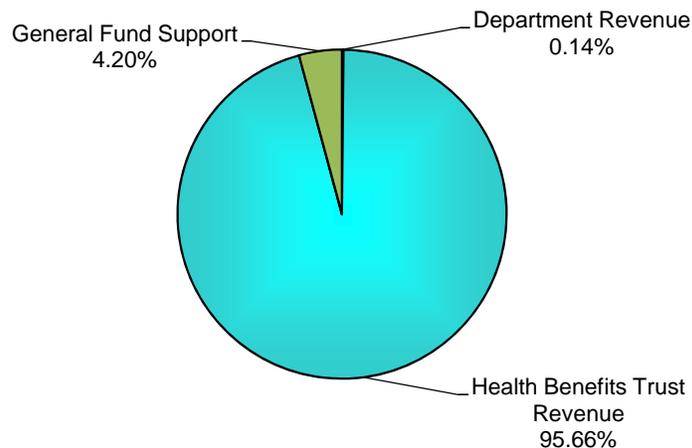
Mandates:

ARS Title 11-351: Definitions; Title 11-352: Adoption of Limited County Employee Merit System by Resolution; Removal of Certain Administrative Positions by Resolution; Title 11-353: County Employee Merit System Commission; Members; Terms; Vacancies; Title 11-354: Powers and Duties of the Commission; Title 11-355: Minimum Qualifications for Employment; and Title 11-356: Dismissal, Suspension or Reduction in Rank of Employees; Appeals; Hearings

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Human Resources

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Administration	380,314	480,263	852,283
Compensation/Classification/Recruitment	823,333	924,494	933,227
Employment Rights, FMLA, E-Verify & Training	806,613	890,352	942,458
Health Benefits	-	61,806,000	58,621,280
Reports and Records	1,077,171	308,936	379,446
Total Expenditures	<u>3,087,431</u>	<u>64,410,045</u>	<u>61,728,694</u>
<u>Funding by Source</u>			
Revenues			
Administration	1,346	-	-
Compensation/Classification/Recruitment	899	-	-
Health Benefits	(1)	64,338,028	68,500,422
Reports and Records	147,670	151,000	100,000
Total Revenues	<u>149,914</u>	<u>64,489,028</u>	<u>68,600,422</u>
General Fund Support	2,937,516	2,453,045	3,007,414
Net Operating Transfers In/(Out)	-	10,154,245	-
Fund Balance Decrease/(Increase)	1	(12,686,273)	(9,879,142)
Other Funding Sources	-	-	-
Total Program Funding	<u>3,087,431</u>	<u>64,410,045</u>	<u>61,728,694</u>
<u>Staffing (FTEs) by Program</u>			
Administration	5.00	8.00	7.00
Compensation/Classification/Recruitment	20.25	20.00	12.00
Employment Rights, FMLA, E-Verify & Training	10.40	10.00	10.00
Health Benefits	-	14.00	15.00
Reports and Records	13.39	3.00	4.00
Total Staffing (FTEs)	<u>49.04</u>	<u>55.00</u>	<u>48.00</u>

Program Summary

Department: Human Resources

Program: Administration

Function

Provide direction and approval of employment-related services including, but not limited to, Merit System Rules and Personnel Policies (MSR/PP) development and interpretation, mandatory training, affirmative action reporting, employee relations, recruitment, benefits, classification, compensation, Family and Medical Leave Act (FMLA) administration and E-Verify services, performance management, records management, and administration of the Americans with Disabilities Act (ADA).

Description of Services

Direct Human Resources (HR) activities and serve as the final authority for all HR decisions and recommendations to the County Administrator and the Board of Supervisors. Direct and administer all financial, IT and procurement obligations for the department. Review and process personnel action forms. Maintain a records center for housing and accessing official personnel files for County employees. Serve as the custodian of official personnel records and provide the official Secretary to the Merit System Commission. Sell employee bus passes and discount tickets, process employee ID badges, and provide employment verification. Coordinate the Native American Employment Policy with the Tucson Indian Center. Report on the composition of the County's workforce and turnover rate. Certify and notarize public requests for personnel records and information.

(Note: The HR Director is the designated Health Benefits Plan Administrator and serves as a trustee on the Pima County Health Benefits Trust Board which is appointed by the Pima County Board of Supervisors.)

Program Goals and Objectives

- Improve HR information management through the implementation of ADP over an 18 month period
- Administer the Pima County Health Benefits Self Insurance program to achieve significant savings in healthcare costs
- Identify, investigate, and recommend corrective action for potential violations of federal, state, and local laws relating to human resources in a timely fashion
- Provide employment opportunities to all segments of the population residing or wishing to reside in Pima County and surrounding areas
- Market Pima County as an employer of choice by attracting qualified applicants to fill vacant positions in order to maintain proper levels of public service
- Ensure all departments and staffs are provided the quality assistance they need to direct and manage the County workforce and to effectively work as a Pima County employee
- Provide quality assistance and guidance with employment-related matters throughout the County
- Benchmark, analyze and improve the County's attrition rate

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
County employee turnover rate	13%	12%	11%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	325,194	382,165	354,190
Operating Expenses	55,120	98,098	498,093
Total Program Expenditures	<u>380,314</u>	<u>480,263</u>	<u>852,283</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Miscellaneous Revenue	1,346	-	-
Operating Revenue Sub-Total	<u>1,346</u>	<u>-</u>	<u>-</u>

Program Summary

Department: **Human Resources**

Program: **Administration**

General Fund Support	378,968	480,263	852,283
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	380,314	480,263	852,283
<hr/>			
<u>Program Staffing FTEs</u>	5.00	8.00	7.00

Program Summary

Department: Human Resources

Program: Compensation/Classification/Recruitment

Function

Provide employment-related services and activities for recruiting and retaining a highly committed, highly competent, and results oriented workforce. Provide staffing and testing services, classification and compensation review and assignments, and market studies.

Description of Services

Develop recruitment and selection plans for vacant positions. Review and advertise requests to fill positions. Screen and test applicants. Develop and maintain wage/salary structures through the use of job classifications, internal equity, and external market value considerations. Perform position audits and major classification studies, market evaluations, salary surveys, and compensation reviews.

Program Goals and Objectives

- Market Pima County as an employer of choice by attracting qualified applicants to fill vacant positions in order to maintain proper and quality levels of public service
- Utilize emerging technology (Internet based Applicant Tracking System) to reduce paper/manual processing times to provide departments certificate of eligibility lists within 8 days of closing date and reduce the time to fill a position to less than 45 days
- Ensure equal pay for equal work via a fair and equitable compensation plan
- Ensure all County employees are working within properly defined classifications
- Complete position audits and reallocations within 40 calendar days of request

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Average calendar days to complete certified list of qualified job applicants	14	14	10
Average calendar days to fill vacancies	58	58	50
Applications received/reviewed	14,987	15,100	15,100
Classification/Compensation audit review performed	423	414	425
Average calendar days to complete reallocations	44	40	40

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	760,407	866,284	896,267
Operating Expenses	62,926	58,210	36,960
Total Program Expenditures	823,333	924,494	933,227

Program Funding by Source	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Miscellaneous Revenue	899	-	-
Operating Revenue Sub-Total	899	-	-
General Fund Support	822,434	924,494	933,227
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	823,333	924,494	933,227

Program Staffing FTEs	20.25	20.00	12.00
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Program Summary

Department: Human Resources

Program: Employment Rights, FMLA, E-Verify & Training

Function

Provide Merit System Rules and Personnel Policy (MSR/PP) interpretation and review to Pima County management staff and employees. Investigate allegations of violations of the MSR/PP or personnel-related Board of Supervisors Policies and/or Administrative Procedures to ensure compliance with rules, policies, procedures, and laws. Provide timely and structured learning experiences, operational training, specialized targeted training, and coaching for existing and newly appointed County managers and supervisors to ensure consistent application of and adherence to personnel administration, laws, rules, policies, procedures, and court mandates. Administer the Family and Medical Leave Act (FMLA) and E-Verify processes in accordance with federal and state laws.

Description of Services

Employment Rights: Provide official interpretation of MSR/PP and related policies and procedures. Provide Americans with Disabilities Act (ADA) program analysis, guidance, and resolution. Mediate and reconcile employee and management conflicts or refer individuals to other resources when mediation fails. Edit and publish MSR/PP and Law Enforcement MSR. Respond to and investigate Equal Employment Opportunity (EEO) and non-EEO grievances. Respond to and investigate workplace violence, workplace bullying, and sexual/workplace harassment allegations. Provide services to management and employees regarding layoffs.

Management Training Program: Facilitate newly created and existing training programs to train managers and supervisors on federal, state, and County mandates. Administer, coordinate, and train newly designated managers and supervisors in the areas of (1) Rules and Policies, (2) Positive and Progressive Discipline, (3) Performance Management, (4) Harassment Prevention, (5) Workplace Violence Prevention, (6) Workplace Bullying Prevention, and (7) Workplace Ethics. Oversee, coordinate, and schedule the Pima County New Employee Orientation program. Develop and deliver specialized training classes, one-on-one coaching, and on-site workshops for supervisory and non-supervisory staff.

FMLA: Process all Pima County new hires (except those of Superior and Juvenile Courts) through E-Verify. Review, approve, and monitor Family and Medical Leave (FML) for Pima County employees (except court employees). Train managers, supervisors, and department personnel representatives on relevant federal, state, and County mandates and procedures. Maintain FMLA records and Form I-9 for permanent retention for County employees in accordance with federal, state, and County mandates and procedures.

Program Goals and Objectives

- Facilitate reasonable accommodations for applicants and employees in compliance with the Americans with Disabilities Act as amended
- Provide a venue and process for professionally resolving internal complaints and work-related disputes
- Provide training to new managers, supervisors, and department personnel representatives, on County procedures, FMLA regulations, and Form I-9 procedures through formal and informal means, including quarterly newsletters and refresher sessions as needed
- Ensure County-wide compliance with the expanded mandatory management Core Series Training topics: Fair Labor Standards Act, Americans with Disabilities Act, Workplace Violence Prevention, Workplace Bullying Prevention, and Ethics
 - Identify, investigate, and recommend corrective action for potential violations in a timely fashion
- Prepare newly designated managers and supervisors to function successfully in a public sector environment by providing mandatory management courses promoting compliance and consistent application of directives and personnel management concepts
- Comply with discrimination laws by educating managers and supervisors on the prevention of workplace harassment, such as mandatory sexual harassment prevention training

Program Performance Measures	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Estimated	Planned
Number of contacts for MSR/PP interpretation	2,600	3,000	3,250
Employees processed through E-Verify	1,427	1,394	1,422
ADA/FLSA trainings conducted	0	16	24
ADA requests for accommodation	70	75	80
Investigations conducted	43	50	55

Program Summary

Department: Human Resources

Program: Employment Rights, FMLA, E-Verify & Training

Requests for mediation	26	35	40
Specialized training - coaching	53	35	65
Management training (Core Series) attendees	548	2,183	1,100
New employee orientation benefits training headcount	440	450	510
FMLA requests	1,796	1,610	1,642
FMLA approvals	1,476	1,255	1,642

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	752,728	806,702	870,256
Operating Expenses	53,885	83,650	72,202
Total Program Expenditures	<u>806,613</u>	<u>890,352</u>	<u>942,458</u>
<u>Program Funding by Source</u>			
General Fund Support	806,613	890,352	942,458
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>806,613</u>	<u>890,352</u>	<u>942,458</u>
<u>Program Staffing FTEs</u>	10.40	10.00	10.00

Program Summary

Department: Human Resources

Program: Health Benefits

Function

Administer the self-insurance Health Benefits Trust Internal Service Fund. Provide employees with comprehensive and affordable benefits options for health care (medical and dental), life insurance, as well as other ancillary services and provide education to enable employees to make well-informed decisions on benefits that will meet their individual needs. Provide quality programs and activities to encourage and support healthy, active lifestyles of employees.

Description of Services

Provide benefits administration and advocacy; contract development, negotiations, and renewal activity; benefits open enrollment and special program coverage. Develop a strategic approach for providing the best benefits and insurance packages for eligible employees and their dependents. Emphasize the importance of education, awareness, self-care, and behavior change programs to enhance overall well-being. Provide rewards for healthy behaviors of County employees through financial and other incentives, including those connected with health insurance premiums.

(Note: The HR Director is the designated Health Benefits Plan Administrator and serves as a trustee on the Pima County Health Benefits Trust Board which is appointed by the Pima County Board of Supervisors.)

Program Goals and Objectives

- Provide employees a comprehensive health benefits package with affordable options from which to choose, and assist employees to make informed decisions regarding the best coverage at the most affordable cost based on their individual needs
 - Encourage good health and well-being for employees and their families utilizing the health benefit options available
 - Maintain a consistent and realistic average cost per employee for the County's health benefits program to ensure public accountability and affordability as supported by national trends
 - Educate employees regarding the County's various plans and benefits options and assist them in choosing the proper plan for cost savings
- Provide employees a comprehensive wellness program to help control increases in medical costs and improve quality of life
 - Provide education and resources to help employees identify and reduce health risks before serious health problems occur

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Total attendance at wellness events	47,483	50,000	55,000
Percentage of employees attending benefit information sessions	40%	45%	45%
Percentage of benefits complaints for resolution	15%	10%	10%
Percentage of covered employees needing Human Resources help to resolve health insurance issue	1%	1%	1%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	-	3,920,976	961,666
Operating Expenses	-	57,885,024	57,651,281
Depreciation	-	-	8,333
Total Program Expenditures	-	61,806,000	58,621,280

Program Funding by Source

<u>Revenues</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Miscellaneous Revenue	-	9,477	175,000
Investment Earnings	-	2,218	42,500
Charges for Services	(1)	64,326,333	68,282,922
Other Revenue Total	(1)	64,338,028	68,500,422

Program Summary

Department: Human Resources

Program: Health Benefits

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	10,154,245	-
Fund Balance Decrease/(Increase)	1	(12,686,273)	(9,879,142)
Other Funding Sources	-	-	-
Total Program Funding	-	<u><u>61,806,000</u></u>	<u><u>58,621,280</u></u>
<hr/>			
<u>Program Staffing FTEs</u>	-	14.00	15.00

Program Summary

Department: Human Resources

Program: Reports and Records

Function

Maintain official employee personnel records both by hardcopy and automated information program; maintain data necessary to meet federal reporting requirements; process personnel action forms; maintain Equal Employment Opportunity (EEO) forms; and manage the employee discount and bus pass program.

Description of Services

Manage the Records Center which houses all hardcopy and electronic official personnel files and hardcopy medical files of terminated employees. Respond to subpoenas and requests for employment verifications. Maintain personnel documents within the records center in a manner consistent with the Arizona Revised Statutes (ARS) and Human Resources Policies and Procedures. Manage the employee discount and bus pass programs and ensure proper reconciliation of each account. Verify and process all personnel action forms to ensure compliance with County rules and policies.

Program Goals and Objectives

- Ensure that official personnel records are maintained accurately, timely, completely and are easily accessible in accordance with the Arizona State retention schedule
- Ensure that bus passes and discount vouchers are available for employees to purchase and are accounted for accurately
- Ensure personnel action forms are processed in accordance with County rules and policies

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Personnel records reviewed for compliance with State Retention and Disposition Schedule	3,000	7,300	1,500

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	809,138	213,650	273,946
Operating Expenses	268,033	95,286	105,500
Total Program Expenditures	<u>1,077,171</u>	<u>308,936</u>	<u>379,446</u>

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Miscellaneous Revenue	138,647	150,000	100,000
Charges for Services	9,023	1,000	-
Operating Revenue Sub-Total	<u>147,670</u>	<u>151,000</u>	<u>100,000</u>
General Fund Support	929,501	157,936	279,446
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,077,171</u>	<u>308,936</u>	<u>379,446</u>

<u>Program Staffing FTEs</u>	13.39	3.00	4.00

Information Technology

Expenditures: 22,888,261

FTEs 169.00

Revenues: 6,044,424

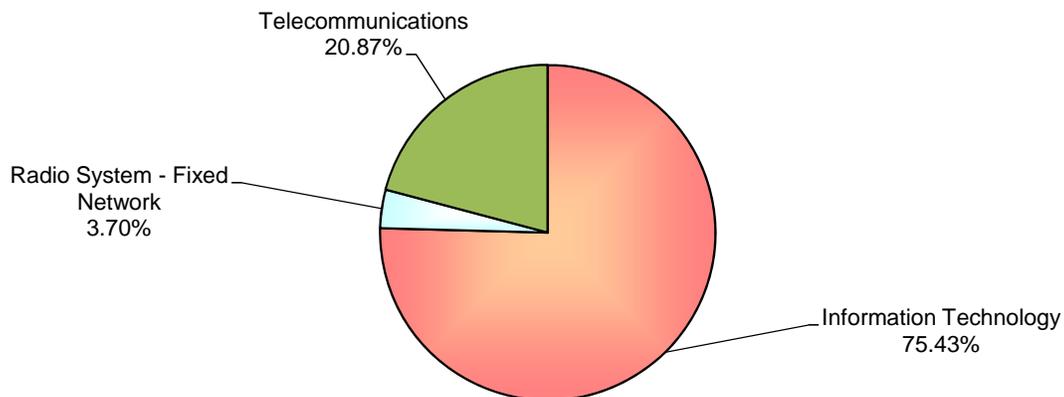
Function Statement:

Manage the County's computer and network processing, and telecommunications environment. Direct and manage the development and ongoing maintenance support of application systems and the acquisition and licensing of associated computer hardware/software. Develop and implement information technology standards and security procedures. Manage franchise licensing and contract coordination for cable, fiber, cellular, and competitive local exchange carriers. Provide access to an eLearning environment. Provide a central service desk function for computer hardware and application software problem resolution. Coordinate Pima County Information Technology activities with various agencies and the general public. Provide testing, maintenance, and repair servicing to support the new PCWIN wireless radio system.

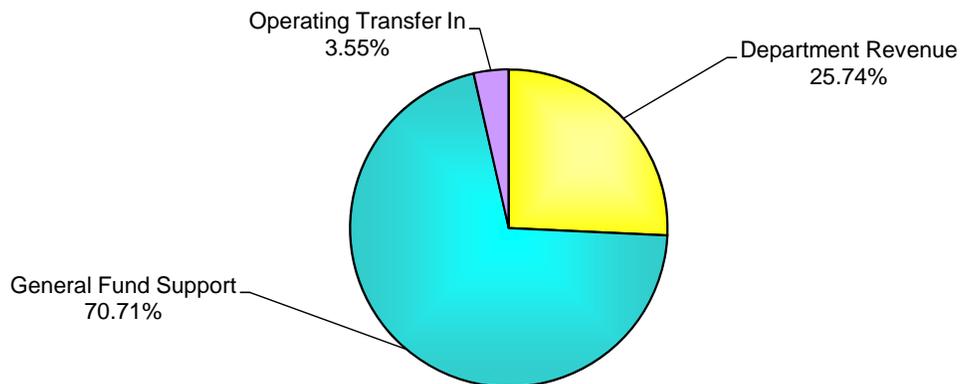
Mandates:

None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Information Technology

	<u>FY 2012/2013</u> Actual	<u>FY 2013/2014</u> Adopted	<u>FY 2014/2015</u> Adopted
<u>Expenditures by Program</u>			
Information Technology	10,180,662	14,916,153	17,264,980
Radio System - Fixed Network	-	-	847,206
Telecommunications	679,310	5,810,632	4,776,075
Total Expenditures	<u>10,859,972</u>	<u>20,726,785</u>	<u>22,888,261</u>
<u>Funding by Source</u>			
Revenues			
Information Technology	522,296	556,848	663,510
Telecommunications	5,516,020	6,020,733	5,380,914
Total Revenues	<u>6,038,316</u>	<u>6,577,581</u>	<u>6,044,424</u>
General Fund Support	10,894,343	14,359,305	16,601,470
Net Operating Transfers In/(Out)	(1,558,984)	(916,792)	834,647
Fund Balance Decrease/(Increase)	(4,513,703)	706,691	(592,280)
Other Funding Sources	-	-	-
Total Program Funding	<u>10,859,972</u>	<u>20,726,785</u>	<u>22,888,261</u>
<u>Staffing (FTEs) by Program</u>			
Information Technology	140.00	140.00	141.00
Radio System - Fixed Network	-	-	10.00
Telecommunications	26.00	28.00	18.00
Total Staffing (FTEs)	<u>166.00</u>	<u>168.00</u>	<u>169.00</u>

Program Summary

Department: Information Technology

Program: Information Technology

Function

Manage the County's computer and network processing environment. Direct and manage the development and ongoing maintenance support of application systems and the acquisition and licensing of associated computer hardware/software. Develop and implement information technology standards and security procedures. Manage franchise licensing and contract coordination for cable, fiber, cellular, and competitive local exchange carriers. Provide access to an e-Learning environment and assist in the development of County employees in the use of computer software and hardware. Provide a central network operations center (NOC) for computer hardware, network and application software service requests and incident resolution. Coordinate Pima County IT activities with various agencies and the general public.

Description of Services

Provide online transaction processing, offline processing, database services, central data, forms design, and security for accessing stored data. Maintain the Pima County Internet Web and Intranet sites and assist departments in providing content to these sites. Maintain e-Commerce and GIS services. Provide technical assistance to client departments in the areas of project management, applications development, procurement, training services, and implementation of required technology. Provide e-Learning environment used to educate County employees on computer and software application usage. Coordinate and monitor the acquisition of computer hardware and software for County departments using standardized configurations and specifications. Install and maintain computer hardware and software for County departments and clients. Coordinate and administer contracts for antennas, cellular telephone towers, competitive local exchange carriers (CLECs), and cable companies using County facilities and rights of way. Coordinate all County cell phone contracts and usage.

Program Goals and Objectives

- Ensure critical electronic information resources are available 24 hours 365 days per year
- Maintain 100% online system availability (excluding scheduled maintenance)
- Maintain 100% storage/servers availability (excluding scheduled maintenance)
- Resolve critical outages within 4 hours
- Resolve citizen complaints against cable companies within two business days
- Achieve a rate of at least 95% of customers satisfied during the service desk incident closeout process

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Scheduled outages per year	12	12	12
Online system availability (excluding scheduled maintenance)	99%	99%	99%
Storage/server availability (excluding scheduled maintenance)	99%	99%	99%
Critical outage situations resolved within 4 hours	99%	99%	99%
Citizen complaints against cable companies resolved within two business days	99%	99%	99%
Percent of customers satisfied in NOC incident close out process	95%	95%	95%

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	6,050,910	9,624,918	11,994,632
Operating Expenses	4,104,694	5,291,235	5,270,348
Capital Equipment > \$5,000	25,058	-	-
Total Program Expenditures	10,180,662	14,916,153	17,264,980

Program Summary

Department: Information Technology

Program: Information Technology

Program Funding by Source

Miscellaneous Revenue	500,449	536,252	643,510
Charges for Services	14,125	20,596	20,000
Operating Revenue Sub-Total	514,574	556,848	663,510
Revenues			
Investment Earnings	7,722	-	-
Other Special Revenue Total	7,722	-	-
General Fund Support	10,894,343	14,359,305	16,601,470
Net Operating Transfers In/(Out)	(1,765,255)	(904,032)	-
Fund Balance Decrease/(Increase)	529,278	904,032	-
Other Funding Sources	-	-	-
Total Program Funding	<u>10,180,662</u>	<u>14,916,153</u>	<u>17,264,980</u>
<u>Program Staffing FTEs</u>	140.00	140.00	141.00

Program Summary

Department: Information Technology
Program: Radio System - Fixed Network

Function

Support and maintain the nation's most advanced regional public safety radio communication system -- the Pima County Wireless Integrated Network (PCWIN) Radio System -- which consists of a cooperative of 32 fire, emergency and law enforcement agencies led by the Pima County Office of Emergency Management and Homeland Security (OEM) and the Pima County Sheriff Department. The system became operational in March 2014.

Description of Services

Perform testing, repairs and preventive maintenance services on the fixed network facilities (computers, fixed equipment, and towers) of the 800 MHZ PCWIN radio system to assure that it is functioning and available at all times for emergency situations requiring communication and coordination among many agencies in the County. Ensure that adequate funding is provided by the governing board and members of the PCWIN cooperative for system repairs and maintenance servicing as needed through excellent maintenance practices and effective partnerships with the member agencies. Identify areas for improvements to enhance the performance of the system. (Note: Funding for this program is provided by the OEM Radio System Program.)

Program Goals and Objectives

- Execute repair and maintenance work orders to effectively maintain the fixed network
- Maintain Public Safety Voice Radio Network reliability and availability at 100% (excluding scheduled maintenance)

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Repair and maintenance orders executed	n/a	n/a	3,200
System reliability and availability (excluding scheduled maintenance)	n/a	n/a	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	-	-	847,206
Total Program Expenditures	<u>-</u>	<u>-</u>	<u>847,206</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	847,206
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>-</u>	<u>-</u>	<u>847,206</u>

<u>Program Staffing FTEs</u>	-	-	10.00
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Program Summary

Department: Information Technology

Program: Telecommunications

Function

Provide excellent quality voice and data communication services for all Pima County departments and offices through the County's high-speed network and high capacity storage infrastructure. This internal service fund also previously provided wireless radio services to County departments and subscriber outside agencies, but this function has now become part of the new PCWIN integrated Countywide radio system in the Office of Emergency Management and Homeland Security (OEM) as of March 2014. This fund will continue to provide maintenance servicing on the new mobile radio units.

Description of Services

Provide internal voice (telephone) and data networks, with end-user client support and associated services, to all Pima County departments. Plan, install and maintain the County's high-speed data and voice network, servers, and storage infrastructure. Maintain infrastructure diagrams to determine ongoing capacity needs and long range plans for network system growth. Maintain inventories of hardware and software needed to support the system. Participate in the planning for wiring new and remodeled facilities to ensure they meet current and future communication requirements. Operate a 24/7 Network Operations Center to support end-user clients with technical problems and issues both remotely and onsite utilizing field technicians.

Program Goals and Objectives

- Ensure high quality customer service
 - Achieve at least 90% incident resolution rate with initial customer contact
 - Achieve at least 95% incident resolution rate with first line contact in the Network Operations Center (NOC)
- Provide the highest quality voice and data services at the lowest reasonable cost
 - Achieve 100% rate for response and resolution times within appropriate industry guidelines for critical (4 hours), high (24 hours), or normal (4 days) incidents
- Maintain full and consistent network and Internet availability 24 hours 365 days per year (excluding scheduled maintenance or unforeseen outages)

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Customer ratings of satisfactory or better on monthly surveys of clients	99%	99%	99%
First contact incident or request resolved with initial customer contact	90%	90%	90%
First line incident or request resolved within the Network Operations Center (NOC)	90%	95%	95%
Response and resolution times within appropriate guidelines for critical, high, and normal incidents	100%	100%	100%
Network/Internet availability (excluding scheduled maintenance or outages)	99%	99%	99%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,670,734	1,901,840	1,681,174
Operating Expenses	2,390,535	3,575,395	2,585,968
Capital Equipment > \$5,000	21,064	-	-
Contra Assets	(3,772,560)	-	-
Depreciation	369,537	333,397	508,933
Total Program Expenditures	679,310	5,810,632	4,776,075

Program Summary

Department: Information Technology

Program: Telecommunications

Program Funding by Source

Miscellaneous Revenue	87,384	63,935	73,470
Investment Earnings	19,454	15,200	1,711
Charges for Services	5,409,182	5,941,598	5,305,733
Other Revenue Total	5,516,020	6,020,733	5,380,914
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	206,271	(12,760)	(12,559)
Fund Balance Decrease/(Increase)	(5,042,981)	(197,341)	(592,280)
Other Funding Sources	-	-	-
Total Program Funding	679,310	5,810,632	4,776,075

<u>Program Staffing FTEs</u>	26.00	28.00	18.00
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Non Departmental

Expenditures: 209,459,039

Revenues: 56,845,493

FTEs 0.00

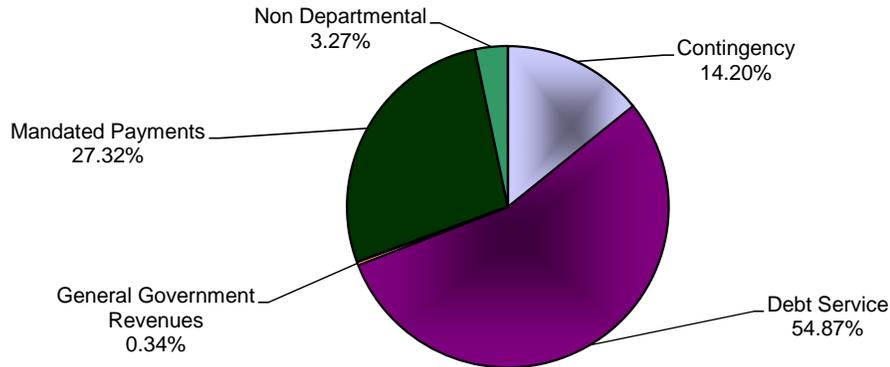
Function Statement:

Record and report the receipt, transfer, and payment transactions for Non Departmental, General Government Revenues, Contingency, Debt Service, and Mandated Payments activities. (Note: Total revenue for this department amounts to \$543,016,203 with \$486,170,710 coming from general government revenues used to support General Fund operations. The difference between these amounts, or \$56,845,493, is the amount to be considered as departmental revenue.)

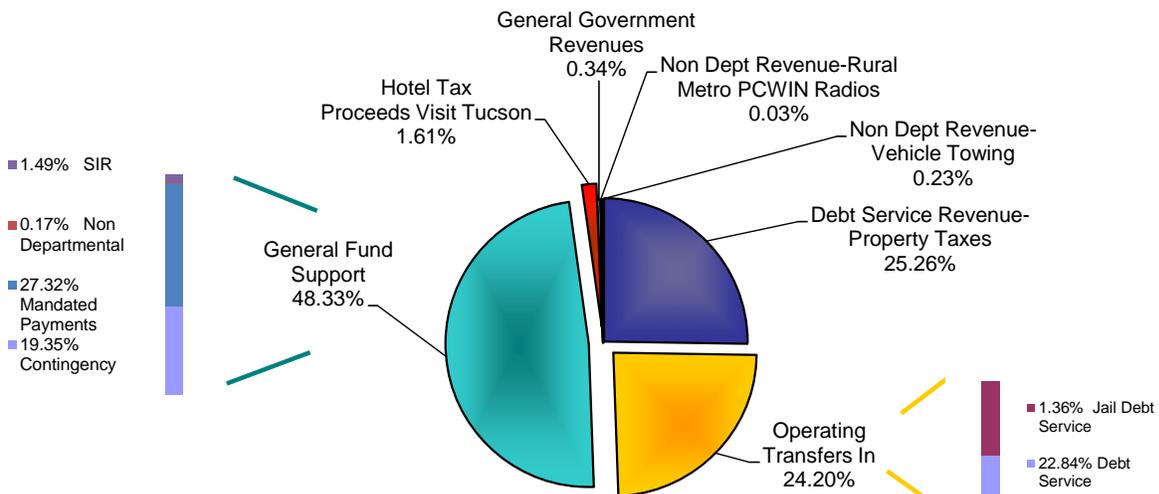
Mandates:

ARS Title 11, Chapter 2: Board of Supervisors, Article 7: Medical Facilities and Care of Indigents

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Non Departmental

	<u>FY 2012/2013</u> Actual	<u>FY 2013/2014</u> Adopted	<u>FY 2014/2015</u> Adopted
<u>Expenditures by Program</u>			
Contingency	835,840	27,907,300	29,732,880
Debt Service	148,868,625	124,043,471	114,953,822
General Government Revenues	281,642	705,000	708,000
Improvement Districts	12	-	-
Mandated Payments	-	58,577,293	57,218,864
Non Departmental	12,213,775	7,544,761	6,845,473
Total Expenditures	<u>162,199,894</u>	<u>218,777,825</u>	<u>209,459,039</u>
<u>Funding by Source</u>			
Revenues			
Contingency	3,791,939	-	-
Debt Service	63,674,421	59,611,817	52,915,723
General Government Revenues	422,188,075	431,006,199	486,170,710
Improvement Districts	429	-	-
Non Departmental	4,987,600	6,438,624	3,929,770
Total Revenues	<u>494,642,464</u>	<u>497,056,640</u>	<u>543,016,203</u>
General Fund Support	(389,179,690)	(334,321,506)	(361,187,327)
Net Operating Transfers In/(Out)	(17,617,299)	36,483,938	28,420,352
Fund Balance Decrease/(Increase)	74,354,419	19,558,753	(790,189)
Other Funding Sources	-	-	-
Total Program Funding	<u>162,199,894</u>	<u>218,777,825</u>	<u>209,459,039</u>

Program Summary

Department: Non Departmental

Program: Contingency

Function

Provide funding for emergencies or unforeseen needs that may arise during the year. Provide reserve funds for programs/projects which may be implemented during the fiscal year.

Description of Services

Account for all transactions which occur throughout the year within various detail funds. The Budget Stabilization Fund was established to address potential deficits and tentative funding needs in County departments. The Property Tax Stabilization Special Revenue Fund was established in fiscal year 2006/07 to provide for future stabilization of the primary and combined property tax rates. The Tax Reduction and Debt Retirement Fund was established to reduce cash flow borrowing and to reduce or offset future property tax rate increases. Carryover items and unreserved contingency funding are also reflected in this program.

Program Goals and Objectives

- Keep the Board of Supervisors informed of the status of funds throughout the year

Financial Highlights and Significant Issues

General Fund Reserve is budgeted at \$17,474,480.

Unreserved contingency funds of \$744,994 are included in the budget to provide flexibility for the Board to respond to changing needs and unforeseen circumstances.

The Budget Stabilization Fund provides for the following expenditures:

Tumamoc - Sustainability	45,000
Community Performance and Arts Center	75,000
Decision Package - Facilities Management	1,273,874
Decision Package - Indigent Defense	1,800,000
Decision Package - Sheriff Department	2,581,407
Decision Package - Information Technology	2,707,713
ADP Implementation Costs	3,030,412
	11,513,406

Program Performance Measures

Monthly accounting reconciliations performed
 Status report updated for each transaction

	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Monthly accounting reconciliations performed	12	12	12
Status report updated for each transaction	yes	yes	yes

Program Expenditures by Object

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	(36,217)	-	2,018,289
Operating Expenses	831,164	27,907,300	26,734,591
Capital Equipment > \$5,000	40,893	-	980,000
Total Program Expenditures	835,840	27,907,300	29,732,880

Program Summary

Department: Non Departmental

Program: Contingency

Program Funding by Source

Revenues

Intergovernmental	22,696	-	-
Miscellaneous Revenue	3,763,635	-	-
Investment Earnings	4,588	-	-
Operating Revenue Sub-Total	3,790,919	-	-

Revenues

Investment Earnings	1,020	-	-
Other Special Revenue Total	1,020	-	-

General Fund Support	723,119	27,907,300	40,521,726
Net Operating Transfers In/(Out)	(3,678,198)	-	(10,788,846)
Fund Balance Decrease/(Increase)	(1,020)	-	-
Other Funding Sources	-	-	-
Total Program Funding	835,840	27,907,300	29,732,880

Program Summary

Department: Non Departmental

Program: Debt Service

Function

Account for the accumulation of resources for the payment of general long term debt principal and interest.

Description of Services

Manage the long term debt for transportation bonds, general obligation bonds, certificates of participation, and sewer revenue bonds and obligations.

Program Goals and Objectives

- Account for long term debt and provide payment in an accurate and timely manner

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Transactions accurately recorded	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Operating Expenses	57,070,326	-	-
Debt Service	91,798,299	124,043,471	114,953,822
Total Program Expenditures	<u>148,868,625</u>	<u>124,043,471</u>	<u>114,953,822</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Property Taxes	63,317,121	59,611,817	52,915,723
Intergovernmental	23,025	-	-
Investment Earnings	334,275	-	-
Other Revenue Total	<u>63,674,421</u>	<u>59,611,817</u>	<u>52,915,723</u>
General Fund Support	2,907,499	-	-
Net Operating Transfers In/(Out)	16,373,430	64,072,901	62,828,288
Fund Balance Decrease/(Increase)	65,913,275	358,753	(790,189)
Other Funding Sources	-	-	-
Total Program Funding	<u>148,868,625</u>	<u>124,043,471</u>	<u>114,953,822</u>

Program Summary

Department: Non Departmental
Program: General Government Revenues

Function

Record all revenues associated with the General Fund that are not generated by specific departments.

Description of Services

Forecast and monitor General Fund revenues and advise County management of any anticipated changes in revenue or the County's revenue base. (Note: See the Summary of Other Financing Sources and Interfund Transfers, in the State Reports section, for details regarding Net Operating Transfers Out.)

Program Goals and Objectives

- Provide timely and accurate revenue information to County management
- Ensure that earned revenues are actually received

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Revenue status reports produced	9	9	9

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	215,528	-	-
Operating Expenses	66,114	705,000	708,000
Total Program Expenditures	<u>281,642</u>	<u>705,000</u>	<u>708,000</u>

Program Funding by Source

Revenues			
Property Taxes	281,017,488	285,500,195	325,729,243
Intergovernmental	124,458,462	126,935,500	135,195,351
Licenses & Permits	2,772,336	2,759,170	2,951,090
Miscellaneous Revenue	797,663	150,000	152,566
Investment Earnings	523,616	192,500	275,000
Charges for Services	12,618,510	15,468,834	21,867,460
Operating Revenue Sub-Total	<u>422,188,075</u>	<u>431,006,199</u>	<u>486,170,710</u>
General Fund Support	(394,410,400)	(421,212,236)	(461,843,620)
Net Operating Transfers In/(Out)	(27,496,033)	(9,088,963)	(23,619,090)
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>281,642</u>	<u>705,000</u>	<u>708,000</u>

Program Summary

Department: Non Departmental

Program: Improvement Districts

Function

Account for the accumulation and the transfer of funds for repayment of interfund loans for Improvement Districts.

Description of Services

Accumulate funds for outstanding Improvement Districts to repay appropriate County departments for interfund loans.

Program Goals and Objectives

- Account for Improvement District interfund loan funds accumulation and timely transfer to proper County departments

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Transactions accurately recorded	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Operating Expenses	12	-	-
Total Program Expenditures	12	-	-
<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Investment Earnings	429	-	-
Other Special Revenue Total	429	-	-
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(73,593)	-	-
Fund Balance Decrease/(Increase)	73,176	-	-
Other Funding Sources	-	-	-
Total Program Funding	12	-	-

Program Summary

Department: Non Departmental

Program: Mandated Payments

Function

Fund and administer the County's contribution to state health care programs.

Description of Services

Pay the County's contributions to Arizona Health Care Containment System (AHCCCS) Acute Care and to the Arizona Long Term Care System (ALTCS) programs, as well as additional contributions resulting from the October, 2001 implementation of Proposition 204.

(Note: Prior to fiscal year 2013/14 this program is a part of Institutional Health-Health Care Financing program.)

Program Goals and Objectives

- Avoid sanctions and penalties through timely payment of the County's contributions to state health care delivery systems

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Timely payments made to mandated state health programs	n/a	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Operating Expenses	-	58,577,293	57,218,864
Total Program Expenditures	-	58,577,293	57,218,864
General Fund Support	-	58,577,293	57,218,864
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	-	58,577,293	57,218,864

Program Summary

Department: Non Departmental

Program: Non Departmental

Function

Budget and provide for expenditure and/or revenue authority for specified General Fund programs, projects, and items for which no direct responsibility has been assigned to any single department. Report the General Fund portion of self insurance reserve (SIR) payments.

Description of Services

Report the receipt of the Transient Lodging Excise Tax revenues and the payment of \$3,375,516 to Visit Tucson, formerly known as the Metropolitan Tucson Convention & Visitors Bureau (MTCVB). This tax is only charged to hotels/motels located in unincorporated areas of Pima County. Provide expenditure authority for dues to the County Supervisors Association of \$94,066, the U.S. Mexico Border Counties Coalition of \$13,577, and the Arizona Mexico Commission of \$8,500. Provide expenditure authority of \$105,249 for Special Projects, \$21,799 for Bond Oversight, \$42,700 for Lobbyist costs, \$61,308 for PCWIN Supported Agency radios, and \$3,122,758 for the General Fund portion of self insurance costs. Record net revenues of \$485,000 for the towing component of the Sheriff Department Vehicle Impound Program and revenue of \$69,254 from Rural Metro for PCWIN Radios.

Program Goals and Objectives

- Provide and account for all Non Departmental activities

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Transactions accurately recorded	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	554,679	84,997	10,000
Operating Expenses	11,644,278	7,459,764	6,835,473
Capital Equipment > \$5,000	14,818	-	-
Total Program Expenditures	<u>12,213,775</u>	<u>7,544,761</u>	<u>6,845,473</u>

Program Funding by Source

Revenues			
Intergovernmental	3,142,930	3,270,000	3,375,516
Fines & Forfeits	-	1,279,279	-
Miscellaneous Revenue	545,562	1,356,814	554,254
Investment Earnings	1	-	-
Charges for Services	198,687	532,531	-
Operating Revenue Sub-Total	<u>3,887,180</u>	<u>6,438,624</u>	<u>3,929,770</u>

Revenues			
Intergovernmental	9,072	-	-
Miscellaneous Revenue	754,071	-	-
Investment Earnings	153,013	-	-
Charges for Services	184,264	-	-
Other Special Revenue Total	<u>1,100,420</u>	<u>-</u>	<u>-</u>

Program Summary

Department: Non Departmental

Program: Non Departmental

General Fund Support	1,600,092	406,137	2,915,703
Net Operating Transfers In/(Out)	(2,742,905)	(18,500,000)	-
Fund Balance Decrease/(Increase)	8,368,988	19,200,000	-
Other Funding Sources	-	-	-
Total Program Funding	<u><u>12,213,775</u></u>	<u><u>7,544,761</u></u>	<u><u>6,845,473</u></u>

Office of Emergency Mgmt & Homeland Security

Expenditures: 3,887,400

Revenues: 4,227,371

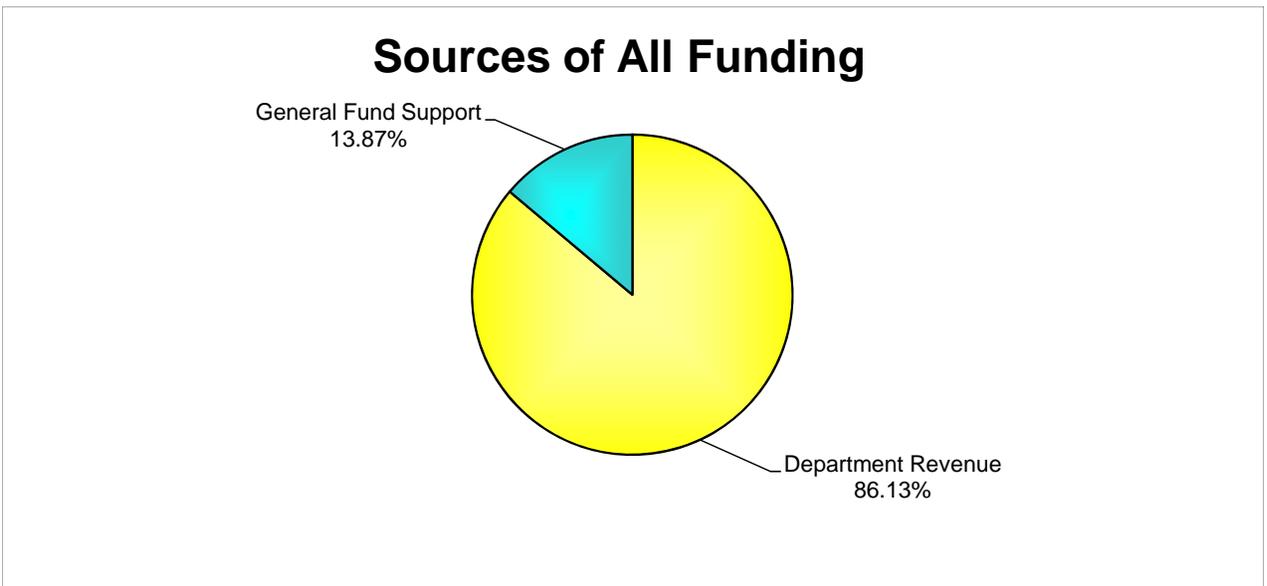
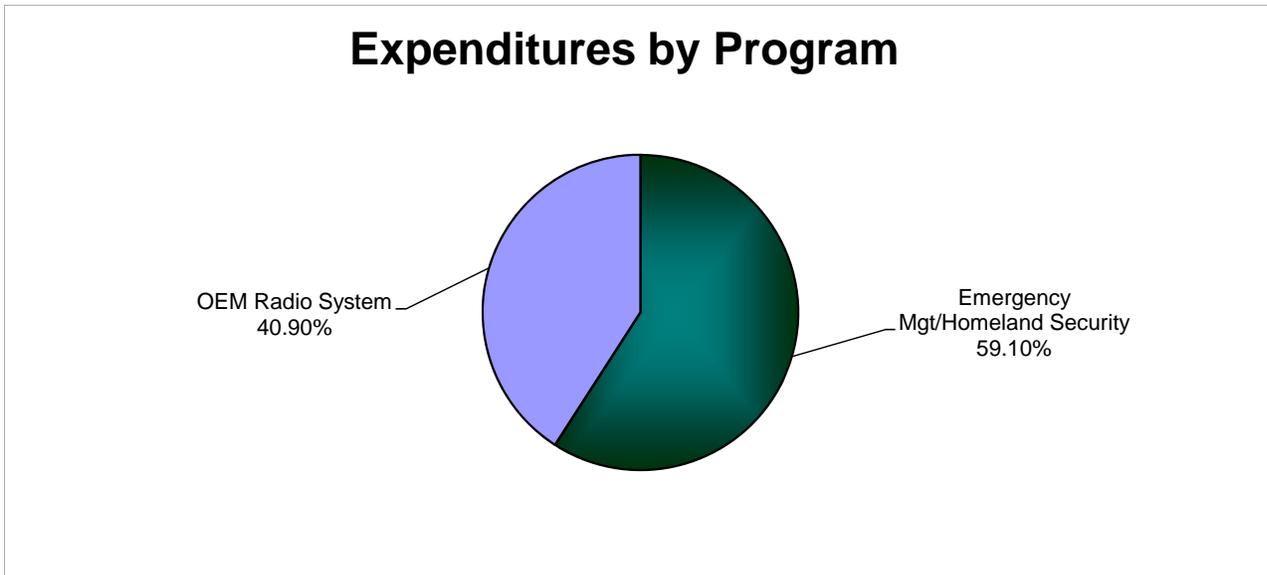
FTEs 9.15

Function Statement:

Establish and maintain the highest possible quality emergency prevention, preparedness, response, mitigation and recovery function to protect the lives and property of the residents of Pima County in the event of a natural or man-made disaster through planning; the conduct of training and exercises; the establishment and maintenance of a state-of-the-art Emergency Operations Center; and coordination and communications with all departments within Pima County, emergency response agencies at the local, state, tribal, and federal level, and the public at large.

Mandates:

ARS Title 26, Chapter 2: Emergency Management



Department Summary by Program

Department: Office of Emergency Management & Homeland Security

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Emergency Mgt/Homeland Security	1,369,897	2,608,197	2,297,586
OEM Radio System	157,543	1,361,212	1,589,814
Total Expenditures	<u>1,527,440</u>	<u>3,969,409</u>	<u>3,887,400</u>
<u>Funding by Source</u>			
Revenues			
Emergency Mgt/Homeland Security	500,304	2,091,793	1,616,999
OEM Radio System	35,265	683,343	2,610,372
Total Revenues	<u>535,569</u>	<u>2,775,136</u>	<u>4,227,371</u>
General Fund Support	576,881	516,404	680,587
Net Operating Transfers In/(Out)	(1,070,396)	-	(847,206)
Fund Balance Decrease/(Increase)	1,485,386	677,869	(173,352)
Other Funding Sources	-	-	-
Total Program Funding	<u>1,527,440</u>	<u>3,969,409</u>	<u>3,887,400</u>
<u>Staffing (FTEs) by Program</u>			
Emergency Mgt/Homeland Security	8.42	8.15	7.15
OEM Radio System	9.02	3.00	2.00
Total Staffing (FTEs)	<u>17.44</u>	<u>11.15</u>	<u>9.15</u>

Program Summary

Department: Office of Emergency Management & Homeland Security

Program: Emergency Mgt/Homeland Security

Function

Prevent and/or mitigate the loss of life and reduce property damage to the citizens of Pima County resulting from both human-caused and natural disasters in accordance with Arizona Revised Statutes Title 26, as well as various directives from the President and the United States Department of Homeland Security.

Description of Services

Provide professional emergency management services including emergency/disaster planning and prevention, mitigation, response and recovery activities, and training to protect the lives and property of the residents of Pima County from disasters, whether natural or human-caused. Coordinate with and assist other County departments, jurisdictions at the local, state, tribal, and federal levels as well as public and private sector entities to develop coordinated, interoperable response capabilities to ensure the highest level of individual and agency preparedness to respond to and recover from a disaster.

Program Goals and Objectives

- Ensure that all jurisdictions within Pima County have access to timely, accurate, and complete information (including communications and command and control systems), enabling them to respond to large scale emergency situations and/or threats to the region, quickly, efficiently, and effectively to safeguard the lives and property of the citizens of Pima County
 - Provide regular, quality training in emergency management to emergency response agencies, municipalities, and County departments
 - Maintain a state-of-the-art Emergency Operations Center (EOC) and up to date Emergency Operations Plans to ensure County and local jurisdictions have the ability to communicate and operate in a coordinated fashion during any emergency including coordination with state, local, tribal, federal response organizations, and with the public
 - Maintain the EOC in a state of constant readiness
 - Open and make operational the EOC within one hour of notification
 - Maintain a state-of-the-art, web-based emergency management software program to enable users to interface with the EOC from remote locations
 - Maintain a comprehensive, coordinated County emergency response plan to reduce response and recovery costs to the County
 - Conduct ongoing mitigation projects to prevent or mitigate the loss of life and damage to property resulting from a disaster
 - Coordinate, conduct, and participate in regular, realistic emergency response exercises for County agencies and local jurisdictions
 - Assist County agencies to maintain multi-hazard mitigation plans that enable them to minimize the effect of potential disasters on the life and property of County residents, businesses, and public entities
-

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Exercises conducted/attended	28	30	28
Community Emergency Response Team (CERT) classes	25	20	20
Community outreach presentations	23	15	15

Program Summary

Department: Office of Emergency Management & Homeland Security

Program: Emergency Mgt/Homeland Security

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	758,773	787,898	682,113
Operating Expenses	600,486	1,820,299	1,603,992
Capital Equipment > \$5,000	10,638	-	11,481
Total Program Expenditures	<u>1,369,897</u>	<u>2,608,197</u>	<u>2,297,586</u>
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	57	-	-
Operating Revenue Sub-Total	<u>57</u>	<u>-</u>	<u>-</u>
Revenues			
Intergovernmental	500,247	2,091,793	1,616,999
Grant Revenue Sub-Total	<u>500,247</u>	<u>2,091,793</u>	<u>1,616,999</u>
General Fund Support	576,881	516,404	680,587
Net Operating Transfers In/(Out)	(1,207,152)	-	-
Fund Balance Decrease/(Increase)	1,499,864	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,369,897</u>	<u>2,608,197</u>	<u>2,297,586</u>
<hr/>			
<u>Program Staffing FTEs</u>	8.42	8.15	7.15

Program Summary

Department: Office of Emergency Management & Homeland Security

Program: OEM Radio System

Function

Manage the nation's most advanced public safety radio system on behalf of a 32 agency Pima County Cooperative. Accomplish this task through effective administration and liaison with local law enforcement, fire service, and public service organizations. Provide funding for operating and maintenance costs associated with the radio system and cooperative established by the Pima County Wireless Integrated Network (PCWIN) project and not covered by any other Pima County departmental budget. Procure and manage grant funding from federal and state programs.

Description of Services

Manage the efficacy of the PCWIN 800 MHZ Radio System and cooperative. Create, execute, and report the Special Revenue Fund budget on behalf of the PCWIN Board of Directors. (Note: Ten Information Technology positions are funded by this program and are presented in Information Technology's Radio System Fixed Network Program.)

Program Goals and Objectives

- Ensure all radio system operating and maintenance costs are budgeted
- Submit annual budget request by due date
- Ensure operations and maintenance costs are kept affordable for the cooperative members
- Mitigate costs by securing grant funding

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
All operating & maintenance costs budgeted	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	(2)	779,397	353,750
Operating Expenses	157,545	581,815	1,236,064
Total Program Expenditures	<u>157,543</u>	<u>1,361,212</u>	<u>1,589,814</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Miscellaneous Revenue	35,250	420,777	31,296
Investment Earnings	15	-	-
Charges for Services	-	262,566	2,579,076
Other Special Revenue Total	<u>35,265</u>	<u>683,343</u>	<u>2,610,372</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	136,756	-	(847,206)
Fund Balance Decrease/(Increase)	(14,478)	677,869	(173,352)
Other Funding Sources	-	-	-
Total Program Funding	<u>157,543</u>	<u>1,361,212</u>	<u>1,589,814</u>

<u>Program Staffing FTEs</u>	<u>FY 2012/2013</u>	<u>FY 2013/2014</u>	<u>FY 2014/2015</u>
	9.02	3.00	2.00

Office of Sustainability & Conservation

Expenditures: 309,661

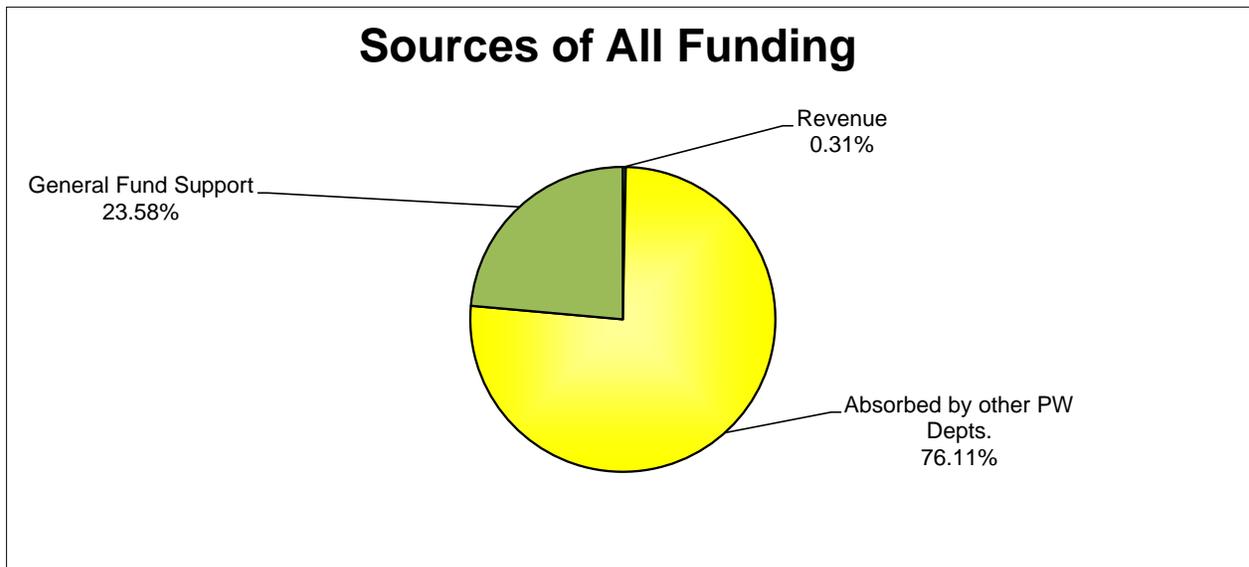
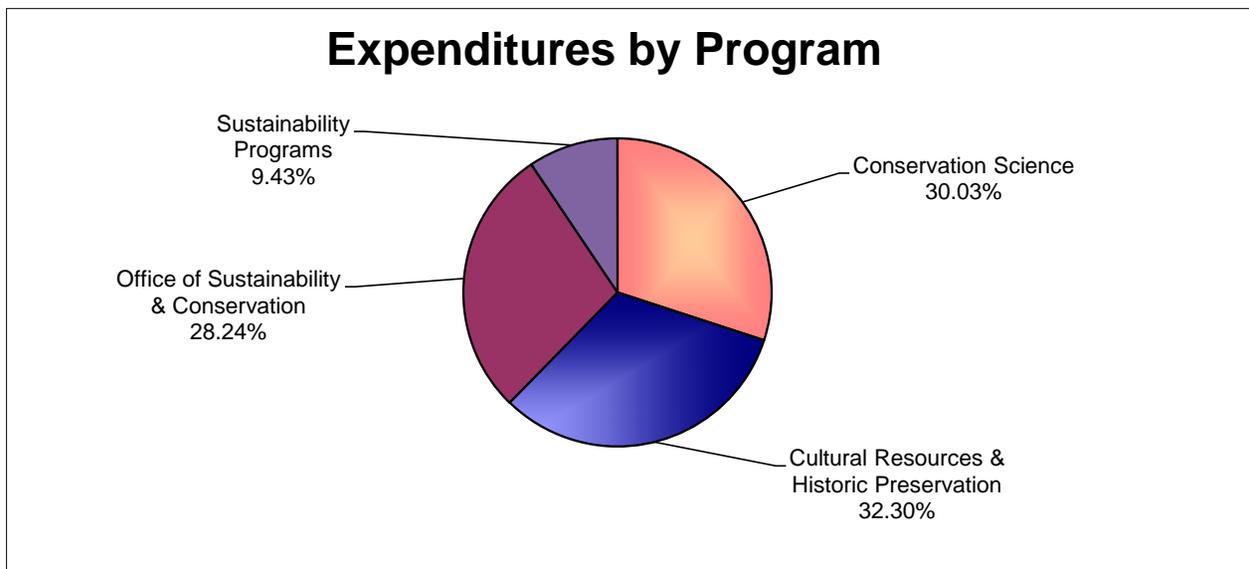
FTEs 14.90

Revenues: 4,000

Function Statement: Ensure that social, environmental, and economic dimensions of sustainability policy adopted by the Board of Supervisors are considered and incorporated into County planning, projects, and development.

Mandates: None

Note: Expenditure percentages for Conservation Science, Cultural Resources and Historic Preservation, and Office of Sustainability and Conservation are based on gross expenditures of \$1,296,294 and shown only for illustrative purposes, as all of the costs of these programs except \$309,661 are transferred to other Public Works Departments.



Department Summary by Program

Department: Office of Sustainability and Conservation

	<u>FY 2012/2013</u> Actual	<u>FY 2013/2014</u> Adopted	<u>FY 2014/2015</u> Adopted
<u>Expenditures by Program</u>			
Conservation Science	59,096	89,954	-
Cultural Resources and Historic Preservation	19,052	(77,617)	31,438
Office of Sustainability and Conservation	92,664	151,823	155,929
Sustainability Programs	122,862	148,665	122,294
Total Expenditures	<u>293,674</u>	<u>312,825</u>	<u>309,661</u>
<u>Funding by Source</u>			
Revenues			
Cultural Resources and Historic Preservation	884	-	4,000
Office of Sustainability and Conservation	11,050	4,000	-
Total Revenues	<u>11,934</u>	<u>4,000</u>	<u>4,000</u>
General Fund Support	281,976	306,325	305,661
Net Operating Transfers In/(Out)	(236)	-	-
Fund Balance Decrease/(Increase)	-	2,500	-
Other Funding Sources	-	-	-
Total Program Funding	<u>293,674</u>	<u>312,825</u>	<u>309,661</u>
<u>Staffing (FTEs) by Program</u>			
Conservation Science	3.90	6.00	4.90
Cultural Resources and Historic Preservation	4.00	4.00	4.00
Office of Sustainability and Conservation	4.00	3.00	4.00
Sustainability Programs	2.00	2.00	2.00
Total Staffing (FTEs)	<u>13.90</u>	<u>15.00</u>	<u>14.90</u>

Program Summary

Department: Office of Sustainability and Conservation

Program: Conservation Science

Function

Provide leadership, guidance, and innovative science products to achieve consistent implementation of the County's policies for the natural environment and to help ensure that the biological goal of the Sonoran Desert Conservation Plan (SDCP) is met.

Description of Services

Refine departmental procedures, programs, and requirements to accomplish SDCP goals and maintain compliance with the Section 10 permit. Implement the County's Ecological Monitoring Program. Review state, federal, and large-scale private proposals that may potentially impact the natural and biological resources.

Program Goals and Objectives

- Improve County decisions by providing the best available natural resource information, including status and trends of key contributing factors
- Integrate SDCP goals and objectives with County planning efforts and procedural requirements
- Establish parity between natural resource and biological conservation requirements applied to County operations and regulation of private entities
- Oversee implementation of the County's Multi-Species Conservation Plan

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Draft of Environmental Impact Statement prepared; public comments addressed	yes	yes	yes
Ecological Monitoring Plan with data management completed; departmental responsibilities for Multi-species Conservation Plan finalized	yes	yes	yes
Public comments addressed	yes	yes	yes
Departmental responsibilities for Multi-species Conservation Plan to be in final status	yes	yes	yes

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	32,692	34,504	(25,564)
Operating Expenses	26,404	55,450	25,564
Total Program Expenditures	59,096	89,954	-

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
General Fund Support	59,096	89,954	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	59,096	89,954	-

<u>Program Staffing FTEs</u>	3.90	6.00	4.90
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Program Summary

Department: Office of Sustainability and Conservation

Program: Cultural Resources and Historic Preservation

Function

Provide management, technical, and administrative services to all County departments and the public ensuring compliance with federal, state, and County historic preservation laws and policies. Manage County historic preservation bond projects. Promote cultural resource conservation and implement historic preservation projects throughout Pima County.

Description of Services

Review all County Capital Improvement Program projects and private sector development proposals and plans. Manage and protect County owned cultural resources. Procure and administer grants, provide public information and heritage education, develop and implement Sonoran Desert Conservation Plan (SDCP) policies for cultural resources and ranching, develop and implement 1997 and 2004 bond program historic preservation projects, and assist designation of the Santa Cruz Valley National Heritage Area. Implement inventory, evaluation, impact assessments, and mitigation as necessary.

Note: Except for the Program Expenditures by Object listed below, a portion of the program's expenditures will be allocated to the other departments in the Public Works functional area.

Program Goals and Objectives

- Review and ensure compliance of County and private sector development projects
- Define project scopes of work for cultural resources services contracts
- Develop plans for Cultural Resources and Open Space preservation

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Preservation bond funds expended	n/a	\$872,000	\$847,000
Compliance actions for County projects reviewed	n/a	175	200
Compliance reviews for private development reviewed	n/a	150	175

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	150,574	(131,717)	105,857
Operating Expenses	(131,522)	54,100	(74,419)
Total Program Expenditures	<u>19,052</u>	<u>(77,617)</u>	<u>31,438</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Miscellaneous Revenue	884	-	4,000
Operating Revenue Sub-Total	<u>884</u>	<u>-</u>	<u>4,000</u>
General Fund Support	18,404	(77,617)	27,438
Net Operating Transfers In/(Out)	(236)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>19,052</u>	<u>(77,617)</u>	<u>31,438</u>

<u>Program Staffing FTEs</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>

Program Summary

Department: Office of Sustainability and Conservation

Program: Office of Sustainability and Conservation

Function Statement

Provide comprehensive support for the Cultural Resources, Conservation Science, Sustainability, and Administration divisions.

Description of Services

Use a wide range of financial, budgetary, procurement, capital, and internal office management skills. Complete daily, weekly, monthly, and annual duties and responsibilities. Process vendor billings, and prepare special reports, operational and capital budgets, and schedules. Process purchasing requests, issue departmental contracts, manage contracts, assist with public meetings and events, and other office duties.

Program Goals and Objectives

- Provide prompt and courteous customer service departmentally, cross-departmentally, with intergovernmental organizations and to the general public
- Achieve expected outcomes with completeness and minimal difficulty

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Comprehensive support provided for all department units	n/a	n/a	yes

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	75,276	130,248	120,326
Operating Expenses	17,388	21,575	35,603
Total Program Expenditures	<u>92,664</u>	<u>151,823</u>	<u>155,929</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Miscellaneous Revenue	-	4,000	-
Operating Revenue Sub-Total	-	4,000	-
Revenues			
Intergovernmental	11,050	-	-
Grant Revenue Sub-Total	11,050	-	-
General Fund Support	81,614	145,323	155,929
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	2,500	-
Other Funding Sources	-	-	-
Total Program Funding	<u>92,664</u>	<u>151,823</u>	<u>155,929</u>

<u>Program Staffing FTEs</u>	4.00	3.00	4.00
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Program Summary

Department: Office of Sustainability and Conservation

Program: Sustainability Programs

Function

Create and maintain a sustainable community by promoting individual well-being and opportunity, sound resource conservation and stewardship, and a strong and diverse economy for all residents.

Description of Services

Work to enhance sustainable practices and operational efficiency in Pima County. Partner with others to develop innovative programs and activities and incorporate roundtable multi-discipline decision-making into planning and implementation efforts for the workplace, neighborhood, community, and region.

Program Goals and Objectives

- Coordinate the ongoing implementation of the Sustainable Action Plan for County operations
- Prepare report card on Sustainability goals met through the Action Plan
- Provide training to County staff on green purchasing and other operational efforts
- Participate in community outreach and education
- Integrate sustainability principles into land use planning and County projects

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Annual Sustainability Report Card for County Operations prepared	yes	yes	yes
Development Services Infrastructure Planning team participation	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	119,769	139,565	114,800
Operating Expenses	3,093	9,100	7,494
Total Program Expenditures	<u>122,862</u>	<u>148,665</u>	<u>122,294</u>
General Fund Support	122,862	148,665	122,294
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>122,862</u>	<u>148,665</u>	<u>122,294</u>
Program Staffing FTEs	2.00	2.00	2.00

Procurement

Expenditures: 2,393,445

FTEs 29.80

Revenues: 3,000

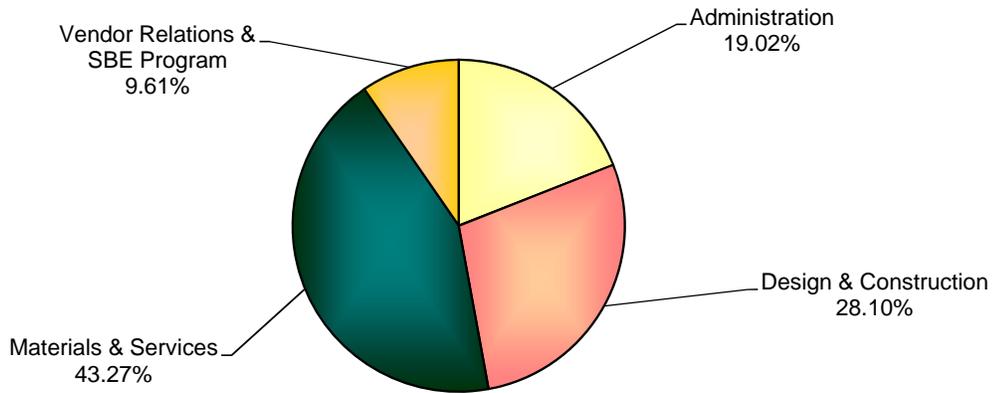
Function Statement:

Procure all materials and services for County departments, except as specified by delegation pursuant to the procurement code or under the small purchase procedure. Administer the County Small Business Enterprise (SBE) Program in accordance with County Code requirements for outreach, price preference, subcontractor goals, and compliance review. Ensure compliance with the Pima County Living Wage Ordinance 2002-1 through assistance, review, and monitoring of eligible Pima County contracts. Manage the contracts review approval process. Provide vendor/business assistance and education to vendors concerning bid preparation, bonds and insurance, and the conduct of business with the County. Track and monitor all County contracts.

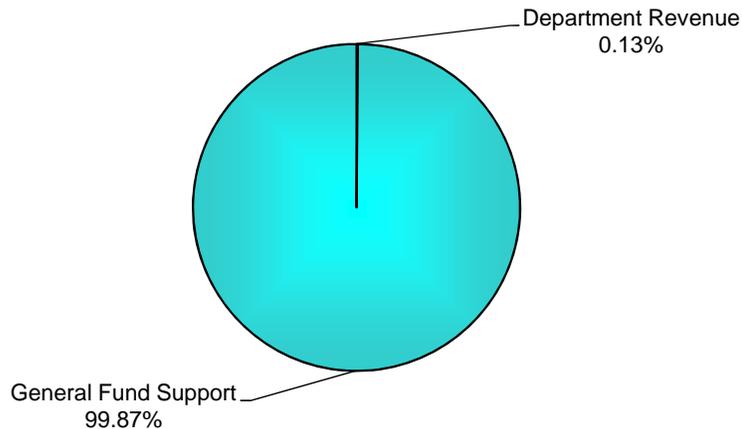
Mandates:

ARS Title 11: Counties, Title 34: Public Buildings and Improvements; Pima County Code Title 11: Procurement Code, Title 20: The Small Business Enterprise Participation Program; and Board of Supervisors Policy D29 Purchasing/Printing

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Procurement

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Administration	496,704	435,403	455,184
Design & Construction	558,519	658,578	672,586
Materials & Services	936,605	1,007,324	1,035,589
Vendor Relations & SBE Program	215,827	287,722	230,086
Total Expenditures	<u>2,207,655</u>	<u>2,389,027</u>	<u>2,393,445</u>
<u>Funding by Source</u>			
Revenues			
Design & Construction	511	-	-
Materials & Services	644	-	-
Vendor Relations & SBE Program	5	3,000	3,000
Total Revenues	<u>1,160</u>	<u>3,000</u>	<u>3,000</u>
General Fund Support	2,206,495	2,386,027	2,390,445
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>2,207,655</u>	<u>2,389,027</u>	<u>2,393,445</u>
<u>Staffing (FTEs) by Program</u>			
Administration	7.00	5.00	5.00
Design & Construction	7.00	8.00	8.00
Materials & Services	11.70	13.70	12.80
Vendor Relations & SBE Program	6.00	5.00	4.00
Total Staffing (FTEs)	<u>31.70</u>	<u>31.70</u>	<u>29.80</u>

Program Summary

Department: Procurement

Program: Administration

Function

Provide the administrative functions of the department. Conduct contracts review, provide training, ensure compliance with policies and procedures, and support County Enterprise Business System, Vendor Self Service System (VSS), and Vendor Registration and Messaging Portal (VRAMP).

Description of Services

Provide general management for all aspects of the Procurement function in Pima County as defined in the Pima County Code and Board of Supervisors Policies. Implement practices, competency, and systems changes and associated procurement training to promote retention of employees and generate significant productivity improvements. Identify enhancement projects that are also expected to be of value to other departments. Provide services to other agencies and the community in general.

Provide a centralized control point where all contracts are reviewed for compliance with the Pima County Procurement Code, policies, and procedures prior to execution. Maintain contracts in the central repository for the County. Oversee contracts processing and enter relevant data into the County Enterprise Business System. Provide contracts training to departments. Manage the disposition of surplus personal property. Maintain and distribute the Procurement Policy and Procedures Manual.

Upgrade and maintain the department systems for vendors, users, County Enterprise Business System, and electronic contracts. Maintain and update the department Internet and Intranet websites. Publish solicitations, notice of awards, and other related documents online. Maintain the PCard website for card administrators and users. Arrange and setup multi-media presentations for County departments. Coordinate online surplus property auctions. Conduct online countywide and vendor satisfaction surveys. Serve on countywide e-Government/Systems committee.

Program Goals and Objectives

- Provide Countywide training and assistance with purchasing policies and procedures
- Maintain current Procurement Department policies and procedures
- Continue to receive the Outstanding Agency Accreditation Achievement Award from the National Institute of Governmental Purchasing
- Continue to receive the Achievement of Excellence in Procurement Award from the National Purchasing Institute

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Training Sessions Provided	65	72	72
Policies/procedures maintained	6	6	6
Outstanding Agency Accreditation Achievement Award received	yes	yes	yes
Achievement of Excellence in Procurement Award received	yes	yes	yes

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	454,530	409,360	424,861
Operating Expenses	42,174	26,043	30,323
Total Program Expenditures	496,704	435,403	455,184

Program Funding by Source

Program Summary

Department: Procurement

Program: Administration

General Fund Support	496,704	435,403	455,184
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u><u>496,704</u></u>	<u><u>435,403</u></u>	<u><u>455,184</u></u>
<u>Program Staffing FTEs</u>	7.00	5.00	5.00

Program Summary

Department: Procurement

Program: Design & Construction

Function

Procure design, construction, and related services for all County departments under the authority of Title 34 Arizona Revised Statutes and BOS Policy D29.1. Consult with Public Works departments and Facilities Management regarding solicitations, project delivery methods, management and contracts administration.

Description of Services

Procure construction, architecture, engineering, and related services for the Public Works, Facilities Management, Regional Wastewater Reclamation, Transportation, Environmental Quality, Development Services, Natural Resources, Parks and Recreation, and the Regional Flood Control District. Identify salient issues and unique characteristics associated with each project. Work with the County Attorney to research, develop, or tailor correspondingly appropriate solicitation and contract language for both consulting and construction contracts. Identify and apply federal grant requirements where needed. Research and recommend alternative project delivery methods. Manage the procurement and evaluation process, draft award documents, and manage the contract and amendment/change order signature processes. Ensure consistency with federal, state and county law and policy. Process all change orders and amendments for construction, architecture, engineering, and related contracts. Craft appropriate documents.

Program Goals and Objectives

- Maintain service to client departments
 - Limit the number of requisitions greater than 90 days old at an average of no more than 2 per week
- Update policies/procedures as necessary

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Average requisitions more than 90 days old per week	2	2	2
Policies/procedures maintained	5	5	5

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	544,254	649,878	663,433
Operating Expenses	14,265	8,700	9,153
Total Program Expenditures	<u>558,519</u>	<u>658,578</u>	<u>672,586</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Miscellaneous Revenue	511	-	-
Operating Revenue Sub-Total	511	-	-
General Fund Support	558,008	658,578	672,586
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>558,519</u>	<u>658,578</u>	<u>672,586</u>

Program Staffing FTEs	7.00	8.00	8.00
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Program Summary

Department: Procurement

Program: Materials & Services

Function

Provide tactical and strategic guidance to all County departments regarding centralized procurement and decentralized purchasing on a wide variety of materials and complex services primarily covered in Chapter 11 of the Procurement Code, with the exception of Design and Construction Services, governed by Title 34 of Arizona Revised Statutes. Administer the PCard Program and act as the central interpretive authority regarding Procurement policy, code, procedure, and practice.

Description of Services

Establish and maintain purchase agreements for all County departments utilizing specifications provided by the requesting department(s) and procurement processes prescribed by the Pima County Procurement Code and Board of Supervisors Procurement Policies. Procure all materials and services required by the County with the exception of construction related requirements that are procured by the Design and Construction Division.

Manage the PCard Payment Program to ensure the prudent expenditure of public funds and to optimize rebate revenues. Participate in cooperative alliances to identify collaborative procurement opportunities, leverage procurement volume and agency productivity, establish purchase agreements that may be utilized by other regional public procurement agencies, and exchange and promote the use of advanced and strategic practices and initiatives.

Provide to all County departments formal training, guidance and support regarding their procurement related responsibilities. Develop specifications which significantly impact costs and supplier performance and comply with procurement related law, policy, and procedures. Perform periodic audits of operating department procurement and purchasing activities and provide guidance regarding desirable corrective actions to department directors and elected officials. Develop procurement procedures and make recommendations to the County Administrator regarding procurement related processes and Administrative Procedures.

Program Goals and Objectives

- Maintain service to client departments
 - Limit the number of requisitions greater than 90 days old at an average of no more than 2 per week
- Update policies/procedures as necessary
- Ensure compliance with PCard policy
 - Review online PCard transactions within 24 hours of posting
 - Review PCard transaction documentation for compliance with policy within 5 days of receipt
- Generate General Fund revenue through PCard rebates by working with accounts payable to make timely payments on Contract (CT), Purchase Order (PO), and Delivery Order (DO) invoices

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
PCard rebate revenue generated for the General Fund	\$47,000	\$47,000	\$47,000
Average requisitions more than 90 days old per week	1	1	1
Policies/procedures updated/improved	12	12	12
Percent of online PCard transactions reviewed within 24 hours of posting	100%	100%	100%
Percent of online PCard transactions reviewed for compliance with policy within 5 days of receipt of documentation	100%	100%	100%

Program Summary

Department: Procurement

Program: Materials & Services

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	930,415	1,003,309	1,031,214
Operating Expenses	6,190	4,015	4,375
Total Program Expenditures	<u>936,605</u>	<u>1,007,324</u>	<u>1,035,589</u>
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	644	-	-
Operating Revenue Sub-Total	<u>644</u>	<u>-</u>	<u>-</u>
General Fund Support	935,961	1,007,324	1,035,589
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>936,605</u>	<u>1,007,324</u>	<u>1,035,589</u>
<u>Program Staffing FTEs</u>	11.70	13.70	12.80

Program Summary

Department: Procurement

Program: Vendor Relations & SBE Program

Function

Manage Pima County Vendor Relations, Small Business Enterprise (SBE), Disadvantaged Business Enterprise (DBE) and Living Wage Compliance programs as mandated by Pima County Ordinances 1997-44 and 2002-1. Oversee creations and modifications of over 15,000 vendor records in AMS Advantage through Vendor Self Service (VSS) and Vendor Registration and Messaging Portal (VRAMP) and manually entered by Vendor Relation Staff. Create and modify Policies and Procedures for creating and modifying Vendor Records in AMS. Make recommendations for revisions/upgrades to VSS and VRAMP. Create and modify SBE and Living Wage Ordinances as necessary. Ensure compliance with the Living Wage Ordinance through assistance, review, and monitoring of eligible Pima County contracts. Assist Pima County departments with SBE and DBE compliance in design and construction projects and in the procurement of goods and services. Monitor expenses and procurement opportunities offered in County SBE efforts.

Description of Services

SBE Program: Provide SBEs with assistance in conducting business with Pima County including notification of procurement opportunities, bid preparation, training, bonding and insurance information. Review all County construction projects for SBE participation. Set individual project goals. Attend pre-bid and pre-construction meetings to facilitate SBE utilization and reporting on eligible projects. Evaluate SBE participation in professional service and architectural and engineering (A & E) contract proposals and assign points in the evaluation process. Maintain a list of certified SBE businesses. Assist SBE vendors in certification efforts with the city of Tucson. Conduct training seminars and community outreach events for current and prospective County vendors. Sponsor, attend, and participate in trade shows, committees, and training events open to the entire business community to increase Pima County business participation.

Living Wage Program: Provide for compliance with the adopted Living Wage Ordinance No. 2002-1 which mandates a living wage requirement for inclusion in County contracts for specific services utilized by Pima County Government. Provide for the review and monitoring of eligible contracts under covered services with Pima County.

Vendor Relations: Maintain and update the Pima County Vendor and Employee Records (AMS Advantage) which provides current vendor information to assist in procurement opportunities to all departments in Pima County and provides current payment information on the vendor records to assure proper and prompt payments to vendors. Provide education and vendor assistance through collaborative outreach events with state and local agencies. Conduct training and/or seminars to educate vendors regarding the process of how to do business with Pima County.

Living Wage, SBE and Disadvantaged Business Enterprise (DBE) Compliance: Review all County projects with SBE/DBE participation goals, and track prime contractor performance, payments and program compliance as outlined in Ordinance 1997-44. Monitor payment and SBE utilization of A & E and professional services contracts for contractor performance evaluations. Ensure program compliance through on-site visit compliance investigations and through contract payment review and verification.

Program Goals and Objectives

- Review Vendor Self Service (VSS) for errors and make recommendations for improvements
 - Create and maintain all vendor and employee records in AMS Advantage
 - Maintain SBE local vendors in AMS Advantage
- Maintain SBE vendor training programs provided
- Review projects for SBE/DBE goals
- Review projects for SBE/DBE compliance
- Maintain certified SBE vendors
- Review Living Wage contracts

Program Summary

Department: Procurement

Program: Vendor Relations & SBE Program

- Continue on-site Living Wage compliance visits
- Increase County vendors in database
- Update policies/procedures as necessary

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Minority-owned SBE vendors in database	60	60	60
On-site Living Wage compliance visits	28	25	25
County vendors in database	9,148	9,200	9,200
Policies/procedures updated/improved	4	4	4
Woman-owned SBE vendors in database	45	50	50
Non-MWBE SBE vendors in database	106	115	115
SBE vendor training programs provided	10	12	12
Projects reviewed for SBE/DBE goals	52	57	57
Projects reviewed for SBE/DBE compliance	52	57	57
Pima County sponsored SBE outreach activities	10	12	12
Certified SBE vendors	219	230	230
Living Wage contracts reviewed	28	34	34

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	206,995	284,410	227,361
Operating Expenses	8,832	3,312	2,725
Total Program Expenditures	<u>215,827</u>	<u>287,722</u>	<u>230,086</u>

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Miscellaneous Revenue	5	3,000	3,000
Operating Revenue Sub-Total	5	3,000	3,000
General Fund Support	215,822	284,722	227,086
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>215,827</u>	<u>287,722</u>	<u>230,086</u>

<u>Program Staffing FTEs</u>	6.00	5.00	4.00
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Recorder

Expenditures: 5,781,414

FTEs 56.00

Revenues: 2,772,900

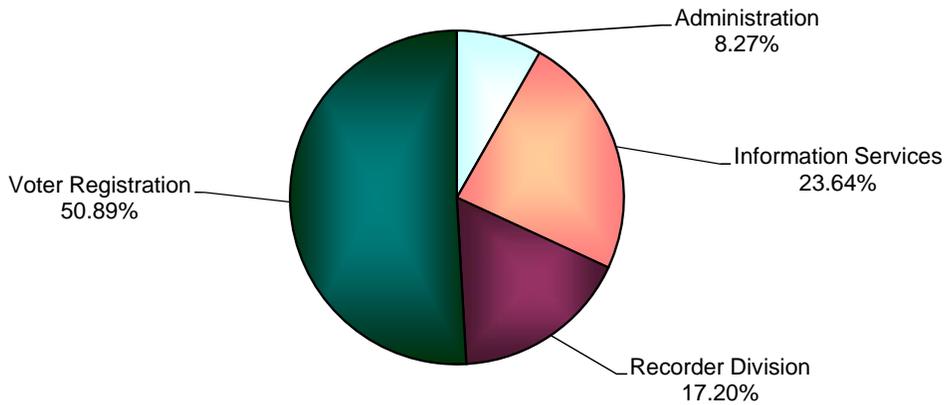
Function Statement:

Ensure prompt and efficient imaging and indexing of documents presented for public recording. Provide for the expeditious retrieval and reproduction of documents previously recorded. Maintain voter registration rolls. Conduct early voting activity and other election related activities.

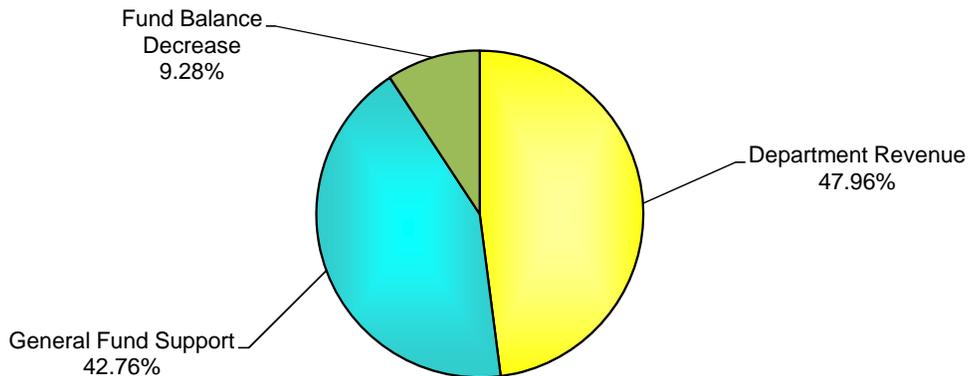
Mandates:

ARS Title 11: Counties; Title 16: Elections and Electors; Title 19: Initiative, Referendum and Recall; Title 39: Public Records, Printing and Notices; and Title 48: Special Taxing Districts

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Recorder

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Administration	441,329	435,913	477,896
Information Services	982,061	1,939,958	1,366,553
Recorder Division	706,042	932,977	994,662
Voter Registration	2,426,669	1,129,534	2,942,303
Total Expenditures	<u>4,556,101</u>	<u>4,438,382</u>	<u>5,781,414</u>
<u>Funding by Source</u>			
Revenues			
Administration	312	-	-
Information Services	1,005,501	949,156	829,900
Recorder Division	2,103,000	2,275,976	1,815,000
Voter Registration	892,981	204,910	128,000
Total Revenues	<u>4,001,794</u>	<u>3,430,042</u>	<u>2,772,900</u>
General Fund Support	409,837	(80,262)	2,471,861
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	144,470	1,088,602	536,653
Other Funding Sources	-	-	-
Total Program Funding	<u>4,556,101</u>	<u>4,438,382</u>	<u>5,781,414</u>
<u>Staffing (FTEs) by Program</u>			
Administration	4.00	4.00	4.00
Information Services	13.00	13.00	7.00
Recorder Division	17.00	17.00	20.00
Voter Registration	13.00	13.00	25.00
Total Staffing (FTEs)	<u>47.00</u>	<u>47.00</u>	<u>56.00</u>

Program Summary

Department: Recorder

Program: Administration

Function

Provide management, budget oversight, and resources procurement for the Recorder Division, Voter Registration Division, and Information Services group in the department.

Description of Services

Ensure compliance with statutory mandates and set policies for the department and the implementation of those policies. Hire, supervise, monitor and evaluate department personnel. Oversee the budget and monitor the use of public funds in both revenue and expenditures. Purchase adequate resources, equipment, technology, and supplies for the department.

Program Goals and Objectives

- Ensure statutory mandates are met at all times in both the Document Recording Division and Voter Registration Division
- Ensure public funds allocated to the Department are expended in compliance with County policy and state law and that all revenue received is properly accounted for and deposited in accordance with County policy
- Procure adequate resources, supplies, and equipment to enable the employees of the Department to perform their functions

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Statutory mandates under Titles 16 and 19 of the Arizona Revised Statutes are met	100%	100%	100%
Statutory mandates under Title 11 of the Arizona Revised Statutes are met	100%	100%	100%
All necessary supplies and production materials are purchased so that there is no downtime due to a shortage of supplies or materials	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	408,686	421,163	438,646
Operating Expenses	32,643	14,750	39,250
Total Program Expenditures	<u>441,329</u>	<u>435,913</u>	<u>477,896</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Miscellaneous Revenue	292	-	-
Charges for Services	20	-	-
Operating Revenue Sub-Total	<u>312</u>	<u>-</u>	<u>-</u>
General Fund Support	441,017	435,913	477,896
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>441,329</u>	<u>435,913</u>	<u>477,896</u>

Program Staffing FTEs	4.00	4.00	4.00
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Program Summary

Department: Recorder

Program: Information Services

Function

Maintain the hardware and software systems in use by both the Recording Division and the Voter Registration Division in order to keep the system in operation with minimal to zero unplanned downtime. Modernize hardware and software systems as necessary. Make electronic images and permanent record archival quality films of every page of every document accepted for recording.

Description of Services

Provide information to the public about recording transactions and upcoming elections on a 24 hour a day seven days a week basis. Ensure that the system is operational with minimal to no unplanned down time. Evaluate not only the operation of the system and the proper storage of all data, but also monitor the system on a 24 hour basis. Recommend both hardware and software changes and upgrades necessary for optimal operations. Make any programming changes required by federal or state legislative changes prior to the next scheduled elections to ensure compliance with statutory mandates. Make and store electronic images of all documents submitted for recording so that the documents can be quickly and easily retrieved by the public. Make archival quality film images of each page of every recorded document for permanent preservation.

Program Goals and Objectives

- Keep the Recorder's Office computer system operational with minimal to zero unplanned downtime
- Make necessary program changes to implement statutory changes implemented at the state and federal level as well as changes necessary to provide election services to local jurisdictions
- Perform annual evaluation and upgrades to system software and hardware as required by manufacturer or developer modification and updates
- Complete modernization of the Voter Registration system to migrate to a newer upgraded database platform and a more modern computer programming language
- Make electronic images of all documents submitted for recording to allow for electronic retrieval of the images by the public and make permanent archival film images of each page of each recorded document for permanent retention

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Maintain computer system with no unplanned downtime	100%	100%	100%
Voter registration program modified as needed to implement statutory or jurisdictional mandates prior to next election	100%	100%	100%
Computer programs updated as necessary within one year of release of new versions	80%	90%	95%
Computer system maintained and upgraded for most efficient operations possible	100%	100%	100%

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	513,022	716,608	590,542
Operating Expenses	430,107	775,850	601,011
Capital Equipment > \$5,000	38,932	447,500	175,000
Total Program Expenditures	982,061	1,939,958	1,366,553

Program Funding by Source	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Miscellaneous Revenue	746	-	-
Investment Earnings	7,985	5,200	4,500
Charges for Services	996,770	943,956	825,400
Other Special Revenue Total	1,005,501	949,156	829,900

Program Summary

Department: Recorder

Program: Information Services

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(23,440)	990,802	536,653
Other Funding Sources	-	-	-
Total Program Funding	<u><u>982,061</u></u>	<u><u>1,939,958</u></u>	<u><u>1,366,553</u></u>
<hr/>			
<u>Program Staffing FTEs</u>	13.00	13.00	7.00

Program Summary

Department: Recorder

Program: Recorder Division

Function

Provide quality service to the public by ensuring the prompt and efficient indexing and review of documents submitted to become part of the official transaction records of Pima County in compliance with the mandates of Title 11 of the Arizona Revised Statutes.

Description of Services

Review documents submitted to the department to become part of the official real estate and commercial records of Pima County for compliance with statutory requirements under Title 11 of the Arizona Revised Statutes. Enter grantor, grantee, and beneficiary information accurately into the indexing system so that the document can be retrieved at a later date. Collect the required statutory fees for the recording services and ensure that those fees are properly deposited and accounted for as required under County procedures. Assist the public in researching and making copies of documents that have been recorded.

Program Goals and Objectives

- Review each document submitted for statutory compliance, proper indexing, and appropriate fees collected within one business day of receipt of the document by the office
- Conduct a full second check by another operator to ensure indexing accuracy within three business days of receipt of the document
- Show the actual date of receipt of the document by the Recorder's Office at initial entry of the document into the computer system in order to comply with statutory mandates
- Collect all required statutory fees and account for them properly with daily audits of receipts for each employee
- Assist members of the public entering the office to record documents or to research previously recorded documents within five minutes of their arrival at the office

Program Performance Measures

	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Days to complete data entry and second check processing of all recorded documents	3	2	2
Documents presented for recording are reviewed and entered in the computer system on the date of receipt	100%	100%	100%
Data entry information is reviewed for accuracy (second check)	100%	100%	100%
Appropriate documents are returned by mail or private/commercial courier	100%	100%	100%
Public walk-in customers served within 5 minutes of arrival in office	100%	100%	100%

Program Expenditures by Object

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	599,720	742,277	878,426
Operating Expenses	106,322	190,700	116,236
Total Program Expenditures	706,042	932,977	994,662

Program Funding by Source

Revenues

Miscellaneous Revenue	84,607	-	-
Charges for Services	2,018,393	2,275,976	1,815,000
Operating Revenue Sub-Total	2,103,000	2,275,976	1,815,000

Program Summary

Department: Recorder

Program: Recorder Division

General Fund Support	(1,396,958)	(1,342,999)	(820,338)
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u><u>706,042</u></u>	<u><u>932,977</u></u>	<u><u>994,662</u></u>
<hr/>			
<u>Program Staffing FTEs</u>	17.00	17.00	20.00

Program Summary

Department: Recorder

Program: Voter Registration

Function

Maintain an accurate and efficient voter registration system for all voters in Pima County and conduct early voting activities in a prompt, efficient, and secure manner in compliance with state and federal laws.

Description of Services

Provide accurate and prompt entry of voter registration forms into the County voter registration roll after receipt. Provide regular roll maintenance by moving voters to cancelled status upon receipt of valid notice of death, felony conviction, or incapacitation. Regularly process the County voter registration roll through National Change of Address databases to identify voters who may have moved from their registration address and send appropriate notices to those voters under the National Voter Registration Act. Conduct early voting activities by both mail and in person and validate signatures on early ballot affidavits. Validate signatures on petitions submitted to the office including candidate challenges, recall, initiative, and annexation petitions in compliance with the mandates of Titles 16 and 19 of the Arizona Revised Statutes, and various other state and federal election laws, rules, and mandates.

Program Goals and Objectives

- Review voter registration forms for legal compliance and enter valid forms into the computer system promptly after receipt with a high level of data entry accuracy
- Make and link digitized images of all voter registration forms received in the correct format to individual voter records and properly file the original form as mandated by statutes
- Mail confirmation of registration notices to voters within 30 days of receipt of a voter registration form adding a new voter or updating an existing voter
- Mail early ballots to eligible voters who request a ballot by mail within time limits set by state and federal mandates
- Accurately issue the correct early ballot to voters requesting ballots by mail or in person at early voting sites
- Validate the signature of all voted early ballots when compared to the voter's signature on the voter registration form as soon as possible after receipt of the ballot
- Secure and maintain accurate inventory records of all ballots in the Recorder's Office possession including ballots waiting to be mailed or voted ballots received from voters
- Perform regular voter registration list maintenance activities including removing voters from the roll who are no longer eligible to vote through death, departure from the jurisdiction, felony conviction, or determination of mental incapacitation

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Voter Registration forms processed accurately and in a timely fashion	100%	100%	100%
Early ballots issued, mailed, and validated within statutory deadlines	100%	100%	100%
Petitions received by the office are properly reviewed and validated in compliance with statutory mandates	100%	100%	100%
Voter roll list maintained including address testing, removal of deceased, or cancelled voters performed as required under state and federal mandates	100%	100%	100%
Eligible early voters are provided with prompt and accurate service including issuance of the correct ballot	100%	100%	100%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	812,947	593,649	935,672
Operating Expenses	1,613,722	535,885	2,006,631
Total Program Expenditures	<u>2,426,669</u>	<u>1,129,534</u>	<u>2,942,303</u>

Program Summary

Department: Recorder

Program: Voter Registration

Program Funding by Source

Revenues			
Intergovernmental	796,786	-	-
Miscellaneous Revenue	869	-	-
Charges for Services	240,614	204,210	38,500
Operating Revenue Sub-Total	1,038,269	204,210	38,500
Revenues			
Intergovernmental	(146,350)	-	88,500
Investment Earnings	1,062	700	1,000
Grant Revenue Sub-Total	(145,288)	700	89,500
General Fund Support	1,365,778	826,824	2,814,303
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	167,910	97,800	-
Other Funding Sources	-	-	-
Total Program Funding	<u>2,426,669</u>	<u>1,129,534</u>	<u>2,942,303</u>
<hr/>			
<u>Program Staffing FTEs</u>	13.00	13.00	25.00

Treasurer

Expenditures: 3,041,306

FTEs 37.50

Revenues: 102,500

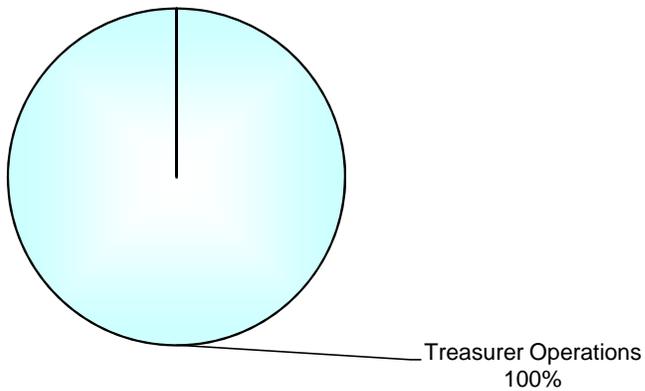
Function Statement:

Serve as Treasurer for Pima County and its political subdivisions. Act as custodian of public funds and ex officio tax collector. Duties include custody, collection, disbursement, and investment of public funds and the collection and distribution of property taxes.

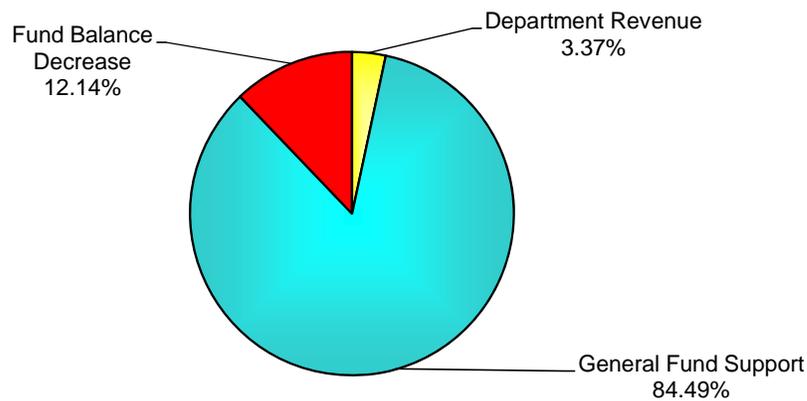
Mandates:

ARS Title 11: Counties; Title 35: Public Finances; and Title 42: Taxation

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Treasurer

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Expenditures by Program</u>			
Treasurer Operations	2,078,272	3,011,307	3,041,306
Total Expenditures	<u>2,078,272</u>	<u>3,011,307</u>	<u>3,041,306</u>
<u>Funding by Source</u>			
Revenues			
Treasurer Operations	67,414	102,500	102,500
Total Revenues	<u>67,414</u>	<u>102,500</u>	<u>102,500</u>
General Fund Support	2,019,486	2,568,107	2,569,606
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(8,628)	340,700	369,200
Other Funding Sources	-	-	-
Total Program Funding	<u>2,078,272</u>	<u>3,011,307</u>	<u>3,041,306</u>
<u>Staffing (FTEs) by Program</u>			
Treasurer Operations	38.50	38.50	37.50
Total Staffing (FTEs)	<u>38.50</u>	<u>38.50</u>	<u>37.50</u>

Program Summary

Department: Treasurer

Program: Treasurer Operations

Function

Serve as the custodian of public funds and ex-officio tax collector for Pima County as mandated by Arizona Statutes.

Description of Services

Accept deposits, clear warrants, electronically disburse funds, invest funds on deposit, and account for and report the activity to the Board of Supervisors and depositors. Collect and distribute property taxes. Serve as the custodian of excess proceeds from trustee sales.

Program Goals and Objectives

- Maximize automation of tax payments
- Meet or exceed established investment benchmarks
- Implement an integrated information system to provide on-line banking and tax collection services to Pima County departments, political subdivisions, other agencies, tax lien investors and individuals

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Months meeting or exceeding investment benchmarks	12	12	12
Percentage of payments processed through automated methods	94%	96%	96%
Percent completed of tax collection system	85%	95%	100%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,781,797	2,238,072	2,319,813
Operating Expenses	284,546	544,235	431,493
Capital Equipment > \$5,000	11,929	229,000	290,000
Total Program Expenditures	<u>2,078,272</u>	<u>3,011,307</u>	<u>3,041,306</u>

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Miscellaneous Revenue	1,350	-	-
Charges for Services	2	-	-
Operating Revenue Sub-Total	<u>1,352</u>	<u>-</u>	<u>-</u>
Miscellaneous Revenue	36,730	-	15,000
Investment Earnings	2,811	2,500	2,500
Charges for Services	26,521	100,000	85,000
Other Special Revenue Total	<u>66,062</u>	<u>102,500</u>	<u>102,500</u>
General Fund Support	2,019,486	2,568,107	2,569,606
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(8,628)	340,700	369,200
Other Funding Sources	-	-	-
Total Program Funding	<u>2,078,272</u>	<u>3,011,307</u>	<u>3,041,306</u>

<u>Program Staffing FTEs</u>	38.50	38.50	37.50
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SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Expenditures
<u>COMMUNITY RESOURCES</u>			
<u>Community & Economic Development Administration</u>			
Administration	558,386	-	558,386
Total Community & Economic Development Administration	558,386	-	558,386
<u>Community Development & Neighborhood Conservation</u>			
Administration	484,249	-	484,249
Affordable Housing	292,063	2,468,178	2,760,241
Community & Rural Development	1,134,192	2,941,905	4,076,097
Community Planning & Revitalization Division	-	130,211	130,211
General Services	2,483,119	-	2,483,119
Neighborhood Reinvestment	355,680	100,000	455,680
Total Community Development & Neighborhood Conservation	4,749,303	5,640,294	10,389,597
<u>Community Services, Employment & Training</u>			
CAA Emergency Services Network	163,321	2,720,439	2,883,760
One Stop	5,723,273	11,184,623	16,907,896
Vocational And Academic Instruction	300,577	1,316,883	1,617,460
Total Community Services, Employment & Training	6,187,171	15,221,945	21,409,116
<u>County Free Library</u>			
Administration	-	4,920,101	4,920,101
Public Services	-	23,282,290	23,282,290
Support Services	-	9,570,462	9,570,462
Total County Free Library	-	37,772,853	37,772,853
<u>Economic Development & Tourism</u>			
Economic Devel & Tourism	-	2,003,977	2,003,977
Total Economic Development & Tourism	-	2,003,977	2,003,977
<u>Kino Sports Complex</u>			
Landscape Management	720,995	-	720,995
Recreation	364,943	-	364,943
Total Kino Sports Complex	1,085,938	-	1,085,938
<u>Natural Resources, Parks & Recreation</u>			
Departmental Services	2,075,751	70,000	2,145,751
GIS & MultiMedia Services	675,495	-	675,495
Natural Resource Parks	2,181,217	385,836	2,567,053
Operations	5,448,529	-	5,448,529
Planning	143,698	570,691	714,389
Recreation	4,362,783	-	4,362,783
Special Projects/Trades Division	2,241,513	-	2,241,513
Total Natural Resources, Parks & Recreation	17,128,986	1,026,527	18,155,513

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Expenditures
<u>School Superintendent</u>			
Accounting	325,296	-	325,296
Administration	510,357	-	510,357
Educational Services	668,683	-	668,683
School Reserve Programs	-	2,369,000	2,369,000
Total School Superintendent	1,504,336	2,369,000	3,873,336
<u>Stadium District</u>			
Stadium District Operations	-	5,253,097	5,253,097
Total Stadium District	-	5,253,097	5,253,097
TOTAL COMMUNITY RESOURCES	31,214,120	69,287,693	100,501,813

SUMMARY OF REVENUES BY FUND: PROGRAM

<u>Functional Area / Department / Program</u>	<u>General Fund</u>	<u>Special Revenue</u>	<u>Total Revenues</u>
<u>COMMUNITY RESOURCES</u>			
<u>Community Development & Neighborhood Conservation</u>			
Affordable Housing	-	2,599,347	2,599,347
Community & Rural Development	-	2,941,905	2,941,905
Community Planning & Revitalization Division	-	250,211	250,211
Neighborhood Reinvestment	-	100,000	100,000
Total Community Development & Neighborhood Conservation	-	5,891,463	5,891,463
<u>Community Services, Employment & Training</u>			
CAA Emergency Services Network	-	2,720,439	2,720,439
One Stop	-	11,010,044	11,010,044
Vocational And Academic Instruction	-	1,284,802	1,284,802
Total Community Services, Employment & Training	-	15,015,285	15,015,285
<u>County Free Library</u>			
Administration	-	32,666,797	32,666,797
Public Services	-	1,815,000	1,815,000
Total County Free Library	-	34,481,797	34,481,797
<u>Economic Development & Tourism</u>			
Economic Devel & Tourism	-	1,226,077	1,226,077
Total Economic Development & Tourism	-	1,226,077	1,226,077
<u>Kino Sports Complex</u>			
Landscape Management	27,090	-	27,090
Recreation	85,000	-	85,000
Total Kino Sports Complex	112,090	-	112,090
<u>Natural Resources, Parks & Recreation</u>			
Departmental Services	-	71,601	71,601
Natural Resource Parks	151,000	361,595	512,595
Operations	216,800	-	216,800
Recreation	585,700	-	585,700
Special Projects/Trades Division	1,500	-	1,500
Total Natural Resources, Parks & Recreation	955,000	433,196	1,388,196
<u>School Superintendent</u>			
Administration	100,000	-	100,000
Educational Services	4,000	-	4,000
School Reserve Programs	-	2,369,000	2,369,000
Total School Superintendent	104,000	2,369,000	2,473,000
<u>Stadium District</u>			
Stadium District Operations	-	2,656,135	2,656,135
Total Stadium District	-	2,656,135	2,656,135
TOTAL COMMUNITY RESOURCES	1,171,090	62,072,953	63,244,043

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

<u>Functional Area / Department / Program</u>	<u>FTEs</u>
<u>COMMUNITY RESOURCES</u>	
<u>Community & Economic Development Administration</u>	
Administration	4.00
Total Community & Economic Development Administration	4.00
<u>Community Development & Neighborhood Conservation</u>	
Administration	6.42
Affordable Housing	6.00
Community & Rural Development	10.00
Neighborhood Reinvestment	4.00
Total Community Development & Neighborhood Conservation	26.42
<u>Community Services, Employment & Training</u>	
CAA Emergency Services Network	9.50
One Stop	105.93
Vocational And Academic Instruction	17.00
Total Community Services, Employment & Training	132.43
<u>County Free Library</u>	
Administration	10.00
Public Services	357.02
Support Services	18.00
Total County Free Library	385.02
<u>Economic Development & Tourism</u>	
Economic Devel & Tourism	4.00
Total Economic Development & Tourism	4.00
<u>Kino Sports Complex</u>	
Landscape Management	4.00
Recreation	2.98
Total Kino Sports Complex	6.98
<u>Natural Resources, Parks & Recreation</u>	
Departmental Services	5.00
GIS & MultiMedia Services	10.80
Natural Resource Parks	28.50
Operations	104.40
Planning	3.00
Recreation	86.58
Special Projects/Trades Division	30.50
Total Natural Resources, Parks & Recreation	268.78
<u>School Superintendent</u>	
Accounting	4.00
Administration	5.00
Educational Services	5.00
Total School Superintendent	14.00
<u>Stadium District</u>	
Stadium District Operations	40.18
Total Stadium District	40.18
TOTAL COMMUNITY RESOURCES	881.81

Community & Economic Development Admin

Expenditures: 558,386

4.0

Revenues: 0

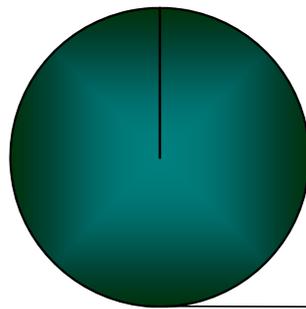
Function Statement:

Enhance the economic and cultural well-being of Pima County constituents with particular focus on improving the status of the economically disadvantaged and to meet and report performance and fiscal requirements of federal, state, and private grantors. Provide support to the Community Development & Neighborhood Conservation, Community Services Employment & Training, Economic Development & Tourism, Kino Sports Complex departments, and the Pima County Public Library and Stadium Districts.

Mandates:

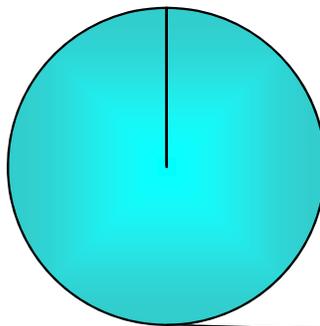
None

Expenditures by Program



Community & Economic
Development Admin
100%

Sources of All Funding



General Fund Support
100%

Department Summary by Program

Department: Community & Economic Development Administration

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Expenditures by Program</u>			
Administration	502,621	636,214	558,386
Total Expenditures	<u>502,621</u>	<u>636,214</u>	<u>558,386</u>
<u>Funding by Source</u>			
General Fund Support	502,621	636,214	558,386
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>502,621</u>	<u>636,214</u>	<u>558,386</u>
<u>Staffing (FTEs) by Program</u>			
Administration	3.33	4.33	4.00
Total Staffing (FTEs)	<u>3.33</u>	<u>4.33</u>	<u>4.00</u>

Program Summary

Department: Community & Economic Development Administration

Program: Administration

Function

Enhance the economic and cultural well-being of Pima County constituents with particular focus on improving the status of the economically disadvantaged. Increase individual and community jobs and income levels. Assist new and expanding employers. Obtain, meet, and report federal, state, and private grants. Provide support and direction to the Community Development & Neighborhood Conservation; Community Services, Employment & Training; Economic Development & Tourism; Kino Sports Complex Departments; and the Pima County Public Library and Stadium Districts.

Description of Services

Provide policy direction, administrative oversight, and support for six departments which offer the following services: public library; neighborhood, community, and economic development; low income housing, emergency rent, and utility assistance; sports recreation; academic and vocational education; and leased property contract administration and marketing.

Program Goals and Objectives

- Increase number of jobs in basic industries of: Health and Bioscience, Technical Research and Manufacturing, Aerospace and Defense, Sustainable Energy, International Trade, Logistics, and Tourism
- Convert Kino Sports Complex to a multi-use, multi-sport facility including multi-year Major League Soccer training and tournament contract, youth and amateur tournaments, alternate revenue events, and charitable events
- Increase departmental efficiencies and external resources to meet service demands
- Increase Employee Combined Appeal Program (ECAP) donations

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Participation in implementation of the new County Economic Development Plan	no	yes	yes
Improvements and changes to Kino Stadium Professional Soccer Complex completed	no	yes	yes
Procedures reviewed to increase efficiency	yes	yes	yes
Employee Combined Appeal Program (ECAP) continued and increased	yes	yes	yes

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	317,608	403,956	315,490
Operating Expenses	185,013	232,258	242,896
Total Program Expenditures	502,621	636,214	558,386

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
General Fund Support	502,621	636,214	558,386
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	502,621	636,214	558,386

<u>Program Staffing FTEs</u>	3.33	4.33	4.00
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Community Development & Neighborhood Conservation

Expenditures: 10,389,597

Revenues: 5,891,463

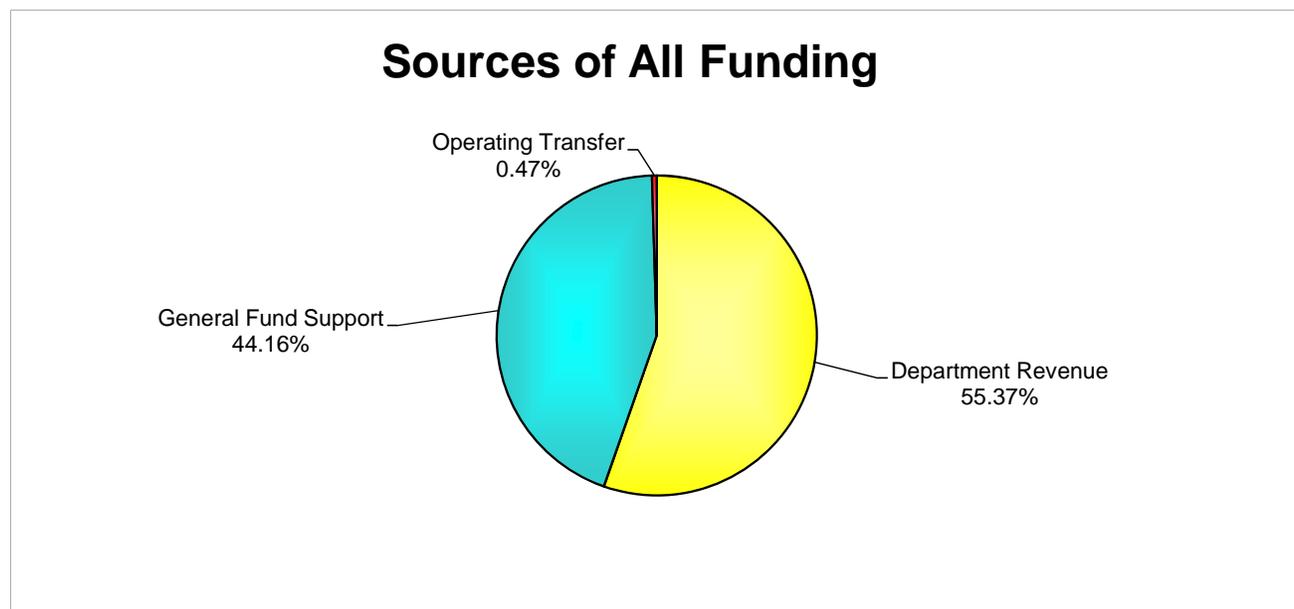
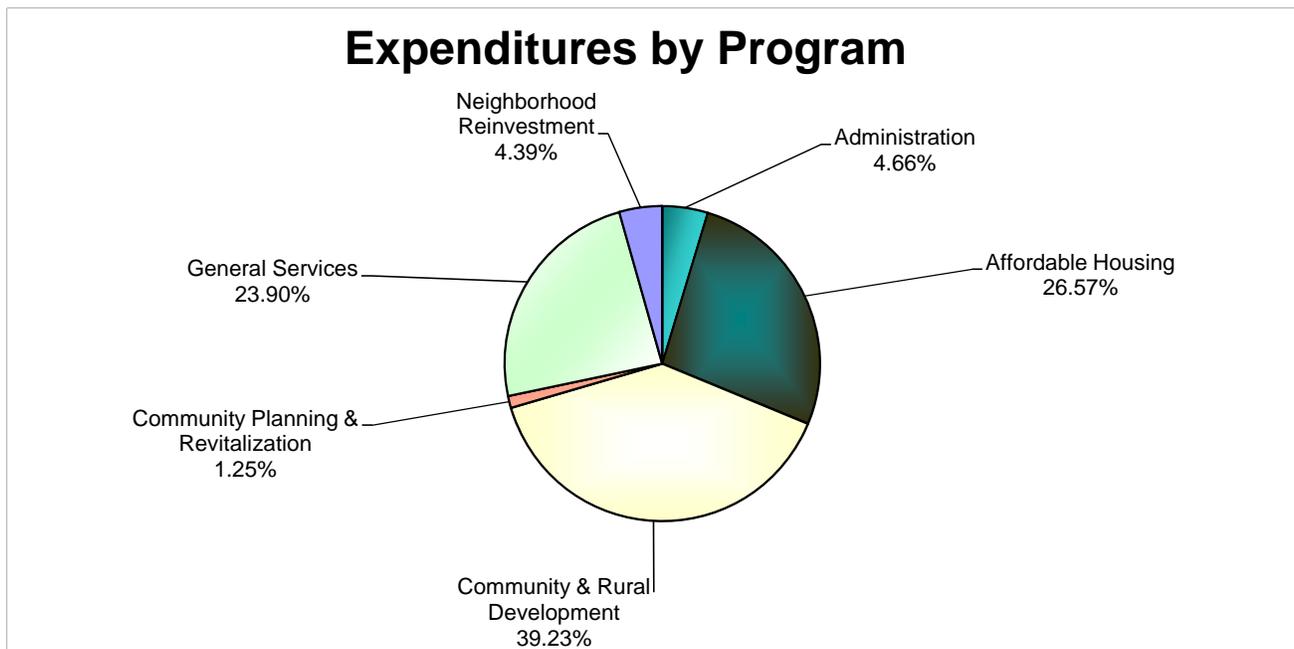
26.42

Function Statement:

Enhance the economic welfare of inhabitants of Pima County by: promoting an improved human services delivery system; supporting regional planning and cooperative arrangements to address priority issues; promoting intergovernmental and community collaboration; addressing critical human and community needs; and promoting infrastructure, economic, and social services development in low and moderate income communities.

Mandates:

None



Department Summary by Program

Department: Community Development & Neighborhood Conservation

	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Adopted	Adopted
<u>Expenditures by Program</u>			
Administration	326,192	499,781	484,249
Affordable Housing	9,946,747	5,127,249	2,760,241
Community & Rural Development	3,558,215	3,793,183	4,076,097
Community Planning & Revitalization Division	96,870	79,420	130,211
General Services	2,419,741	2,422,761	2,483,119
Neighborhood Reinvestment	297,572	435,766	455,680
Total Expenditures	<u>16,645,337</u>	<u>12,358,160</u>	<u>10,389,597</u>
<u>Funding by Source</u>			
Revenues			
Administration	31,873	-	-
Affordable Housing	9,862,438	4,848,201	2,599,347
Community & Rural Development	2,492,278	2,498,525	2,941,905
Community Planning & Revitalization Division	146,446	79,361	250,211
General Services	(7,081)	-	-
Neighborhood Reinvestment	23,540	100,000	100,000
Total Revenues	<u>12,549,494</u>	<u>7,526,087</u>	<u>5,891,463</u>
General Fund Support	4,451,255	4,826,083	4,699,303
Net Operating Transfers In/(Out)	(816,892)	-	50,000
Fund Balance Decrease/(Increase)	461,480	5,990	(251,169)
Other Funding Sources	-	-	-
Total Program Funding	<u>16,645,337</u>	<u>12,358,160</u>	<u>10,389,597</u>
<u>Staffing (FTEs) by Program</u>			
Administration	3.35	5.60	6.42
Affordable Housing	13.20	8.00	6.00
Community & Rural Development	7.20	8.00	10.00
Neighborhood Reinvestment	4.30	4.00	4.00
Total Staffing (FTEs)	<u>28.05</u>	<u>25.60</u>	<u>26.42</u>

Program Summary

Department: Community Development & Neighborhood Conservation

Program: Administration

Function

Provide administrative oversight of General Fund, bond fund, and federal and state grants. Serve as departmental liaison to several local and regional committees to establish policies and develop planned delivery of regional services.

Description of Services

Provide administrative oversight and ensure contract compliance and fiscal accountability for all aspects of the department including grants administration and General Fund programs. Responsible for personnel, budget, programmatic reporting requirements, ensuring organizational capacity to fulfill obligations and responsibilities of the Department to provide support to County efforts and initiatives. Direct management staff to efficiently and effectively utilize resources in order to achieve the greatest community benefit. Prepare regular reports for the County Administrator and the Board of Supervisors. Responsible for oversight of County appointed Committees and Commissions which directly relate to the department.

Program Goals and Objectives

- Increase public information, knowledge, and access to programs and services funded through the department
 - Provide quarterly departmental newsletters and programmatic reports highlighting grantee accomplishments and best practices
- Develop policies to enhance citizen participation to increase transparency and accountability
- Promote staff in leadership roles within the local community and regional area in both planning and capacity development with non-profits, businesses, and governmental entities in order to respond to current needs
- Maximize department resources through appropriate collaborations with County departments
 - Identify opportunities to leverage funds with other County departments for greater community and economic development
- Pursue opportunities and resources for funding programs and initiate cooperative efforts with other jurisdictions and community partners at the local, regional, and state level

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Strategies developed and implemented to identify needs and promote awareness of community resources	2	2	3
Reports developed to provide transparency and demonstrate community benefit achieved with programs and services	4	4	4
Leadership provided on committees which evaluate impact and strategize regarding impact of national and local policies on County funding and programs	3	4	4
Capacity building training sessions provided to community organizations	2	4	3
Grants received to supplement lost federal funds	2	2	3

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	256,126	312,154	350,932
Operating Expenses	70,066	172,127	128,317
Capital Equipment > \$5,000	-	15,500	5,000
Total Program Expenditures	<u>326,192</u>	<u>499,781</u>	<u>484,249</u>

Program Funding by Source

<u>Revenues</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Intergovernmental	10,000	-	-
Miscellaneous Revenue	21,873	-	-
Operating Revenue Sub-Total	<u>31,873</u>	<u>-</u>	<u>-</u>

Program Summary

Department: Community Development & Neighborhood Conservation

Program: Administration

General Fund Support	304,216	499,781	484,249
Net Operating Transfers In/(Out)	(9,897)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	326,192	499,781	484,249
<hr/>			
<u>Program Staffing FTEs</u>	3.35	5.60	6.42

Program Summary

Department: Community Development & Neighborhood Conservation

Program: Affordable Housing

Function

Foster leadership and support to Pima County residents in addressing critical needs, sustainability, stabilization, and preservation of affordable housing. Expand affordable housing to include home ownership and rental opportunities. Provide access to sustainable long term affordable housing to low and moderate income residents through education and resource sharing of new and existing initiatives and opportunities that become available. Develop programs and partnerships that will enhance and expand the services provided by the Pima County Housing Center.

Description of Services

Assist low-income residents with down payment assistance and other financial education tools. Provide subsidy for the development of rental housing for low-income residents. Participate with other jurisdictions, nonprofit, and for-profit organizations within Pima County to develop effective strategies, secure funding, and implement housing programs serving low-income residents. Monitor for compliance and manage housing programs that include but are not limited to Home Investments Partnership (HOME), Neighborhood Stabilization Program I (NSP I), General Obligation Bond Funds for Affordable Housing Program, and the Housing Trust Fund. Provide support and resources to continue the work of the Pima County Foreclosure Prevention/Recovery Coalition to assist with keeping County residents in their homes thus preventing foreclosures and predatory lending. Comply with and incorporate new US Department of Housing and Urban Development (HUD) regulations into all programming. Collaborate with HUD approved counseling agencies and other community stakeholders in creating affordable housing programs and initiatives.

Program Goals and Objectives

- Provide staff support to the Pima County Housing Commission to ensure affordable housing strategies and goals for all housing related programs approved by the Board of Supervisors are implemented
 - Provide all information necessary to authorize projects and assignments
- Provide access to quality homeownership and rental counseling that includes financial education
 - Offer recent homeowners classes in post housing counseling that include restructuring home budget, investments, wealth building, and minor home repairs and improvements
- Increase home ownership opportunities for low income residents of Pima County
 - Administer grants and programs that provide support for homeownership
 - Ensure homeowners are given necessary tools to help them succeed in responsible long-term home ownership
- Preserve, rehabilitate, and develop affordable rentals and owner occupied homes to meet green sustainability and healthy living standards necessary for improving quality of life for low and moderate-income households
 - Administer grants and programs that support energy efficient affordable rentals
- Continue to respond to the foreclosure/default crisis affecting Pima County homeowners by maintaining effective partnerships and collaborations with the private and nonprofit sectors to address key issues that impede housing opportunities for residents
 - Work with community collaboratives which focus on mitigating the effects of foreclosures throughout the County
- Provide an analysis of community needs, emerging needs, and barriers to services for affordable housing and quality of life issues for urban and rural residents
 - Conduct need assessment and community analysis related to barriers to affordable housing
- Assist interdepartmental staff with the development of a Pima County General Plan that will include a comprehensive affordable housing and community development component
- Incorporate new HUD regulations into all applicable housing programs
 - Ensure all housing provider partners are trained on new HUD regulations for consistency and compliance
- Complete Countywide Analysis of Impediments to Fair Housing and Affirmatively Furthering Fair Housing Plan with assistance from Southwest Fair Housing Council to promote diverse inclusive communities and continue to work towards ending housing discrimination
- Administer grants and programs that support energy efficient, sustainable, affordable, and healthy living rentals

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
New housing development projects approved	3	4	3
Housing center clients served	2,250	2,500	2,750
Foreclosure prevention outreach/referrals	194	300	250

Program Summary

Department: Community Development & Neighborhood Conservation

Program: Affordable Housing

New housing construction units produced	41	30	40
Down payment support to new home buyers	4	50	50
Acquisition of, rehabilitation of, or replacement of units	4	5	2
Rental units produced	10	42	30
Housing Center forums, workshops, and meetings attendance	951	750	750
Roadway development impact fee waivers granted	22	25	35
Foreclosure notifications within Pima County	6,756	6,000	5,000

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	691,885	684,578	536,676
Operating Expenses	9,254,862	4,442,671	2,223,565
Total Program Expenditures	<u>9,946,747</u>	<u>5,127,249</u>	<u>2,760,241</u>
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	425	-	-
Operating Revenue Sub-Total	<u>425</u>	<u>-</u>	<u>-</u>
Revenues			
Intergovernmental	9,733,256	4,828,201	1,864,297
Miscellaneous Revenue	128,352	20,000	735,050
Investment Earnings	405	-	-
Grant Revenue Sub-Total	<u>9,862,013</u>	<u>4,848,201</u>	<u>2,599,347</u>
General Fund Support	286,246	275,634	292,063
Net Operating Transfers In/(Out)	3,806	-	-
Fund Balance Decrease/(Increase)	(205,743)	3,414	(131,169)
Other Funding Sources	-	-	-
Total Program Funding	<u>9,946,747</u>	<u>5,127,249</u>	<u>2,760,241</u>
<u>Program Staffing FTEs</u>	13.20	8.00	6.00

Program Summary

Department: Community Development & Neighborhood Conservation

Program: Community & Rural Development

Function

Promote development of capital infrastructure. Improve critical housing and supportive service delivery to youth, seniors, first time homebuyers, special populations, and those in need including the homeless. Provide cultural, recreational, health/fire safety, and social services. Implement economic development initiatives and revitalize slum and blight in targeted communities via improvements to real property. Ensure that activities benefit low and moderate income communities within South Tucson, Marana, and unincorporated Pima County which include federally designated community target areas and Colonias, Neighborhood Revitalization Strategy Areas (NRSA), and other identified highly stressed neighborhoods and communities.

Description of Services

Provide grants to local governments and nonprofit community based agencies for neighborhood revitalization and infrastructure improvements in low and moderate income communities primarily located outside the city of Tucson. Provide grants to local governments and nonprofit community agencies to increase, improve, and add specified new services especially in economically disadvantaged and highly stressed neighborhoods and rural communities. Supply technical assistance and grants to local governments and nonprofit community agencies for community development planning and resource development. Determine contract compliance and ability to meet funding objectives. Provide housing rehabilitation services in low income communities outside the city of Tucson. Provide economic and redevelopment activities in highly stressed neighborhoods and rural communities including but not limited to micro enterprise loans, commercial facade improvements, and Brownfields revitalization.

Program Goals and Objectives

- Provide public community facilities in low income rural areas and highly stressed neighborhoods
 - Review applications for funding community facilities and determine most effective investment of federal funds in underserved target areas
- Ensure and conduct effective regulatory compliance for applicable federally funded programs/projects
- Provide infrastructure improvements in low income rural areas and highly stressed neighborhoods
 - Review requests for funding and work with other County departments to identify, maximize, and leverage available resources
 - Determine highest priority needs
- Rehabilitate owner occupied homes for eligible elderly, disabled, or low income clients
 - Determine the number of houses which can be rehabilitated
 - Effectively utilize existing federal funding
 - Monitor budgets and reports
- Promote economic development initiatives in low income rural areas and highly stressed neighborhoods
 - Collaborate with rural entities and community leadership to determine needs for economic development initiatives and capacity for implementation
- Identify and implement programs which promote the revitalization of slum and blighted areas including Brownfields sites
- Effectively maximize and leverage existing funds to provide gap financing and generate program income as appropriate
- Apply for available Brownfields grant funding annually

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Public facilities improved	13	13	15
Trainings/certifications attended, maintained, or acquired	0	12	12
Infrastructure projects funded	3	3	4
Houses rehabilitated and weatherized	284	225	220
Public services provided	15	14	12
Economic development initiatives funded	1	0	1
Brownfields (environmental site assessments or cleanups)	29	5	5
Site demolition and clearance	0	3	3

Program Summary

Department: Community Development & Neighborhood Conservation

Program: Community & Rural Development

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Environmental review records completed	327	310	310
Davis Bacon/Section 3 compliance completed	17	16	19
<hr/>			
<u>Program Expenditures by Object</u>			
Personnel Services	521,842	573,237	640,386
Operating Expenses	3,036,373	3,219,946	3,435,711
Total Program Expenditures	<u>3,558,215</u>	<u>3,793,183</u>	<u>4,076,097</u>
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	2,486,547	2,438,525	2,825,505
Miscellaneous Revenue	5,731	60,000	116,400
Grant Revenue Sub-Total	<u>2,492,278</u>	<u>2,498,525</u>	<u>2,941,905</u>
General Fund Support	1,141,641	1,292,141	1,084,192
Net Operating Transfers In/(Out)	(376,434)	-	50,000
Fund Balance Decrease/(Increase)	300,730	2,517	-
Other Funding Sources	-	-	-
Total Program Funding	<u>3,558,215</u>	<u>3,793,183</u>	<u>4,076,097</u>
<hr/>			
<u>Program Staffing FTEs</u>	7.20	8.00	10.00

Program Summary

Department: Community Development & Neighborhood Conservation

Program: Community Planning & Revitalization Division

Function

Administer the Neighborhood Stabilization Program 2 (NSP2) Grant. Conduct the closing of the NSP2 Grant which ended in February 2013. Administer the remaining income earned from the grant which remains the responsibility of Pima County as grantee. Provide support for County-wide activities involving community revitalization and planning.

Description of Services

Operate and staff the Pima Neighborhood Investment Partnership (PNIP) office. Work with the sub-grantees, the city of Tucson, and seven non-profit agencies to provide support for activities which include acquisition of foreclosed properties, redevelopment of vacant land, land banking, and demolition of blighted structures. Oversee sub-grantee performance, grant and contract compliance, and program reporting. Administer two Environmental Protection Agency (EPA) Brownfields Grants targeted to Flowing Wells and Ajo. Provide support, planning, and reporting on other grant funded activities for Home Investment Partnership (HOME), Supportive Housing Program (SHP), Supportive Housing Program - Homeless Management Information System (SHP-HMIS), and Housing Opportunities for People with AIDS (HOPWA).

Program Goals and Objectives

- Prepare report on NSP2 accomplishments to the federal government, local community, and partners
 - Maintain timely and accurate reporting to HUD and the PNIP Consortium through Quarterly Progress Reports (QPRs) that are submitted to HUD through the Disaster Recovery Grant Reporting (DRGR) system
 - Provide report on NSP2 accomplishments, effective strategies, and recommendations for future investments
- Close out NSP2 grant successfully to include completion of grant requirements
 - Work with Finance Grants staff to ensure timely closure of projects
 - Develop methodology for future monitoring and grant compliance
- Develop and implement strategies to monitor ongoing investment of program income
 - Develop and implement strategies with NSP sub-grantees
- Provide technical assistance and reports for staff
 - Assess staff needs for technical assistance and training
 - Direct staff development to increase knowledge and skills
- Work with department staff to develop and implement community and economic development strategy
 - Target PNIP area
- Communicate and coordinate activities with five neighborhoods in the targeted PNIP area
 - Participate in neighborhood based meetings to engage citizens and coordinate with existing service providers

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
NSP2 accomplishments, effective strategies, and recommendations for future investments reported	yes	yes	yes
Administrative plan developed for on-going management of program income and administrative funds that have accrued to Pima County	yes	yes	yes
Plans developed for operation and management of program income accounts for two sub-recipients	yes	yes	yes

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	4,274	28,920	30,524
Operating Expenses	92,596	50,500	99,687
Total Program Expenditures	96,870	79,420	130,211

Program Funding by Source

Revenues	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Intergovernmental	118,380	79,361	240,099
Miscellaneous Revenue	28,066	-	10,112

Program Summary

Department: Community Development & Neighborhood Conservation

Program: Community Planning & Revitalization Division

Grant Revenue Sub-Total	146,446	79,361	250,211
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(148,104)	-	-
Fund Balance Decrease/(Increase)	98,528	59	(120,000)
Other Funding Sources	-	-	-
Total Program Funding	96,870	79,420	130,211

Program Summary

Department: Community Development & Neighborhood Conservation

Program: General Services

Function

Administer County General Funds to nonprofit agencies that have successfully completed a community advisory committee review process and were determined to be qualified to deliver basic needs for individuals and families.

Description of Services

Work with community agencies to identify program gaps. Provide support to the Board of Supervisors' appointed citizens committee to develop and implement a community planning process. Administer contracts which meet priority community needs and deliver specific services. Assure accountability for program funds through effective monitoring, technical assistance, and reporting.

Program Goals and Objectives

- Deliver essential services which benefit Pima County residents
 - Ensure a community planning process is followed to determine priority services
- Provide services to vulnerable populations throughout Pima County
 - Target funding to identify services that reach vulnerable populations
- Provide technical assistance and training to non-profit agencies that are receiving funding
 - Determine which agencies are lacking organizational capacity and at what level assistance can be provided to ensure program and contract compliance
- Provide community education regarding programs, services, and access to services
 - Identify effective outreach methods to promote the programs and services funded

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Emergency food and clothing grants provided	10	6	6
Community support grants clients served	1,453	1,919	1,919
General Services grants provided	22	24	26
General Services clients served	25,342	15,010	1,700
Emergency food and clothing clients served	53,075	20,239	20,239
Senior service grants provided	10	9	9
Senior service clients served	1,281	692	692
Support services, shelter, domestic violence grants provided	21	8	8
Support services, shelter, domestic violence clients served	6,175	6,466	6,466
Youth, young adult, and family support grants provided	17	25	25
Youth, young adult, and family support grants clients served	11,061	5,165	5,165
Community support grants provided	9	5	5

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Operating Expenses	2,419,741	2,422,761	2,483,119
Total Program Expenditures	<u>2,419,741</u>	<u>2,422,761</u>	<u>2,483,119</u>

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Miscellaneous Revenue	(7,081)	-	-
Operating Revenue Sub-Total	<u>(7,081)</u>	<u>-</u>	<u>-</u>

Program Summary

Department: Community Development & Neighborhood Conservation

Program: General Services

General Fund Support	2,426,822	2,422,761	2,483,119
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	2,419,741	2,422,761	2,483,119

Program Summary

Department: Community Development & Neighborhood Conservation

Program: Neighborhood Reinvestment

Function Statement

Provide stability and revitalize stressed communities pursuant to 1997 and 2004 Neighborhood Reinvestment Bond Ordinances. Promote the funding of small capital improvement projects selected through a community consensus process. Develop community leaders, identify emerging needs, and strengthen community decision making.

Description of Services

Work with neighborhood residents to identify and implement desired infrastructure and public facilities improvement projects that will improve the quality of life in their communities. Implement strategies for stabilizing communities through the support of community based initiatives by partner agencies, organizations, churches, and other jurisdictions. Identify service gaps in communities and work with residents to prioritize needs for programs and services.

Program Goals and Objectives

- Empower neighborhood groups and residents to accomplish community goals through outreach programs
 - Regularly attend meetings to provide technical assistance and support in establishing goals
- Target stressed communities which do not have active neighborhood associations to help achieve neighborhood project goals
 - Work with informal neighborhood groups to help develop capacity for broad participation and collective decision making
- Assist community leaders in development of functional neighborhood project proposals
 - Determine appropriate level of technical assistance needed
- Work with new neighborhood groups to evaluate community goals and strategies
 - Assess neighborhoods' knowledge of conducting community plans and provide technical assistance and support

Program Performance Measures

	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Community outreach events held	36	36	36
Projects completed	3	2	1
Evaluations completed	12	20	20
Proposals developed	1	3	5

Program Expenditures by Object

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	281,663	304,366	320,480
Operating Expenses	15,909	131,400	135,200
Total Program Expenditures	297,572	435,766	455,680

Program Funding by Source

Revenues			
Miscellaneous Revenue	5,242	-	-
Operating Revenue Sub-Total	5,242	-	-
Revenues			
Intergovernmental	-	100,000	100,000
Miscellaneous Revenue	17,425	-	-
Investment Earnings	873	-	-
Other Special Revenue Total	18,298	100,000	100,000

Program Summary

Department: Community Development & Neighborhood Conservation

Program: Neighborhood Reinvestment

General Fund Support	292,330	335,766	355,680
Net Operating Transfers In/(Out)	(286,263)	-	-
Fund Balance Decrease/(Increase)	267,965	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>297,572</u>	<u>435,766</u>	<u>455,680</u>
<u>Program Staffing FTEs</u>	4.30	4.00	4.00

Community Development & Neighborhood Conservation
Adopted Funding for Outside Agencies

<u>Agency</u>	<u>Funding</u>
Visit Tucson	\$3,375,516 ⁽¹⁾
Tucson Regional Economic Opportunities, Inc.	450,000 ⁽²⁾
JobPath	431,473 ⁽²⁾
Community Food Bank, Inc.	445,865
Pima Association of Governments	298,000 ⁽³⁾
Pima Council on Aging	267,076
Our Family Services, Inc.	184,833
Catholic Community Services of Southern Arizona, Inc. (dba Pio Decimo Center)	166,761
El Rio Santa Cruz Neighborhood Health Center, for El Pueblo Health Center	166,506
Southern Arizona AIDS Foundation	142,414
Emerge! Center Against Domestic Abuse	122,583
Tucson Pima Arts Council	113,236 ⁽²⁾
Tucson Urban League, Inc.	92,583
Primavera Foundation	88,833
Metropolitan Education Commission	83,878
Southern Arizona Legal Aid, Inc. (SALA)	73,333
Youth on Their Own	73,250
United Way - ECAP	70,000 ⁽⁴⁾
Catalina Community Services	63,500
Interfaith Community Services (ICS)	60,267
University of Arizona, Pima County Cooperative Extension	59,056
New Beginnings for Women & Children	58,333
Child and Family Resources, Inc.	57,496
Wingspan	53,500
Catholic Community Services, St. Elizabeth Clinic	50,000
Pima County Community Land Trust	50,000
Arivaca Coordinating Council/Human Resource Group, Inc.	49,000
San Ignacio Yaqui Council, Inc.	48,717
Southern Arizona Buffelgrass Coordination Center, Inc.	48,265
AZ Childrens Association	47,000
University of Arizona, Board of Regents	46,110
International Sonoran Desert Alliance (ISDA)	45,250
Tucson Clean and Beautiful, Inc.	40,896
Jewish Family and Children's Services	40,062
Catholic Community Services (dba Community Outreach Program for the Deaf)	40,000
Tu Nidito Children and Family Services	38,250
Tucson Botanical Garden	37,140 ⁽²⁾
Tucson Children's Museum	37,140 ⁽²⁾
TMM Family Services, Inc.	36,900
Administration of Resources & Choices	35,100
Ajo Chamber of Commerce	35,000 ⁽²⁾
Habitat for Humanity	34,167
United Community Health Center	31,360
El Tour (Perimeter Bicycling)	26,063 ⁽²⁾
Arizona Youth Partnership	25,019
Community Food Bank - Caridad de Porres	25,000
Tucson Meet Yourself	25,000 ⁽²⁾

Community Development & Neighborhood Conservation

Adopted Funding for Outside Agencies

<u>Agency</u>	<u>Funding</u>
Luke's in the Desert, Inc. (dba St. Luke's Home)	24,000
Pima Prevention Partnership - Teen Court	23,600
Humane Borders	22,500 ⁽⁵⁾
Sahuaro Girl Scout Council, Inc. (SGSC)	22,400
Mobile Meals of Tucson, Inc.	21,700
Rise LLC	21,500
Jewish Family and Children's Services of Southern Arizona	21,400
YWCA Employment Education, Training, and Support Services	20,833
Young Women's Christian Association of Tucson	20,667
La Frontera Community Services	20,000
Casa de los Ninos	18,800
Chicanos Por la Causa, Inc.	18,500
International Rescue Committee, Tucson Office	18,000
Green Valley Assistance Services, Inc.	17,583
United Way of Tucson and Southern AZ	16,693
Southwest Fair Housing Council	15,833
One on One Mentoring	15,500
Diaper Bank of Southern Arizona	15,000
Southern Arizona Association for the Visually Impaired	15,000
Santa Cruz Valley Heritage Alliance	15,000 ⁽²⁾
LULAC Youth Conference	12,500 ⁽⁴⁾
Tucson Jewish Community Center	7,500 ⁽²⁾
Total	<u><u>\$ 8,294,240</u></u>

⁽¹⁾ Contract budgeted in Non Departmental.

⁽²⁾ Contract administered by Economic Development & Tourism.

⁽³⁾ Contract budgeted in Community Development & Neighborhood Conservation, Transportation, and Regional Flood Control District departments.

⁽⁴⁾ Contract budgeted and administered by Community and Economic Development Administration.

⁽⁵⁾ Contract budgeted in Board of Supervisors Contingency Fund.

Community Services, Employment & Training

Expenditures: 21,409,116

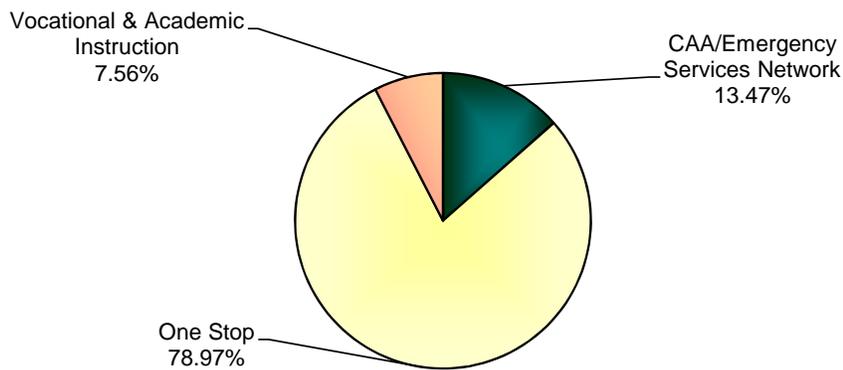
132.43

Revenues: 15,015,285

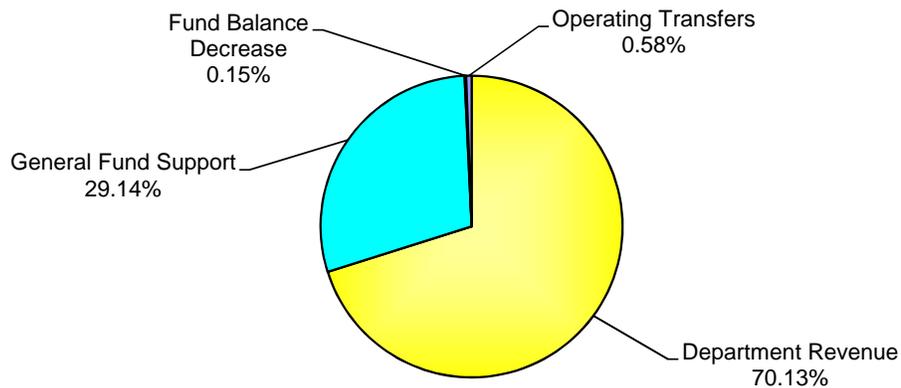
Function Statement: Improve the economic and social sustainability of Pima County by: developing skilled workers; assisting employers to meet workforce needs; mitigating the impact of layoffs through employment services; addressing basic housing needs of low income individuals; helping youth develop into successful adults; maximizing access to public and community resources; and helping persons with barriers such as homelessness and illiteracy transition into society.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Community Services, Employment & Training

	<u>FY 2012/2013</u> Actual	<u>FY 2013/2014</u> Adopted	<u>FY 2014/2015</u> Adopted
<u>Expenditures by Program</u>			
CAA Emergency Services Network	3,048,183	3,707,224	2,883,760
One Stop	15,932,909	17,368,794	16,907,896
Teen Health	10,484	-	-
Vocational and Academic Instruction	1,347,374	1,600,386	1,617,460
Total Expenditures	<u>20,338,950</u>	<u>22,676,404</u>	<u>21,409,116</u>
<u>Funding by Source</u>			
Revenues			
CAA Emergency Services Network	2,760,957	3,505,072	2,720,439
One Stop	10,802,341	11,758,116	11,010,044
Vocational and Academic Instruction	1,169,675	1,296,471	1,284,802
Total Revenues	<u>14,732,973</u>	<u>16,559,659</u>	<u>15,015,285</u>
General Fund Support	5,600,008	6,081,260	6,237,713
Net Operating Transfers In/(Out)	279,091	279,068	124,000
Fund Balance Decrease/(Increase)	(273,122)	(243,583)	32,118
Other Funding Sources	-	-	-
Total Program Funding	<u>20,338,950</u>	<u>22,676,404</u>	<u>21,409,116</u>
<u>Staffing (FTEs) by Program</u>			
CAA Emergency Services Network	12.00	15.50	9.50
One Stop	102.25	116.20	105.93
Vocational and Academic Instruction	21.60	22.83	17.00
Total Staffing (FTEs)	<u>135.85</u>	<u>154.53</u>	<u>132.43</u>

Note: Effective fiscal year 2010/2011 the Teen Health program is budgeted in Health Services.

Program Summary

Department: Community Services, Employment & Training

Program: CAA Emergency Services Network

Function

Combat poverty and provide a safety net of basic services for low-income individuals and families in Pima County. Connect immediate assistance with case management and additional resources to promote self-sufficiency and economic independence.

Description of Services

Operate a community emergency assistance network to eliminate duplication of services. Provide basic needs services in partnership with nine community non-profit and rural community service agencies which comprise the Emergency Services Network (ESN). Provide these services through the Community Action Agency (CAA) as well as contracting with each agency in the ESN to provide the services. Administer a process under Community Development Block Grant funds to award grants for non-profit and rural agencies to provide community services. Fund programs that have a measurable impact on the causes of poverty in Pima County. Make grants in the following priority areas as adopted by the Pima County Community Action Agency Advisory Board: 1) Inability to Meet Emergency Needs; 2) Starvation/Malnutrition; 3) Inadequate Housing; 4) Incomplete Use of Programs and Services; and 5) Youth Services.

Program Goals and Objectives

- Improve the standard of living and mitigate the effects of poverty
- Provide a safety net that prevents homelessness
- Assist people and communities of Pima County especially those with lower incomes to become economically self-sufficient

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Households receiving utility discounts	6,506	6,000	6,000
Households receiving emergency rent, mortgage, or utility assistance	3,325	3,500	3,500

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	521,008	741,942	456,062
Operating Expenses	2,527,175	2,965,282	2,427,698
Total Program Expenditures	<u>3,048,183</u>	<u>3,707,224</u>	<u>2,883,760</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Miscellaneous Revenue	809	-	-
Operating Revenue Sub-Total	<u>809</u>	<u>-</u>	<u>-</u>
Revenues			
Intergovernmental	2,537,367	3,505,072	2,530,843
Miscellaneous Revenue	222,781	-	189,596
Grant Revenue Sub-Total	<u>2,760,148</u>	<u>3,505,072</u>	<u>2,720,439</u>

Program Summary

Department: Community Services, Employment & Training

Program: CAA Emergency Services Network

General Fund Support	151,714	196,873	337,863
Net Operating Transfers In/(Out)	83	-	(174,542)
Fund Balance Decrease/(Increase)	135,429	5,279	-
Other Funding Sources	-	-	-
Total Program Funding	3,048,183	3,707,224	2,883,760
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<u>Program Staffing FTEs</u>	12.00	15.50	9.50

Program Summary

Department: Community Services, Employment & Training

Program: One Stop

Function

Promote economic development by ensuring a skilled workforce. Support a healthy business climate by assisting local employers to find and train qualified workers. Reduce poverty and unemployment by helping low-income and other disadvantaged citizens address barriers to employment and increase their earning power through improved skills.

Description of Services

Offer a continuum of career development services for youth, adults, and dislocated workers by utilizing resources designed to assist people who are laid off or have barriers to employment. Coordinate services through the One Stop Program which are delivered through a network of more than 50 organizations ranging from community based non-profit organizations, faith-based organizations, governmental agencies, and proprietary trainers. Provide support to employers and apprenticeship programs in recruiting, staffing, and training skilled workers for quality jobs. Provide services to assist youth toward completion of high school or General Education Diploma (GED). Provide job order registration, applicant screening, and job matching both in person and online. Work with industry clusters and other employer groups including apprenticeship programs to design new training needed to address workforce shortages in fields with high occupational demand.

Program Goals and Objectives

- Increase incomes of Pima County citizens through job placement, job training, increased educational attainment, increased earning power, increased awareness of career pathways, and focus on quality jobs and livable wages
- Prepare and stabilize workforce to meet industry needs and support job growth

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Average wage at placement	\$12	\$13	\$13
Job seekers served	14,500	12,500	13,000
Employers served	697	800	850
Placed into unsubsidized employment (or college if under 21)	78%	78%	80%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	4,373,191	5,046,724	5,132,866
Operating Expenses	11,559,718	12,322,070	11,759,333
Capital Equipment > \$5,000	-	-	15,697
Total Program Expenditures	<u>15,932,909</u>	<u>17,368,794</u>	<u>16,907,896</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Miscellaneous Revenue	1,673	-	-
Operating Revenue Sub-Total	<u>1,673</u>	<u>-</u>	<u>-</u>

<u>Revenues</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Intergovernmental	10,189,101	11,758,116	10,123,834
Miscellaneous Revenue	611,567	-	886,210
Grant Revenue Sub-Total	<u>10,800,668</u>	<u>11,758,116</u>	<u>11,010,044</u>

Program Summary

Department: Community Services, Employment & Training

Program: One Stop

General Fund Support	5,179,343	5,586,716	5,599,273
Net Operating Transfers In/(Out)	279,034	279,068	298,542
Fund Balance Decrease/(Increase)	(327,809)	(255,106)	37
Other Funding Sources	-	-	-
Total Program Funding	<u><u>15,932,909</u></u>	<u><u>17,368,794</u></u>	<u><u>16,907,896</u></u>

<u>Program Staffing FTEs</u>	102.25	116.20	105.93
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Program Summary

Department: Community Services, Employment & Training

Program: Teen Health

Function

Provide adolescent health care services for youth ages 12-21. Contract and network with providers to provide for the unique health care needs of at-risk youth.

Description of Services

Provide prevention education and health services to youth including: immunizations; physicals; medical intervention for uncomplicated acute illnesses; family planning; sexually transmitted disease treatment and prevention; prenatal care, birthing, and parenting classes; health education for nutrition; substance abuse and smoking cessation; decision making; mental health intake assessments with referrals for crisis intervention and counseling; and network referrals for education and employment needs.

(Note: Beginning in fiscal year 2010/11 the Teen Health program is budgeted in the Health department.)

Program Goals and Objectives

- Provide consistent, teen friendly, welcoming environment
- Assure scheduled appointment availability for teens

Program Performance Measures

	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Teen Center clients offered an appointment within two weeks	n/a	n/a	n/a
Contacts made with agencies/organizations	n/a	n/a	n/a

Program Expenditures by Object

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,376	-	-
Operating Expenses	9,108	-	-
Total Program Expenditures	10,484	-	-

Program Funding by Source

General Fund Support	10,484	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	10,484	-	-

Program Summary

Department: Community Services, Employment & Training

Program: Vocational and Academic Instruction

Function

Address the growing number of older youth and parenting teens unable to obtain employment or job training due to their status as high school drop outs, juvenile offenders, and/or homeless youth. Administer and coordinate vocational and employment training services for low income and disadvantaged Pima County youth to increase job placement and continuing educational opportunities.

Description of Services

Operate three locations of Pima Vocational High School (PVHS) to provide minority, low income, at-risk, out of school Pima County youth (16-21) with a long term program to master vocational and academic skills required by Pima County employers. Offer opportunities for securing a sustainable job through on-the-job training, completion of a vocational curriculum, and classes in applied academic basic skills that also meet the requirements for a high school diploma. Provide participants with intense on-site support services and case management by youth specialists. Help underserved and out of school youth find sustainable employment.

Program Goals and Objectives

- Engage out-of-school youth in education and assist them to attain a high school diploma
- Provide low-skilled at-risk youth the necessary competencies to obtain sustainable employment

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Students who attain a high school diploma	62	65	65
Students placed in employment	42	45	45

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	965,329	1,155,639	1,077,117
Operating Expenses	382,045	444,747	540,343
Total Program Expenditures	<u>1,347,374</u>	<u>1,600,386</u>	<u>1,617,460</u>

Program Funding by Source

Revenues			
Miscellaneous Revenue	375	-	-
Operating Revenue Sub-Total	<u>375</u>	<u>-</u>	<u>-</u>

Revenues			
Intergovernmental	1,168,526	1,296,471	173,992
Miscellaneous Revenue	774	-	-
Grant Revenue Sub-Total	<u>1,169,300</u>	<u>1,296,471</u>	<u>173,992</u>

Revenues			
Intergovernmental	-	-	1,110,810
Other Special Revenue Total	<u>-</u>	<u>-</u>	<u>1,110,810</u>

Program Summary

Department: Community Services, Employment & Training

Program: Vocational and Academic Instruction

General Fund Support	258,467	297,671	300,577
Net Operating Transfers In/(Out)	(26)	-	-
Fund Balance Decrease/(Increase)	(80,742)	6,244	32,081
Other Funding Sources	-	-	-
Total Program Funding	<u><u>1,347,374</u></u>	<u><u>1,600,386</u></u>	<u><u>1,617,460</u></u>
<u>Program Staffing FTEs</u>	21.60	22.83	17.00

County Free Library

Expenditures: 37,772,853

385.02

Revenues: 34,481,797

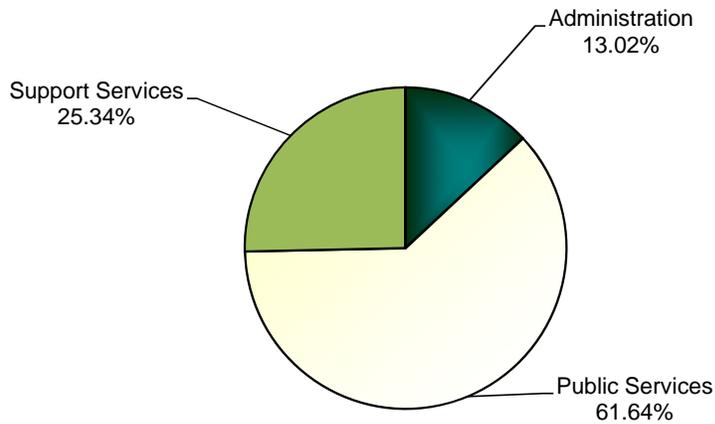
Function Statement:

Provide Pima County residents with free and equitable access to the information resources needed for full participation in the community and for the enrichment of individual lives.

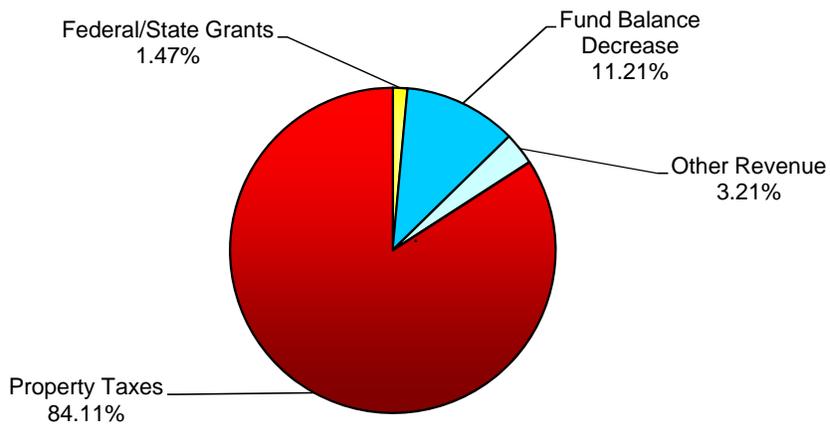
Mandates:

ARS Title 11, Chapter 7: Intergovernmental Operations, Article 1: Public Libraries

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: County Free Library

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Administration	3,894,875	1,466,253	4,920,101
Public Services	21,655,777	22,762,131	23,282,290
Support Services	8,613,754	11,076,616	9,570,462
Total Expenditures	<u>34,164,406</u>	<u>35,305,000</u>	<u>37,772,853</u>
<u>Funding by Source</u>			
Revenues			
Administration	28,177,738	28,603,438	32,666,797
Public Services	1,676,268	1,520,000	1,815,000
Support Services	4,328	-	-
Total Revenues	<u>29,858,334</u>	<u>30,123,438</u>	<u>34,481,797</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(868,349)	(89,250)	(1,060,592)
Fund Balance Decrease/(Increase)	5,179,836	5,270,812	4,351,648
Other Funding Sources	-	-	-
Total Program Funding	<u>34,164,406</u>	<u>35,305,000</u>	<u>37,772,853</u>
<u>Staffing (FTEs) by Program</u>			
Administration	10.00	9.10	10.00
Public Services	373.06	375.31	357.02
Support Services	24.75	21.00	18.00
Total Staffing (FTEs)	<u>407.81</u>	<u>405.41</u>	<u>385.02</u>

Note: Pursuant to the Intergovernmental Agreement between the Pima County Free Library District and Pima County for Cooperative Support Services Contract No. 01-30-P-138083-00606 (dated June 6, 2006, recorded in Docket 12824 at page 955 on June 13, 2006), employees performing work for the Pima County Free Library District are Pima County employees assigned to do work for the Pima County Free Library District. For budgetary purposes only, these employees are shown as FTEs within the Pima County Free Library District. The actual status of these employees during the course of the Intergovernmental Agreement will continue to be as Pima County employees, subject to the Pima County Personnel Policies and Merit Rules. The Intergovernmental Agreement terminates on June 5, 2031.

Program Summary

Department: County Free Library

Program: Administration

Function

Enrich the lives of residents and build a literate community by providing equitable access to information, recreational reading, and lifelong learning materials and programs. Provide leadership, vision, and strategic planning to fulfill the library's mission, its Community Impact Plan, and Pima County's Economic Development Plan. Deliver quality library services to residents of Pima County through the operation of 27 libraries, online electronic access, and outreach services including the juvenile detention center, a bookmobile, and deposit collections at many locations. Report to the Board of Supervisors acting as the Library District Board of Directors. Coordinate library services with County departments.

Description of Services

Report to the County Administrator on library operations and services provided to the residents of Pima County. Build community support for the library by working with the Library Advisory Board, Friends Groups, the Library Foundation, and other community partners. Ensure that library services are responsive and relevant to the communities served. Ensure that the staff is well trained, knowledgeable, and have the resources needed to do their jobs. Develop and implement marketing and community relation strategies to promote library services to the appropriate audiences and raise community awareness of the wide range of services provided by the library.

Program Goals and Objectives

- Raise public awareness of library programs and services by using marketing plan strategies to communicate with the public through eNewsletters, social media, media releases, and media stories
- Optimize staff capacity through effective and relevant training and recruitment strategies
- Develop mutually beneficial partnerships with agencies to ensure all library programs and collaborations result in a positive community benefit

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Subscribers to Library's eNewsletters and social media accounts	26,330	32,000	40,000
Media Outcomes	176	200	225
Staff training and development opportunities offered	yes	yes	yes
Mutually beneficial partnerships developed	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	670,922	(1,768,294)	584,805
Operating Expenses	3,223,953	3,234,547	4,335,296
Total Program Expenditures	<u>3,894,875</u>	<u>1,466,253</u>	<u>4,920,101</u>

Program Funding by Source

Revenues	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Property Taxes	28,078,352	28,603,438	32,666,797
Intergovernmental	10,214	-	-
Miscellaneous Revenue	96	-	-
Investment Earnings	89,076	-	-
Operating Revenue Sub-Total	<u>28,177,738</u>	<u>28,603,438</u>	<u>32,666,797</u>

Program Summary

Department: County Free Library

Program: Administration

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(85,400)	(89,250)	(1,060,592)
Fund Balance Decrease/(Increase)	(24,197,463)	(27,047,935)	(26,686,104)
Other Funding Sources	-	-	-
Total Program Funding	<u><u>3,894,875</u></u>	<u><u>1,466,253</u></u>	<u><u>4,920,101</u></u>

<u>Program Staffing FTEs</u>	10.000	9.100	10.000
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Program Summary

Department: County Free Library

Program: Public Services

Function

Provide residents with information and materials through lending services, library programs and classes, reference and information services, electronic information resources, and public access computers at the Joel D. Valdez Main Library, 26 branch libraries, and one bookmobile. Promote workforce development and literacy for residents of all ages by providing opportunities to learn, create, and connect.

Description of Services

Contribute to an economically vital and literate community by providing access to a wide variety of information resources including books, DVDs, downloadable resources, and online information resources. Serve as community gathering places where residents come to share information, learn, and engage in the community. Provide safe, welcoming places where job seekers are able to enhance employment skills and pursue job search assistance; where young children are introduced to language, reading, and literacy; where school age students find homework assistance and materials to help them succeed in school and become lifelong learners; and where adults pursue individual interests, engage in personal discovery, pursue continuing education, and connect with their community. Assist people in finding information, answering questions, and providing personalized assistance and structured programs that focus on the needs of each library customer in the pursuit of knowledge.

Program Goals and Objectives

- Provide Pima County residents with the information and tools needed to participate successfully in our community
- Create young readers and ensure that children are better prepared to enter school
- Improve literacy for children, teens, and adults
- Provide the resources needed for residents of all ages to explore topics of personal interest
- Help students succeed in school by providing assistance in homework and other needs
- Provide safe and comfortable facilities for residents of Pima County to visit and enjoy
- Support workforce and economic development by assisting job seekers in improving job skills and finding appropriate employment

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Circulation of library materials	6,854,685	7,500,000	7,750,000
Library catalog searches	12,357,788	13,000,000	13,500,000
Public computer searches	1,434,606	1,450,000	1,500,000
Digital downloads	366,000	400,000	450,000
Library cardholders	405,400	425,000	445,000
Library program attendance	268,309	275,000	275,000
Community meeting room attendance	136,743	140,000	143,000
Online homework help attendance	49,399	50,000	50,000
In person homework help attendance	17,922	19,000	20,000
Job help attendance	9,704	9,800	9,900

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	16,833,173	17,815,331	17,872,150
Operating Expenses	4,822,604	4,946,800	5,410,140
Total Program Expenditures	<u>21,655,777</u>	<u>22,762,131</u>	<u>23,282,290</u>

Program Summary

Department: County Free Library

Program: Public Services

Program Funding by Source

Intergovernmental	438,557	390,000	655,000
Fines & Forfeits	597,889	650,000	600,000
Miscellaneous Revenue	629,531	430,000	510,000
Investment Earnings	10,291	50,000	50,000
Operating Revenue Sub-Total	1,676,268	1,520,000	1,815,000
 General Fund Support	 -	 -	 -
Net Operating Transfers In/(Out)	(282,949)	-	-
Fund Balance Decrease/(Increase)	20,262,458	21,242,131	21,467,290
Other Funding Sources	-	-	-
Total Program Funding	21,655,777	22,762,131	23,282,290
<hr/> <u>Program Staffing FTEs</u>	<hr/> 373.060	<hr/> 375.310	<hr/> 357.020

Program Summary

Department: County Free Library

Program: Support Services

Function

Provide support operations needed for a branch library system including: cataloging and acquisition of library materials; maintenance of library facilities; hiring, payroll processing, and management of human resources; processing of library customer accounts; and budgetary planning and support.

Description of Services

Order, make payments, and manage vendor relations for the purchase of library materials in a variety of formats. Manage the inventory of 1.5 million items including the cataloging of new materials added to the collection. Manage all hiring, payroll, and related departmental personnel issues. Provide support for budgeting, accounts receivable, and accounts payable. Oversee facilities maintenance and planning of new libraries.

Program Goals and Objectives

- Ensure that library expenditures are kept within budget and maximize the level of services offered by library staff
- Provide well maintained library facilities by having staff submit work orders in a timely manner
- Hire qualified individuals by performing effective screening of candidates
- Utilize the most efficient methods possible to order, process, and make new materials available to the public
- Increase the number of new library materials sent directly to branches to minimize shipping times

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Rate of retention of newly hired staff	80%	80%	80%
Percent of new library materials shipped directly to branches	92%	92%	92%
Library expenditures within budget	yes	yes	yes
Weekly submission of work orders to Facilities Management department	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	1,290,127	1,095,013	1,055,546
Operating Expenses	7,214,790	9,981,603	8,514,916
Capital Equipment > \$5,000	108,837	-	-
Total Program Expenditures	<u>8,613,754</u>	<u>11,076,616</u>	<u>9,570,462</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Miscellaneous Revenue	4,328	-	-
Other Special Revenue Total	<u>4,328</u>	<u>-</u>	<u>-</u>
General Fund Support	<u>-</u>	<u>-</u>	<u>-</u>
Net Operating Transfers In/(Out)	<u>(500,000)</u>	<u>-</u>	<u>-</u>
Fund Balance Decrease/(Increase)	<u>9,109,426</u>	<u>11,076,616</u>	<u>9,570,462</u>
Other Funding Sources	<u>-</u>	<u>-</u>	<u>-</u>
Total Program Funding	<u>8,613,754</u>	<u>11,076,616</u>	<u>9,570,462</u>

<u>Program Staffing FTEs</u>	24.750	21.000	18.000
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Economic Development & Tourism

Expenditures: 2,003,977

FTEs 4.0

Revenues: 1,226,077

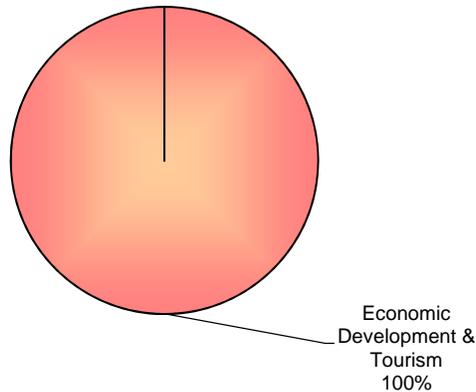
Function Statement:

Facilitate business and tourism growth with various community partners located in Pima County and the state of Arizona. Serve as a marketing outreach agency promoting the quality of life of the region to create potential leisure and business opportunities with Pima County owned and leased assets, meeting planners, conference attendees, and leisure visitors. Coordinate activities with both public and private sector partners.

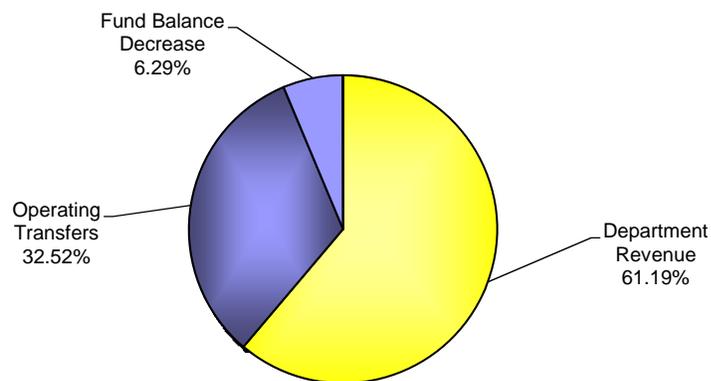
Mandates:

ARS Title 42, Chapter 6: Local Excise Taxes

Expenditures By Program



Sources of All Funding



Department Summary by Program

Department: Economic Development & Tourism

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Expenditures by Program</u>			
Economic Devel & Tourism	1,757,768	2,008,463	2,003,977
Total Expenditures	<u>1,757,768</u>	<u>2,008,463</u>	<u>2,003,977</u>
<u>Funding by Source</u>			
Revenues			
Economic Devel & Tourism	1,302,349	1,308,226	1,226,077
Total Revenues	<u>1,302,349</u>	<u>1,308,226</u>	<u>1,226,077</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	458,257	633,259	651,759
Fund Balance Decrease/(Increase)	(2,838)	66,978	126,141
Other Funding Sources	-	-	-
Total Program Funding	<u>1,757,768</u>	<u>2,008,463</u>	<u>2,003,977</u>
<u>Staffing (FTEs) by Program</u>			
Economic Devel & Tourism	4.00	4.00	4.00
Total Staffing (FTEs)	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>

Program Summary

Department: Economic Development & Tourism

Program: Economic Development & Tourism

Function

Facilitate business and tourism growth with various community partners located in Pima County and the state of Arizona. Promote the quality of life in the region in order to create potential growth in business, leisure, corporate business, and sports travel.

Description of Services

Act as primary liaison with the business, academic, tourism, and sports communities to enhance the economic well-being of the region. Provide contract oversight; business development with Tucson Regional Economic Opportunities (TREO), small business assistance organizations, and Ajo community and economic development partners; marketing, training and revenue enhancement programs for Pima County's leased property partners (i.e., Arizona-Sonora Desert Museum, Old Tucson Studios, Colossal Cave Mountain Park, Pima Air and Space Museum, Pima County Fairgrounds, Rillito Race Track, Crooked Tree Golf Course and other Pima County leased property partners) and regional business attraction and retention agencies in Pima County. Collaborate with the Pima County Stadium District and Natural Resources Park and Recreation (NRPR) personnel and its business and promotional partners in marketing and business strategies for the Kino Sports Complex (KSC) and other public special event facilities.

Program Goals and Objectives

- Coordinate Pima County's economic development resources
 - Concentrate on collaborative community efforts in business and job creation, business retention and expansion, increased tourism, sports, and cultural development which enhance the quality of life
 - Develop annual comprehensive tourism promotion marketing plans
 - Partner with Visit Tucson, Ajo District Chamber of Commerce, Pima Sports and Tourism Authority, and the International Sonoran Desert Alliance (ISDA)
 - Increase the number of film, commercials, and video production companies utilizing Pima County as their base for shooting or production headquarters
 - Assist the leased properties in revenue enhancement
 - Initiate and develop optional use concepts for County leased property attractions
 - Develop partnerships with public and private organizations
 - Involve organizations in economic development, tourism, and cultural development
 - Develop and execute marketing initiatives for the Kino Sports Complex (KSC) and Natural Resources Parks & Recreation (NRPR) in collaboration with the Pima County Stadium District and NRPR Department
 - Increase the number of special events and revenue producing activities at KSC and other County facilities
 - Assist Natural Resources Parks & Recreation
 - Develop trails and other natural resources throughout Pima County including bike and multi-use river loops
 - Collaborate with the University of Arizona (UA) Science College and other UA departments
 - Develop a GeoTourism plan attracting visitors to the region
 - Assist in the assessment of sports facilities and community involvement in Pima County with the Pima County Sports and Tourism Authority
-

<u>Program Performance Measures</u>	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Estimated	Planned
Increase in major events held	5	3	2
Number of new sponsored events	2	2	3
Collaborative marketing agreements developed	2	2	1
Promotional technical assistance provided	10	15	15
Additional uses developed for leased properties	2	2	1
Increase in business and leisure travelers	0%	5%	5%

Program Summary

Department: Economic Development & Tourism

Program: Economic Development & Tourism

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	398,160	424,534	386,753
Operating Expenses	1,350,266	1,583,929	1,617,224
Capital Equipment > \$5,000	9,342	-	-
Total Program Expenditures	1,757,768	2,008,463	2,003,977
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	1,005,738	1,046,400	1,080,165
Miscellaneous Revenue	293,932	260,326	144,912
Investment Earnings	2,679	1,500	1,000
Other Special Revenue Sub-Total	1,302,349	1,308,226	1,226,077
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	458,257	633,259	651,759
Fund Balance Decrease/(Increase)	(2,838)	66,978	126,141
Other Funding Sources	-	-	-
Total Program Funding	1,757,768	2,008,463	2,003,977
<hr/>			
<u>Program Staffing FTEs</u>	4.00	4.00	4.00

Kino Sports Complex

Expenditures: 1,085,938

FTEs 6.98

Revenues: 112,090

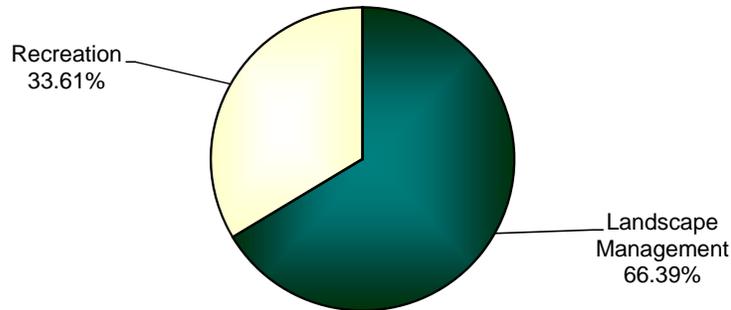
Function Statement:

Improve the quality of life for residents of Pima County by providing a variety of cultural and recreational services through various facilities operated by Pima County.

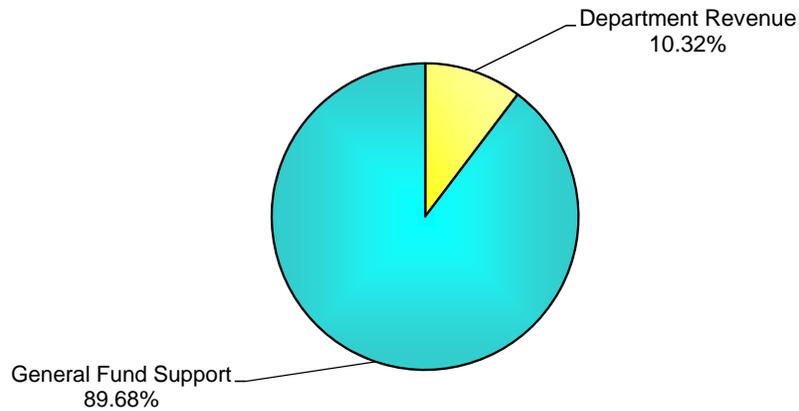
Mandates:

None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Kino Sports Complex

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Landscape Management	334,628	402,100	720,995
Recreation	404,813	684,249	364,943
Total Expenditures	<u>739,441</u>	<u>1,086,349</u>	<u>1,085,938</u>
<u>Funding by Source</u>			
Revenues			
Landscape Management	30,481	27,090	27,090
Recreation	102,040	85,000	85,000
Total Revenues	<u>132,521</u>	<u>112,090</u>	<u>112,090</u>
General Fund Support	606,920	974,259	973,848
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>739,441</u>	<u>1,086,349</u>	<u>1,085,938</u>
<u>Staffing (FTEs) by Program</u>			
Landscape Management	4.45	4.00	4.00
Recreation	2.54	2.98	2.98
Total Staffing (FTEs)	<u>6.99</u>	<u>6.98</u>	<u>6.98</u>

Program Summary

Department: Kino Sports Complex
Program: Landscape Management

Function

Provide safe and aesthetically pleasing landscapes at Sam Lena Park, the Mulcahy YMCA at Kino Veterans Memorial Community Center, Willie Blake Park, and various County departments.

Description of Services

Maintain turf, decomposed granite, irrigation, trees, shrubs, and groundcover. Provide litter removal, sports field maintenance, and pathway/parking lot sweeping. Provide maintenance of restrooms, ramadas, ball fields, fencing, graffiti abatement, exercise paths, ball field, and security lighting.

Program Goals and Objectives

- Provide aesthetically pleasing and safe landscapes
- Schedule service occurrences in departments
- Provide facilities that present high quality image of community resources
- Maintain landscapes at service levels stated in Memorandums of Understanding

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Meet service schedule for departments	yes	yes	yes
Areas serviced as specified by Memorandums of Understanding	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	166,510	260,434	179,610
Operating Expenses	168,118	141,666	509,385
Capital Equipment > \$5,000	-	-	32,000
Total Program Expenditures	<u>334,628</u>	<u>402,100</u>	<u>720,995</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Miscellaneous Revenue	25,874	23,590	23,590
Charges for Services	4,607	3,500	3,500
Operating Revenue Sub-Total	<u>30,481</u>	<u>27,090</u>	<u>27,090</u>
General Fund Support	304,147	375,010	693,905
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>334,628</u>	<u>402,100</u>	<u>720,995</u>

<u>Program Staffing FTEs</u>	4.45	4.00	4.00
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Program Summary

Department: Kino Sports Complex

Program: Recreation

Function

Maintain the buildings and facility infrastructure of Sam Lena Maintenance Building and Compound, Sam Lena Snack Bar and restroom building, Willie Blake Park restroom building, parking lots, ramadas, exercise pathway, fencing, ball field lights, security lights, exterior of the Kino Veterans Memorial Community Center (Mulcahy YMCA), pool, and bathhouse at the highest possible standard.

Description of Services

Provide repair and maintenance of buildings and facilities as needed as part of an ongoing facilities maintenance program. Coordinate necessary services through Facilities Management Department and contracted vendor services to provide for general upkeep of park buildings and facilities, and to maintain pool, bathhouse, and exterior of community center per contract with the YMCA of Southern Arizona. Provide landscape services and facility reservations for any YMCA programming needs at Sam Lena Park or the Kino Sports Complex. Coordinate with Natural Resources Parks and Recreation Department on pool issues.

Program Goals and Objectives

- Establish and maintain long-term facility renewal program that focuses on sustainability, accessibility, flexibility, and aesthetics of facilities
- Maintain buildings and facilities at their highest level to extend life and usefulness
- Use technology for energy efficiency as part of department sustainability program
- Upgrade park facilities to improve visitor experience
- Be responsive to requests from the YMCA regarding facilities maintenance issues

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Respond within 24 hours to YMCA facility issues	yes	yes	yes
Replace outdated and deteriorating restroom	no	no	yes

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	58,899	178,925	102,376
Operating Expenses	334,522	505,324	262,567
Capital Equipment > \$5,000	11,392	-	-
Total Program Expenditures	<u>404,813</u>	<u>684,249</u>	<u>364,943</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Miscellaneous Revenue	102,040	85,000	85,000
Operating Revenue Sub-Total	<u>102,040</u>	<u>85,000</u>	<u>85,000</u>
General Fund Support	302,773	599,249	279,943
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>404,813</u>	<u>684,249</u>	<u>364,943</u>

<u>Program Staffing FTEs</u>	2.54	2.98	2.98
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Natural Resources, Parks & Recreation

Expenditures: 18,155,513

FTEs 268.78

Revenues: 1,388,196

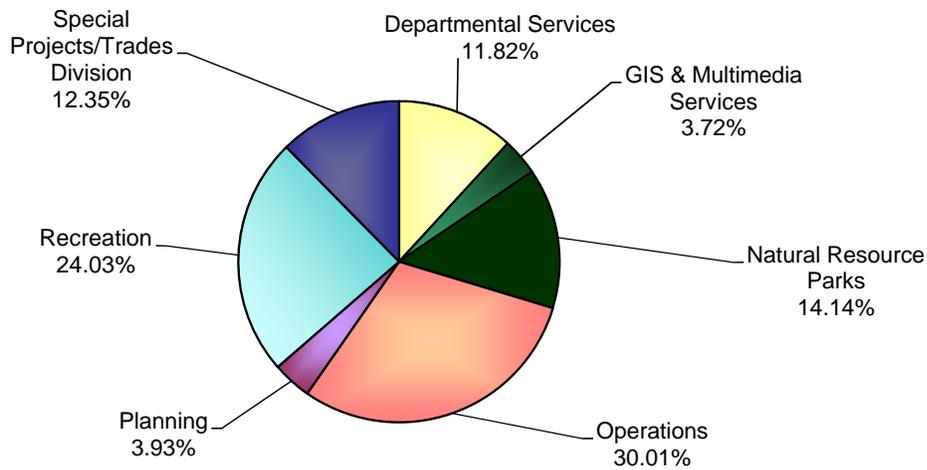
Function Statement:

Manage Pima County natural resources, urban parks, and recreational programs; lead community efforts to conserve the Sonoran Desert and enhance the urban environment and quality of life; provide quality recreation experiences, open space conservation, community education programs, and leisure activities while supporting Pima County's Sustainability Programs such as water conservation, green building, and recycling.

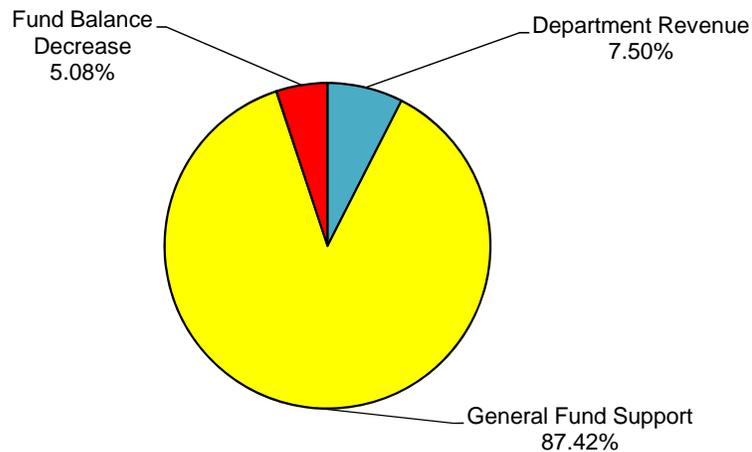
Mandates:

None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Natural Resources, Parks & Recreation

	<u>FY 2012/2013</u> Actual	<u>FY 2013/2014</u> Adopted	<u>FY 2014/2015</u> Adopted
<u>Expenditures by Program</u>			
Departmental Services	851,943	892,092	2,145,751
Development	124,501	-	-
GIS & MultiMedia Services	361,853	420,376	675,495
Natural Resource Parks	2,784,379	2,885,182	2,567,053
Operations	8,789,744	6,967,757	5,448,529
Planning	201,523	483,205	714,389
Recreation	3,617,425	4,383,561	4,362,783
Special Projects/Trades Division	114,295	2,023,240	2,241,513
Total Expenditures	<u>16,845,663</u>	<u>18,055,413</u>	<u>18,155,513</u>
<u>Funding by Source</u>			
Revenues			
Departmental Services	118,586	62,000	71,601
GIS & MultiMedia Services	3	-	-
Natural Resource Parks	775,345	680,980	512,595
Operations	418,059	180,200	216,800
Planning	132,049	-	-
Recreation	422,153	497,600	585,700
Special Projects/Trades Division	4,000	500	1,500
Total Revenues	<u>1,870,195</u>	<u>1,421,280</u>	<u>1,388,196</u>
General Fund Support	15,289,579	16,210,466	16,186,736
Net Operating Transfers In/(Out)	(1,117,602)	(849,980)	(360,000)
Fund Balance Decrease/(Increase)	803,491	1,273,647	940,581
Other Funding Sources	-	-	-
Total Program Funding	<u>16,845,663</u>	<u>18,055,413</u>	<u>18,155,513</u>
<u>Staffing (FTEs) by Program</u>			
Departmental Services	8.00	7.00	5.00
Development	2.00	-	-
GIS & MultiMedia Services	6.00	7.80	10.80
Natural Resource Parks	35.50	28.50	28.50
Operations	109.95	95.28	104.40
Planning	3.00	3.00	3.00
Recreation	77.88	80.83	86.58
Special Projects/Trades Division	-	26.50	30.50
Total Staffing (FTEs)	<u>242.33</u>	<u>248.91</u>	<u>268.78</u>

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Departmental Services

Function

Provide management, leadership, and strategic master planning for Pima County's system of parks and natural resources.

Description of Services

Provide direction, organize, manage, and administer the activities of the department management and staff. Implement departmental policies and procedures consistent with County policies. Serve as a liaison between the department, County Administrator, Board of Supervisors, and taxpayers. Manage public education and the community relations activities of the department. Maintain liaison with community, government agencies, neighborhood organizations, and special interest groups. Ensure intergovernmental document quality, coordination, department review, and comment on key state and federal legislation. Act as liaison with other governmental and private agencies in developing and monitoring contracts, agreements, and Intergovernmental Agreements (IGA), including, but not limited to County leased properties. Ensure appropriate compliance of the department's activities with federal, state, and local government requirements and regulations on environmental issues. Provide research, investigation, data collection, advisory, and defense support of departmental tort related claims and lawsuits.

Program Goals and Objectives

- Process Special Event permits, contracts, and IGAs in a timely fashion
- Process Personnel Action Forms (PAFs), timecards, and Family Medical Leave Act (FMLA) paperwork in a timely and effective manner
- Operate department in efficient and cost effective manner

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Special Event permits, contracts, IGAs completed on time	95%	100%	100%
Timecards, PAFs, and FMLA requests processed on time	100%	100%	100%
Information requests from administration answered within two business days	95%	100%	100%

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	577,279	633,857	546,788
Operating Expenses	255,385	225,914	1,598,963
Capital Equipment > \$5,000	19,279	32,321	-
Total Program Expenditures	851,943	892,092	2,145,751

Program Funding by Source	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Miscellaneous Revenue	62,497	-	-
Operating Revenue Sub-Total	62,497	-	-

Revenues	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Miscellaneous Revenue	55,573	62,000	71,601
Investment Earnings	516	-	-
Other Special Revenue Total	56,089	62,000	71,601

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Departmental Services

General Fund Support	750,754	797,771	2,075,751
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(17,397)	32,321	(1,601)
Other Funding Sources	-	-	-
Total Program Funding	<u>851,943</u>	<u>892,092</u>	<u>2,145,751</u>
<u>Program Staffing FTEs</u>	8.00	7.00	5.00

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Development

Function

Manage and implement various planning, design, and construction projects related to the in-lieu fees Special Funds: Pima County Far West, Pima County Northeast, Pima County Northwest, Pima County Southeast, and Pima County Southwest.

Description of Services

Plan, design, and develop trails, parks, and other properties to be used as parks and recreation facilities as part of the in-lieu fees special funds program.

(Note: Beginning in fiscal year 2013/14 the Development program budget is absorbed in the Planning and Special Projects/Trades Division program budgets.)

Program Goals and Objectives

- Meet all Capital Improvement Project (CIP) requirements for developing projects for the in-lieu fees program
- Comply with all regulatory agency standards for developing projects for the in-lieu fees program
- Identify and meet all federal and state project standards for developing projects for the in-lieu fees program

Program Performance Measures

Monitor new tentative plat approvals are in compliance with collection requirements

FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
15	n/a	n/a

Program Expenditures by Object

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	101,143	-	-
Operating Expenses	23,358	-	-
Total Program Expenditures	124,501	-	-

Program Funding by Source

General Fund Support	124,501	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	124,501	-	-

Program Staffing FTEs

	2.00	-	-
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Program Summary

Department: Natural Resources, Parks & Recreation

Program: GIS & MultiMedia Services

Function

Provide geographic information and multimedia services to all Pima County Natural Resources, Parks and Recreation (NRPR) divisions. Create and manage NRPR's technical infrastructure and coordinate special Information Technology (IT) projects. Interact with the public, County staff, and other agencies through NRPR's customer service desk.

Description of Services

Update and maintain the NRPR website. Generate Geographic Information Systems (GIS) mapping products and provide spatial analyses. Develop educational materials, multimedia presentations, and interpretive exhibits for NRPR properties and facilities. Provide computer hardware, software, Internet access, and website maintenance as the liaison with the Information Technology Department. Provide records retention management oversight for the department. Administer the NRPR IT Plan and coordinate ordering hardware and software. Direct incoming calls and respond to inquiries. Oversee implementation of Advantage and Maximo, generate related reports, and provide technical assistance. Assist employees with recruitment, enrollment, benefits, and payroll. Order, inventory, and disperse materials and equipment for all divisions.

Program Goals and Objectives

- Capture comprehensive spatial data for all NRPR properties and integrate this information into the County-wide GIS system
 - Establish department protocol for the use of Global Positioning System (GPS) equipment and information transfer
 - Maintain accurate records or NRPR datasets and implement Pima County's record retention policies
- Increase public awareness of NRPR facilities, services, and programs through a comprehensive identity program and expanded Web presence
 - Answer incoming calls by third ring and provide accurate responses

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Web pages designed	70	30	260
GIS products used	280	325	430
Park identity programs created	10	15	15

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	344,145	383,785	638,904
Operating Expenses	17,708	36,591	36,591
Total Program Expenditures	<u>361,853</u>	<u>420,376</u>	<u>675,495</u>

Program Funding by Source

Revenues	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Miscellaneous Revenue	3	-	-
Operating Revenue Sub-Total	<u>3</u>	<u>-</u>	<u>-</u>

Program Summary

Department: Natural Resources, Parks & Recreation

Program: GIS & MultiMedia Services

General Fund Support	361,850	420,376	675,495
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>361,853</u>	<u>420,376</u>	<u>675,495</u>
<u>Program Staffing FTEs</u>	6.00	7.80	10.80

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Natural Resource Parks

Function

Manage, maintain, and conserve natural resource and mountain parks, open space lands, and cultural/historic resource sites. Educate the public about the importance of the sites and how to appropriately use them. Act as the primary land manager of the Conservation Land Management Program. Provide Natural Resources, Parks and Recreation (NRPR) staff with technical advice and direction related to projects potentially impacting flora and fauna.

Description of Services

Manage and protect mountain parks and natural resource parks, natural preserves, non-urban trails/trailheads, open space lands, and cultural/historic resource sites through routine monitoring, maintenance, and planned management actions. Provide environmental and historical education programs for diverse audiences. Provide passive and active natural resource based recreational opportunities on NRPR managed lands. Develop and implement an invasive species management program. Assist with identification, due diligence background reporting, and acquisition of new open space lands under the Sonoran Desert Conservation Plan. Assist with implementation of a Multi-Species Conservation Plan (MSCP) for the County by managing mitigation lands consistent with MSCP and U. S. Fish and Wildlife (USFW) conditions.

Program Goals and Objectives

- Develop, implement, and monitor management plans for open space properties
- Monitor and maintain non-urban trail system and associated trail heads
- Monitor and provide operations maintenance support to maintain safe and functioning natural resource parks, open space lands, and cultural/historic resource sites
- Support implementation of a Federal Section 10 permit for Pima County, Multi-species Conservation Plan
 - Achieve the outcomes identified in the plan
 - Achieve the level of stewardship required by U. S. Fish and Wildlife to maintain the permit
- Increase the level of public participation in environmental and conservation education programs

<u>Program Performance Measures</u>	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Estimated	Planned
Environmental education program participants	32,000	34,000	38,000
Miles of trails maintained	20	25	25
Acres of park, ranch, open space, and cultural resource lands maintained	250,000	260,000	260,000
Comprehensive management plans completed	2	4	6
Properties monitored annually	125	127	129

<u>Program Expenditures by Object</u>	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Adopted	Adopted
Personnel Services	1,878,178	1,644,647	1,569,090
Operating Expenses	883,808	1,240,535	997,963
Capital Equipment > \$5,000	22,393	-	-
Total Program Expenditures	2,784,379	2,885,182	2,567,053

Program Funding by Source

Revenues			
Miscellaneous Revenue	109,833	30,000	20,000
Charges for Services	135,052	131,000	131,000
Operating Revenue Sub-Total	244,885	161,000	151,000

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Natural Resource Parks

Revenues

Intergovernmental	45,862	494,980	49,487
Investment Earnings	(11)	-	858
Grant Revenue Sub-Total	45,851	494,980	50,345

Revenues

Miscellaneous Revenue	305,604	-	250,000
Investment Earnings	9,005	-	-
Charges for Services	170,000	25,000	61,250
Other Special Revenue Total	484,609	25,000	311,250

General Fund Support	2,264,635	2,143,334	2,042,967
Net Operating Transfers In/(Out)	(904,602)	(849,980)	(360,000)
Fund Balance Decrease/(Increase)	649,001	910,848	371,491
Other Funding Sources	-	-	-
Total Program Funding	2,784,379	2,885,182	2,567,053

<u>Program Staffing FTEs</u>	35.50	28.50	28.50
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Program Summary

Department: Natural Resources, Parks & Recreation

Program: Operations

Function

Manage, operate, and maintain Pima County's urban park system that provides vital green space and vegetative buffers to new construction and development while providing opportunities for the public to be physically active. Provide sports fields, courts, ramadas, and playgrounds for youth recreational and sports activities. Provide groundwater recharge areas, flood plain protection, natural sound barriers, storm water protection, and carbon uptake from trees and vegetation that help keep the environment healthy.

Description of Services

Manage, operate, and maintain 38 parks, with 80 ball fields (55 lighted) while coordinating with various sports organizations using the ball fields. Maintain reservable ramadas and 41 playgrounds to American Standards for Testing and Materials (ASTM) standards and Consumer Product Safety Commission (CPSC) guidelines. Maintain the grounds of the downtown government complex. Manage, operate, and maintain the Urban Loop path system of over 70 miles of paved paths including four river parks. Update, coordinate, and implement a comprehensive division safety program.

Program Goals and Objectives

- Develop cyclic maintenance for asphalt paths, parking lots, and entrance roads
- Develop replacement programs for playground structures at national standards
- Remove graffiti at parks within 72 hours at least 85% of the time
- Operate and maintain urban parks at industry standards
- Develop funded cyclic maintenance program for the County's ball fields, buildings, and other infrastructure
- Replace all outdated ball field lighting systems and replace with energy efficient and "Dark Skies" friendly ball field lighting systems that are controlled by a central control system
- Replace outdated and inefficient irrigation systems with more efficient and effective irrigation systems
- Work closely with Tucson Water to connect parks that are within the service areas and are cost effective to do so to reclaimed water systems to reduce the amount of potable water used in parks
- Develop and update a Heavy Maintenance Plan for each park

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Paved miles of river parks, Urban Loop, and Sun Loop maintained	52	70	93
Ball fields operated and maintained	79	80	80
Lighted ball fields operated and maintained	54	55	55
Urban Parks operated and maintained	38	38	38
Playgrounds operated, maintained and inspected	40	41	41
Review and update 20 percent of Heavy Maintenance Plans annually	0%	100%	20%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	5,278,234	4,464,600	3,506,946
Operating Expenses	3,301,541	2,373,657	1,872,083
Capital Equipment > \$5,000	209,969	129,500	69,500
Total Program Expenditures	<u>8,789,744</u>	<u>6,967,757</u>	<u>5,448,529</u>

Program Funding by Source

Revenues	FY 2012/2013	FY 2013/2014	FY 2014/2015
Licenses & Permits	1,350	1,500	500

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Operations

Miscellaneous Revenue	149,993	38,000	48,000
Charges for Services	266,716	140,700	168,300
Operating Revenue Sub-Total	418,059	180,200	216,800
General Fund Support	8,341,685	6,787,557	5,231,729
Net Operating Transfers In/(Out)	30,000	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	8,789,744	6,967,757	5,448,529
Program Staffing FTEs	109.95	95.28	104.40

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Planning

Function

Prepare and execute plans for parks, open space preserves, river parks, trails, and green spaces in both urban and rural settings. Review rezoning requests, specific plans, subdivision plats, development plans, and abandonment proposals to protect and secure trails and park space. Secure access to public lands. Identify, analyze, and assist with the acquisition of park land, open space, and trail corridors. Manage and administer the in-lieu park fees program. Plan, design, and construct recreational trails consistent with the Pima Regional Trails System Master Plan (2011).

Description of Services

Review and comment on rezoning, specific plans, subdivision plats, and development plans to secure parks, open spaces, and trails through the development process. Administer all aspects of the Pima Regional Trails System Master Plan. Manage recreation areas in residential subdivisions. Review and comment on state land applications, County right-of-way, and easement abandonments. Prepare master plans for parks, open space, trails, and greenways, individually and in systems. Prepare management plans for open space properties. Analyze and participate in the acquisition of park land, open space, and trail corridors. Secure access to public lands. Provide information to the public; provide technical assistance to other jurisdictions; prepare bond program requests; prepare grants and raise funds; draft ordinances, resolutions, leases, memorandums of understanding, and intergovernmental agreements. Conduct legislative analyses and develop park, open space, and trail policies. Work with other jurisdictions to implement projects that cross political boundaries.

Program Goals and Objectives

- Secure trail corridors, park land, and open space through the development review process
- Implement and periodically update the Pima Regional Trails System Master Plan
- Resolve access challenges to the public lands that surround Tucson
- Prepare management plans for new open space properties as they are acquired
- Design public facilities on newly acquired open space properties

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Consistent and regular application of the Pima Regional Trails System Master Plan	100%	100%	100%
Regional Trail concepts generated	100%	100%	100%
Access challenges to newly acquired public lands resolved	100%	100%	100%
Management plans prepared for newly acquired public lands	yes	yes	yes
Public facilities designed on newly acquired open space properties	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	150,449	187,205	189,389
Operating Expenses	31,610	1,000	233,000
Capital Equipment > \$5,000	19,464	295,000	292,000
Total Program Expenditures	201,523	483,205	714,389

Program Funding by Source

<u>Revenues</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Miscellaneous Revenue	90	-	-
Operating Revenue Sub-Total	90	-	-

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Planning

Revenues			
Miscellaneous Revenue	22,350	-	-
Investment Earnings	3,693	-	-
Charges for Services	105,916	-	-
Other Special Revenue Total	131,959	-	-
General Fund Support	140,587	152,727	143,698
Net Operating Transfers In/(Out)	(243,000)	-	-
Fund Balance Decrease/(Increase)	171,887	330,478	570,691
Other Funding Sources	-	-	-
Total Program Funding	201,523	483,205	714,389
<u>Program Staffing FTEs</u>	3.00	3.00	3.00

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Recreation

Function

Operate community centers, recreation centers, swimming pools, art and leisure classes, Mike Jacob Sportspark, and three shooting ranges. Operate parks and recreation elements in Ajo, AZ.

Description of Services

Provide special interest classes, workshops, aquatics, sporting events, skill contests, teen dances, outdoor education, shooting sports, camping, hiking, community nutrition programs, related social services, and special events. Offer room rentals, performing arts space, and cooperative management with other agencies and private nonprofit groups. Provide activities to meet the unique interests of various age groups and populations. Offer age-appropriate, supervised activities in a welcoming and safe environment.

Program Goals and Objectives

- Offer recreation programs at community centers, swimming pools, shooting ranges, and other venues
- Provide a safe environment at all locations and properly document activities and issues
- Provide trained professional staff and volunteers
- Provide safe modern recreation facilities
- Identify and rectify facilities issues such as safety related problems at recreation sites
- Maintain clean secure facilities
- Identify and repair all mechanical maintenance issues at recreation sites
 - Complete repairs within two weeks

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Recreation/community center participants	163,840	170,000	180,000
Aquatics program participants	129,354	135,000	135,000
Shooting range users	26,500	30,000	35,000
Volunteer hours	8,213	10,000	10,000
Staff safety training seminars held bi-annually and as needed	6	6	6
Accidents reported within two days	90%	95%	95%
Routine aquatics and building repairs completed within two weeks	95%	95%	95%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	2,882,170	3,375,371	3,348,582
Operating Expenses	712,417	978,190	1,014,201
Capital Equipment > \$5,000	22,838	30,000	-
Total Program Expenditures	<u>3,617,425</u>	<u>4,383,561</u>	<u>4,362,783</u>

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Miscellaneous Revenue	12,348	101,300	96,600
Investment Earnings	(725)	-	-
Charges for Services	410,530	396,300	489,100
Operating Revenue Sub-Total	<u>422,153</u>	<u>497,600</u>	<u>585,700</u>

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Recreation

General Fund Support	3,195,272	3,885,961	3,777,083
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	3,617,425	4,383,561	4,362,783
<hr/>			
<u>Program Staffing FTEs</u>	77.88	80.83	86.58

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Special Projects/Trades Division

Function

Provide skilled technical services to maintain existing Natural Resources, Parks and Recreation (NRPR) parks, Pima County attractions, and related utility infrastructures. Build new parks, trailheads, utility infrastructures. Restore and repair existing parks. Perform activities related to the routine maintenance, enhancement, and repair of NRPR historic structures, utility infrastructures, and Natural Resources properties.

Description of Services

Provide skilled technical services for all NRPR properties including fourteen recreation and fine arts centers, various open space properties and ranches, natural resources and preserves, nine public swimming pools, dog parks, NRPR parks, shooting ranges, various government and community buildings, Pima County Attraction properties, and water works systems throughout Pima County. Perform activities related to skilled technical services for NRPR properties including well monitoring, maintenance, and repairs; historic building maintenance and repairs; road maintenance; and water system construction, maintenance, and repair. Provide skilled technical services for NRPR and other Pima County departments including Regional Flood Control District (RFCD), Office of Sustainability and Conservation (SUS), Pima County Department of Transportation (PCDOT), Regional Wastewater Reclamation Department (RWRD)

Program Goals and Objectives

- Provide skilled technical services for natural resources open space properties
 - Monitor and maintain water wells on NRPR properties
 - Provide skilled technical services at NRPR trailheads
- Provide skilled technical services at NRPR parks and Pima County attractions
 - Build, maintain, repair, and restore NRPR parks and other Pima County attractions
- Provide skilled technical services for other Pima County departments
 - Perform maintenance and repair work for other Pima County departments including RFCD, SUS, PCDOT, RWRD

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
NRPR properties and infrastructures built, maintained, repaired, or restored	85	98	121

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	19,983	1,495,749	1,679,133
Operating Expenses	94,312	527,491	562,380
Total Program Expenditures	<u>114,295</u>	<u>2,023,240</u>	<u>2,241,513</u>

Program Funding by Source

Revenues			
Miscellaneous Revenue	4,000	500	500
Charges for Services	-	-	1,000
Operating Revenue Sub-Total	<u>4,000</u>	<u>500</u>	<u>1,500</u>

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Special Projects/Trades Division

General Fund Support	110,295	2,022,740	2,240,013
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	114,295	2,023,240	2,241,513
<hr/>			
<u>Program Staffing FTEs</u>	-	26.50	30.50

School Superintendent

Expenditures: 3,873,336

FTEs 14.00

Revenues: 2,473,000

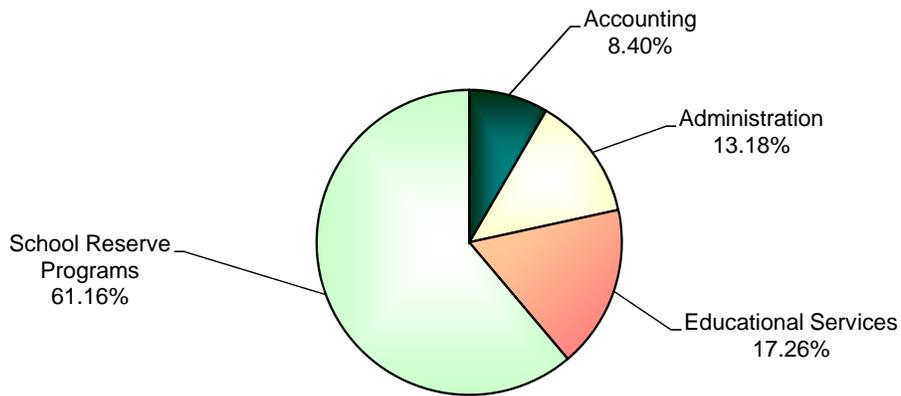
Function Statement:

Perform functions mandated by the Arizona Revised Statutes and State Board of Education. Administer the funds of local public school districts. Prepare financial information for the Board of Supervisors for setting the property tax rates. Conduct school district governing board elections. Operate Pima Accommodation District, educational services, school bus services for students in unorganized territory, and multi-district programs.

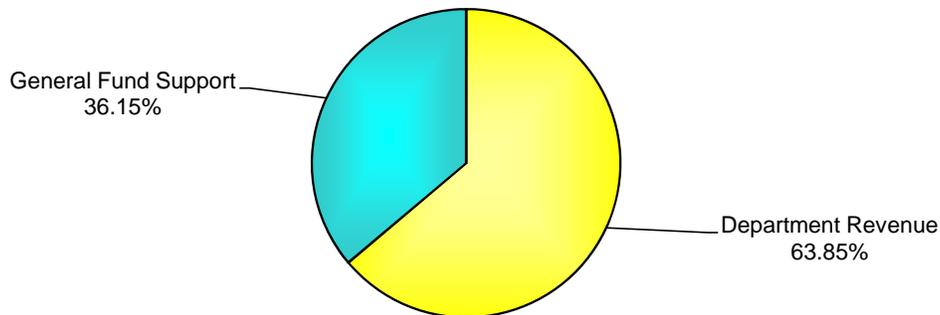
Mandates:

ARS Title 15: Education

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: School Superintendent

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Accounting	341,116	393,231	325,296
Administration	409,432	589,212	510,357
Educational Services	578,934	562,833	668,683
School Reserve Programs	2,899,358	2,150,000	2,369,000
Total Expenditures	<u>4,228,840</u>	<u>3,695,276</u>	<u>3,873,336</u>
<u>Funding by Source</u>			
Revenues			
Accounting	50	-	-
Administration	25,055	157,000	100,000
Educational Services	76,863	20,000	4,000
School Reserve Programs	2,771,523	2,150,000	2,369,000
Total Revenues	<u>2,873,491</u>	<u>2,327,000</u>	<u>2,473,000</u>
General Fund Support	1,227,514	1,368,276	1,400,336
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	127,835	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>4,228,840</u>	<u>3,695,276</u>	<u>3,873,336</u>
<u>Staffing (FTEs) by Program</u>			
Accounting	5.00	5.00	4.00
Administration	6.00	6.00	5.00
Educational Services	4.00	3.00	5.00
Total Staffing (FTEs)	<u>15.00</u>	<u>14.00</u>	<u>14.00</u>

Program Summary

Department: School Superintendent

Program: Accounting

Function

Perform mandated accounting and finance functions for all school districts in Pima County as authorized by Arizona Revised Statutes. Provide services to ensure accurate reporting requirements that comply with the Uniform System of Financial Records (USFR) for Arizona School Districts.

Description of Services

Perform accounting services related to revenues, expenditures, and budgeting for all school districts in Pima County with minor exemptions for those operating under A.R.S. 15-914.01. Establish applicable property tax levies for each school district in Pima County. Ensure tax levies are appropriated in accordance with the operating budget duly adopted by each school district governing board. Ensure that all warrants drawn against a school district are properly authorized by a school district governing board through an executed voucher for those districts whose finances are managed by the Superintendent of Schools. Determine new and innovative methods to provide enhanced services to school districts on the management of their financial operations.

Program Goals and Objectives

- Meet all statutory and regulatory requirements of Title 15 and other legal mandates on school budgets and finance
- Provide technical assistance on budgeting and finance to any school district in Pima County
- Provide technical support to school districts who wish to enhance or modernize their accounts payable system towards e-payables, P-Cards, and other non-cash methods.

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
School district revenue collected	\$884,645,363	\$845,000,000	\$860,000,000
School district expenditures processed	\$632,324,877	\$642,000,000	\$660,000,000
Accounting transactions	13,097,974	13,500,000	13,750,000
School district warrants issued	71,521	64,369	61,150
School districts provided with budgeting/finance assistance	17	17	17

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	330,340	382,191	319,696
Operating Expenses	10,776	11,040	5,600
Total Program Expenditures	341,116	393,231	325,296

Program Funding by Source	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Miscellaneous Revenue	50	-	-
Operating Revenue Sub-Total	50	-	-
General Fund Support	341,066	393,231	325,296
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	341,116	393,231	325,296

Program Staffing FTEs	5.00	5.00	4.00
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Program Summary

Department: School Superintendent

Program: Administration

Function

Administer legally mandated functions of the office required by Title 15, 16, and 19 of Arizona Revised Statutes. Provide support to the Accounting, Educational Services, Pima Accommodation, and Pima Special Programs functions of the office and implement procedural and legal mandates of the Superintendent of Schools.

Description of Services

Serve as a resource to constituents in Pima County on educational services and programs. Record teaching certificates for all certificated individuals in Pima County. Function as the program director for multi-district educational programs. Provide information technology support to rural school districts and special educational programs. Perform other legal or mandatory functions as required by law.

Program Goals and Objectives

- Ensure that educators and families in Pima County are informed about educational services, providers, and opportunities throughout the County
- Perform all legal/regulatory mandated services related to regular and special elections that are required of Arizona county school superintendents
- Direct or coordinate multi-district educational programs in Pima County for the benefit of educators, students, and families

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Certifications for teachers/administrators maintained	48,995	51,000	53,000
Governing Board members appointed	3	2	3
School district elections conducted	8	4	15

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	339,215	388,029	354,657
Operating Expenses	70,217	201,183	155,700
Total Program Expenditures	<u>409,432</u>	<u>589,212</u>	<u>510,357</u>

Program Funding by Source

<u>Revenues</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Miscellaneous Revenue	25,055	157,000	100,000
Operating Revenue Sub-Total	<u>25,055</u>	<u>157,000</u>	<u>100,000</u>
General Fund Support	384,377	432,212	410,357
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>409,432</u>	<u>589,212</u>	<u>510,357</u>

<u>Program Staffing FTEs</u>	6.00	6.00	5.00
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Program Summary

Department: School Superintendent

Program: Educational Services

Function

Coordinate and assist with the development of educational service programs for educators, students and parents in Pima County.

Description of Services

Develop and coordinate educational service agency programs to serve populations in Pima County that are considered underserved. Collaborate with government, community, and non-profit organizations to provide comprehensive services to educators and students. Ensure that the Superintendent of Schools' office creates a link for different educational service agencies for the benefit of schools. Register and track all students in Pima County who are attending private schools or are being homeschooled.

Program Goals and Objectives

- Develop and lead collaborative efforts between governments as well as community, non-profit, and educational organizations in Pima County
- Develop comprehensive programs as an educational service agency to assist public schools to better serve students in the classroom
- Continue ensuring proper tracking of homeschool and private school data for children in Pima County

Program Performance Measures

	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Special programs developed and coordinated	24	19	15
Home school children tracked	436	400	450
Private school children tracked	795	500	600

Program Expenditures by Object

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	315,287	293,115	413,403
Operating Expenses	263,647	269,718	255,280
Total Program Expenditures	578,934	562,833	668,683

Program Funding by Source

Revenues

Intergovernmental	71,862	-	-
Miscellaneous Revenue	5,001	20,000	4,000
Operating Revenue Sub-Total	76,863	20,000	4,000
General Fund Support	502,071	542,833	664,683
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	578,934	562,833	668,683

Program Staffing FTEs

	4.00	3.00	5.00
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Program Summary

Department: School Superintendent
Program: School Reserve Programs

Function

Administer educational programs for students in the Pima County Juvenile Detention Center and the Pima County Adult Detention Center. Provide access to educational programs at neighboring school districts for students residing in remote and unincorporated areas of Pima County. Serve as the fiscal agent of specialized educational programs that are for the benefit of multiple school districts covering multi-county areas, including Pima County.

Description of Services

Provide educational services to students considered at-risk, incarcerated, or with special needs in the County juvenile and adult detention facilities through the Pima Accommodation District. Transport students who reside in remote and unincorporated areas of Pima County and are not part of a public school district, such as Mt. Lemmon and the Lukeville community, to a neighboring school district to be provided with K-12 education.

Provide specialized educational programs in consortium with local school districts including professional development programs, constituency programs, and programs where services can be accomplished more efficiently and economically as multi-district or multi-county programs through the Pima Special Programs. Provide programs for unserved or underserved school age children in conjunction with and in response to federal, state, or local agency concerns.

(Note: This is the combination of two programs, Pima Accommodation District and Pima Special Programs, which were previously presented separately. This change was effective with the fiscal year 2013/2014 Adopted Budget.)

Program Goals and Objectives

- Provide students with access to public education as required by A.R.S. 15-802
- Provide instruction to students to meet the Arizona Academic Standards
- Provide students with a high school education as established by the Arizona State Board of Education to earn a high school diploma or a general equivalency diploma (GED)
- Develop service programs for underserved school districts, charter schools, and other educational institutions in Pima County or on a multi-county level
- Maintain funding levels for programs to ensure quality services for local school districts, charter schools, and other educational communities and to ensure that Pima County schools meet federal and state educational mandates

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Juvenile detention students served	67	56	52
County jail students served	23	19	16
Students transported from Mt. Lemmon to Tanque Verde Unified School District	3	2	2
Students transported from Lukeville to Ajo Unified School District	84	73	50
Special programs operated	24	19	15

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Operating Expenses	2,899,358	2,150,000	2,369,000
Total Program Expenditures	<u>2,899,358</u>	<u>2,150,000</u>	<u>2,369,000</u>

Program Funding by Source

Revenues

Intergovernmental	-	1,650,000	1,869,000
Miscellaneous Revenue	-	500,000	500,000
Grant Revenue Sub-Total	-	<u>2,150,000</u>	<u>2,369,000</u>

Program Summary

Department: School Superintendent
Program: School Reserve Programs

Revenues			
Intergovernmental	2,771,523	-	-
Other Revenue Total	<u>2,771,523</u>	-	-
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	127,835	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u><u>2,899,358</u></u>	<u><u>2,150,000</u></u>	<u><u>2,369,000</u></u>

Stadium District

Expenditures: 5,253,097

FTEs 40.18

Revenues: 2,656,135

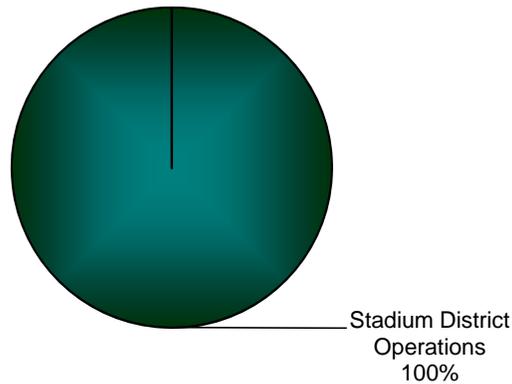
Function Statement:

Provide family entertainment for Pima County residents through sports recreation and community events. Continue to develop relationships with professional sports organizations that will have a positive impact on the community and the local economy.

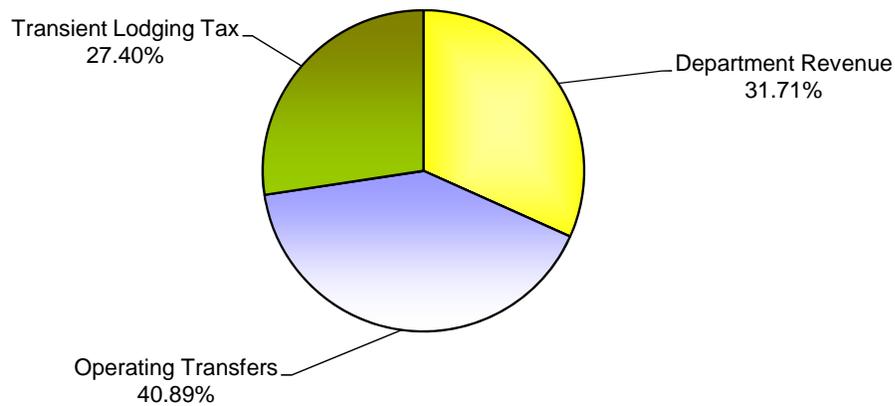
Mandates:

ARS Title 48, Chapter 26: Stadium Districts

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Stadium District

	<u>FY 2012/2013</u> <u>Actual</u>	<u>FY 2013/2014</u> <u>Adopted</u>	<u>FY 2014/2015</u> <u>Adopted</u>
<u>Expenditures by Program</u>			
Stadium District Operations	4,682,215	5,039,746	5,253,097
Total Expenditures	<u>4,682,215</u>	<u>5,039,746</u>	<u>5,253,097</u>
<u>Funding by Source</u>			
Revenues			
Stadium District Operations	2,498,307	2,281,135	2,656,135
Total Revenues	<u>2,498,307</u>	<u>2,281,135</u>	<u>2,656,135</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(694,253)	(13,569)	2,854,192
Fund Balance Decrease/(Increase)	2,878,161	2,772,180	(257,230)
Other Funding Sources	-	-	-
Total Program Funding	<u>4,682,215</u>	<u>5,039,746</u>	<u>5,253,097</u>
<u>Staffing (FTEs) by Program</u>			
Stadium District Operations	39.19	40.17	40.18
Total Staffing (FTEs)	<u>39.19</u>	<u>40.17</u>	<u>40.18</u>

Note: Pursuant to the Intergovernmental Agreement between Pima County and the Pima County Stadium District for Personnel and Services Contract No. 01-57-P-132729-0603 (dated June 17, 2003, recorded in Docket 12080 at Page 213 on June 26, 2003), employees performing work for the Pima County Stadium District are Pima County employees assigned to do work for the Pima County Stadium District. For budgetary purposes only, these employees are shown as FTEs within the Pima County Stadium District. The actual status of these employees during the course of the Intergovernmental Agreement will continue to be as Pima County employees, subject to the Pima County Personnel Policies and Merit Rules. The Intergovernmental Agreement terminates on February 1, 2017.

Program Summary

Department: Stadium District

Program: Stadium District Operations

Function

Provide venues for both community use and revenue generating events. Provide management and administrative functions at the Stadium. Maintain the buildings and facility infrastructure of the Stadium District to the highest possible standard. Maintain athletic fields as well as landscaping of Stadium District common areas. Provide landscape maintenance services and best management practices for the Kino Environmental Restoration Project (KERP).

Description of Services

Provide services and facilities for community recreation and activities such as special benefits, community events, sports events, gem shows, and concerts. Maintain landscape and parking lot areas of the Kino Sports Complex including maintenance of decomposed granite, irrigation, trees, shrubs, groundcover, litter removal, sign replacement and parking lot sweeping. Manage Kino Environmental Restoration Project including mosquito control for West Nile virus abatement, water harvesting, non-native and invasive species control, maintenance of six riparian habitats and permit compliance. Provide oversight and direction of the Kino Sports Complex including the community center and pool, KERP, Sam Lena Park, and Willie Blake Park. Provide coordination of landscape maintenance for various County facility grounds. Oversee promotion, marketing, financial accountability, site maintenance, contracts, personnel and scheduling of resources. Provide repair and maintenance of buildings and facilities as needed as part of an ongoing facilities maintenance program. Coordinate necessary services through Facilities Management Department and contracted vendor services to provide for general upkeep on Stadium District buildings and facilities.

Program Goals and Objectives

- Maintain a long-term facility renewal and development plan that focuses on sustainability, accessibility, flexibility, and aesthetics of facilities
 - Maintain buildings and facilities at their highest level to extend life and usefulness
 - Establish a building asset inventory and replacement cycle
 - Use technology for energy efficiency as part of department sustainability program
 - Utilize customer input for consideration in future development of resources
- Maximize the harvesting of storm water for irrigation of Stadium District, Kino Sports Complex, and adjacent County landscapes
 - Manage weirs and recycle pump system to efficiently manage water flows through all stream courses and into irrigation pond to offset the need to purchase reclaimed water for irrigation purposes
- Ensure landscapes and fields are safe and maintained at the highest quality in an efficient manner
 - Use productivity standards assigned to the various task performed
 - Maintain a schedule of landscape service occurrences
- Develop business operations model to account for new type of customer base that includes sales, scheduling, contracting, event support services, billing, and customer service follow-up

Program Performance Measures	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Estimated	Planned
Non-sports related community events scheduled	5	12	12
Irrigation efficiency levels met	85%	90%	95%
Productivity standards levels met	75%	80%	85%
Meet capital replacement target	65%	72%	85%

Program Summary

Department: Stadium District
Program: Stadium District Operations

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	2,053,171	2,312,479	2,312,592
Operating Expenses	2,480,903	2,599,267	2,723,005
Capital Equipment > \$5,000	148,141	128,000	217,500
Total Program Expenditures	<u>4,682,215</u>	<u>5,039,746</u>	<u>5,253,097</u>
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	1,535,166	1,652,000	1,590,000
Miscellaneous Revenue	4,469	455,000	-
Investment Earnings	22,701	21,135	21,135
Charges for Services	935,971	153,000	1,045,000
Other Special Revenue Total	<u>2,498,307</u>	<u>2,281,135</u>	<u>2,656,135</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(694,253)	(13,569)	2,854,192
Fund Balance Decrease/(Increase)	2,878,161	2,772,180	(257,230)
Other Funding Sources	-	-	-
Total Program Funding	<u>4,682,215</u>	<u>5,039,746</u>	<u>5,253,097</u>
<u>Program Staffing FTEs</u>	39.19	40.17	40.18

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Expenditures
<u>JUSTICE & LAW</u>			
<u>Clerk of the Superior Court</u>			
Administration	422,351	35,000	457,351
Civil Services	1,594,602	-	1,594,602
Courtroom Services	2,577,768	-	2,577,768
Criminal Services	718,911	2,040	720,951
Financial Services	1,492,020	171,144	1,663,164
Information Technology	759,753	781,368	1,541,121
Juvenile Services	1,601,401	-	1,601,401
Probate Services	370,993	-	370,993
Records Retention	1,291,386	946,822	2,238,208
Total Clerk of the Superior Court	10,829,185	1,936,374	12,765,559
<u>Constables</u>			
Constables	1,185,591	-	1,185,591
Total Constables	1,185,591	-	1,185,591
<u>County Attorney</u>			
Administration	2,677,851	-	2,677,851
Civil Legal Services	2,896,732	194,202	3,090,934
Community Support	197,233	202,649	399,882
Criminal Prosecution	16,699,891	14,630,529	31,330,420
Total County Attorney	22,471,707	15,027,380	37,499,087
<u>Forensic Science Center</u>			
Forensic Science Center	3,603,267	31,575	3,634,842
Total Forensic Science Center	3,603,267	31,575	3,634,842
<u>Justice Court Ajo</u>			
Justice Court Ajo	690,483	6,000	696,483
Justice Court Ajo Time Pay Fees	-	2,250	2,250
Total Justice Court Ajo	690,483	8,250	698,733
<u>Justice Court Green Valley</u>			
Justice Court Green Valley	520,623	14,591	535,214
Total Justice Court Green Valley	520,623	14,591	535,214
<u>Justice Courts Tucson</u>			
Administration	1,649,776	-	1,649,776
Court Operations	3,598,427	646,806	4,245,233
Judicial Operations	1,824,046	947,295	2,771,341
Total Justice Courts Tucson	7,072,249	1,594,101	8,666,350

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Expenditures
<u>Juvenile Court</u>			
Administration	2,105,410	290,994	2,396,404
Children & Family Svcs	1,185,072	1,287,858	2,472,930
Court Support Services	1,228,935	-	1,228,935
Detention Services	7,706,528	-	7,706,528
Information Technology	1,398,379	66,727	1,465,106
Judicial Services	2,269,801	-	2,269,801
Probation Services	7,391,976	8,104,278	15,496,254
Total Juvenile Court	23,286,101	9,749,857	33,035,958
<u>Legal Defender</u>			
Legal Defender	4,045,881	23,682	4,069,563
Total Legal Defender	4,045,881	23,682	4,069,563
<u>Office of Court Appointed Counsel</u>			
Contract Attorney	6,875,338	-	6,875,338
Mental Health Defense	508,711	-	508,711
Office of Children's Counsel	1,675,724	-	1,675,724
Office of Court Appointed Counsel	741,385	-	741,385
Total Office of Court Appointed Counsel	9,801,158	-	9,801,158
<u>Public Defender</u>			
Public Defender	13,086,104	509,025	13,595,129
Total Public Defender	13,086,104	509,025	13,595,129
<u>Public Fiduciary</u>			
Burials	331,808	-	331,808
Mandated Fiduciary Services	2,234,850	-	2,234,850
Total Public Fiduciary	2,566,658	-	2,566,658
<u>Sheriff</u>			
Administrative	19,992,477	671,743	20,664,220
Corrections	47,284,304	3,193,304	50,477,608
Forfeitures	-	2,000,000	2,000,000
HIDTA	-	1,986,329	1,986,329
Investigations	25,139,139	5,380,364	30,519,503
Operations	44,399,621	480,000	44,879,621
Total Sheriff	136,815,541	13,711,740	150,527,281
<u>Superior Court</u>			
Adjudication	13,530,794	887,085	14,417,879
Administration	3,573,667	-	3,573,667
Adult Probation Court Services	2,123,208	1,416,015	3,539,223
Adult Probation Field And Operations	4,275,054	11,651,761	15,926,815
Conciliation Court	641,801	1,108,143	1,749,944
Fill The Gap - Other Courts	-	654,791	654,791
Information Services	2,102,240	695,105	2,797,345
Law Library	225,748	409,100	634,848
Pretrial Services	2,424,690	-	2,424,690
Trial Services	2,760,052	-	2,760,052
Total Superior Court	31,657,254	16,822,000	48,479,254
TOTAL JUSTICE & LAW	267,631,802	59,428,575	327,060,377

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Revenues
<u>JUSTICE & LAW</u>			
<u>Clerk of the Superior Court</u>			
Administration	2,425,774	90	2,425,864
Criminal Services	-	2,040	2,040
Financial Services	328,000	58,600	386,600
Information Technology	-	265,000	265,000
Records Retention	-	664,500	664,500
Total Clerk of the Superior Court	2,753,774	990,230	3,744,004
<u>Constables</u>			
Constables	361,390	-	361,390
Total Constables	361,390	-	361,390
<u>County Attorney</u>			
Civil Legal Services	-	103,000	103,000
Community Support	-	161,100	161,100
Criminal Prosecution	40,000	10,793,514	10,833,514
Total County Attorney	40,000	11,057,614	11,097,614
<u>Forensic Science Center</u>			
Forensic Science Center	1,755,700	50,715	1,806,415
Total Forensic Science Center	1,755,700	50,715	1,806,415
<u>Justice Court Ajo</u>			
Justice Court Ajo	238,455	9,000	247,455
Justice Court Ajo Time Pay Fees	-	7,000	7,000
Total Justice Court Ajo	238,455	16,000	254,455
<u>Justice Court Green Valley</u>			
Justice Court Green Valley	277,560	26,900	304,460
Total Justice Court Green Valley	277,560	26,900	304,460
<u>Justice Courts Tucson</u>			
Administration	5,918,692	-	5,918,692
Court Operations	780,000	315,200	1,095,200
Judicial Operations	168,000	596,195	764,195
Total Justice Courts Tucson	6,866,692	911,395	7,778,087
<u>Juvenile Court</u>			
Administration	2,100	290,994	293,094
Children & Family Svcs	5,200	1,285,427	1,290,627
Detention Services	100,000	-	100,000
Information Technology	-	66,539	66,539
Probation Services	-	7,721,707	7,721,707
Total Juvenile Court	107,300	9,364,667	9,471,967
<u>Legal Defender</u>			
Legal Defender	-	23,682	23,682
Total Legal Defender	-	23,682	23,682
<u>Office of Court Appointed Counsel</u>			
Contract Attorney	823,454	-	823,454
Total Office of Court Appointed Counsel	823,454	-	823,454

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Revenues
<u>Public Defender</u>			
Public Defender	30,330	348,410	378,740
Total Public Defender	30,330	348,410	378,740
<u>Public Fiduciary</u>			
Burials	15,000	-	15,000
Mandated Fiduciary Services	491,473	-	491,473
Total Public Fiduciary	506,473	-	506,473
<u>Sheriff</u>			
Administrative	256,500	671,743	928,243
Corrections	8,406,700	2,722,240	11,128,940
Forfeitures	-	100,000	100,000
HIDTA	-	1,986,329	1,986,329
Investigations	682,000	5,380,364	6,062,364
Operations	-	480,000	480,000
Total Sheriff	9,345,200	11,340,676	20,685,876
<u>Superior Court</u>			
Adjudication	699,000	1,330,401	2,029,401
Adult Probation Court Services	-	1,461,700	1,461,700
Adult Probation Field And Operations	-	10,571,412	10,571,412
Conciliation Court	-	700,341	700,341
Information Services	-	330,105	330,105
Law Library	-	302,700	302,700
Total Superior Court	699,000	14,696,659	15,395,659
TOTAL JUSTICE & LAW	23,805,328	48,826,948	72,632,276

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

<u>Functional Area / Department / Program</u>	<u>FTEs</u>
<u>JUSTICE & LAW</u>	
<u>Clerk of the Superior Court</u>	
Administration	10.00
Civil Services	37.00
Courtroom Services	48.00
Criminal Services	15.00
Financial Services	29.00
Information Technology	12.00
Juvenile Services	32.00
Probate Services	6.00
Records Retention	31.00
Total Clerk of the Superior Court	220.00
<u>Constables</u>	
Constables	13.00
Total Constables	13.00
<u>County Attorney</u>	
Administration	34.00
Civil Legal Services	72.00
Community Support	10.00
Criminal Prosecution	355.00
Total County Attorney	471.00
<u>Forensic Science Center</u>	
Forensic Science Center	33.00
Total Forensic Science Center	33.00
<u>Justice Court Ajo</u>	
Justice Court Ajo	11.00
Total Justice Court Ajo	11.00
<u>Justice Court Green Valley</u>	
Justice Court Green Valley	9.50
Total Justice Court Green Valley	9.50
<u>Justice Court Tucson</u>	
Administration	29.00
Court Operations	93.00
Judicial Operations	20.00
Total Justice Court Tucson	142.00
<u>Juvenile Court</u>	
Administration	30.50
Children & Family Svcs	43.00
Court Support Services	21.35
Detention Services	154.75
Information Technology	16.00
Judicial Services	24.64
Probation Services	194.15
Total Juvenile Court	484.39
<u>Legal Defender</u>	
Legal Defender	46.00
Total Legal Defender	46.00

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

<u>Functional Area / Department / Program</u>	<u>FTEs</u>
<u>Office of Court Appointed Counsel</u>	
CAC- Mental Health Defense	6.00
Office of Children's Counsel	23.00
Office of Court Appointed Counsel	10.75
Total Office of Court Appointed Counsel	39.75
<u>Public Defender</u>	
Public Defender	161.55
Total Public Defender	161.55
<u>Public Fiduciary</u>	
Burials	1.00
Mandated Fiduciary Services	33.45
Total Public Fiduciary	34.45
<u>Sheriff</u>	
Administrative	291.00
Corrections	653.00
HIDTA	24.00
Investigations	297.00
Operations	371.00
Total Sheriff	1,636.00
<u>Superior Court</u>	
Adjudication	166.55
Administration	52.50
Adult Probation Court Services	55.00
Adult Probation Field And Operations	240.25
Conciliation Court	23.05
Fill The Gap - Other Courts	4.00
Information Services	25.00
Law Library	4.00
Pretrial Services	48.00
Trial Services	47.00
Total Superior Court	665.35
TOTAL JUSTICE & LAW	<u><u>3,966.99</u></u>

Clerk of the Superior Court

Expenditures: 12,765,559

Revenues: 3,744,004

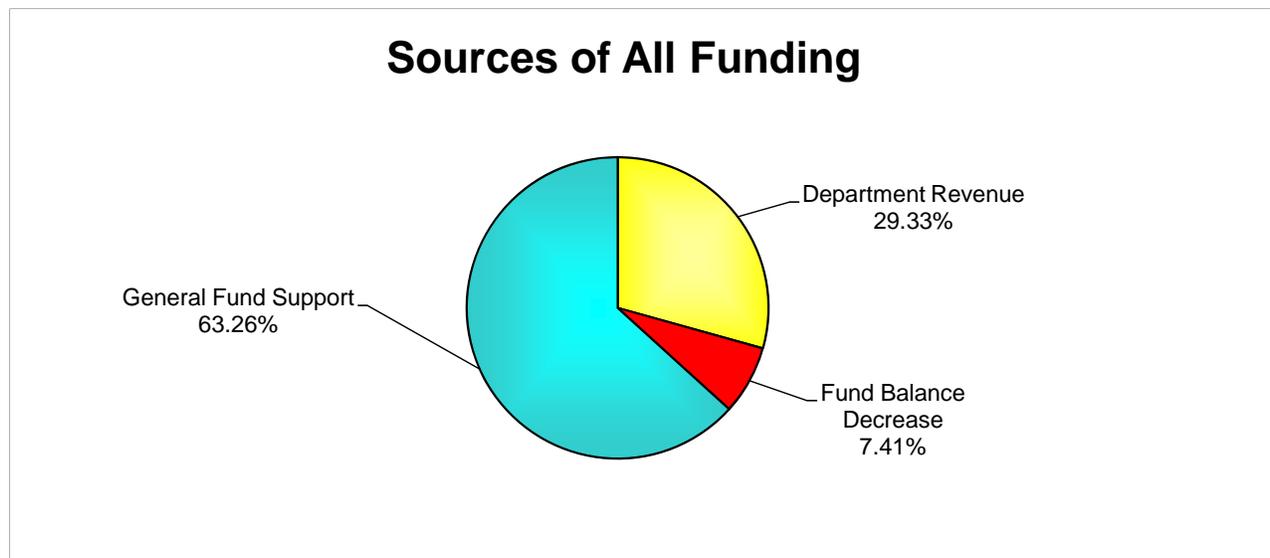
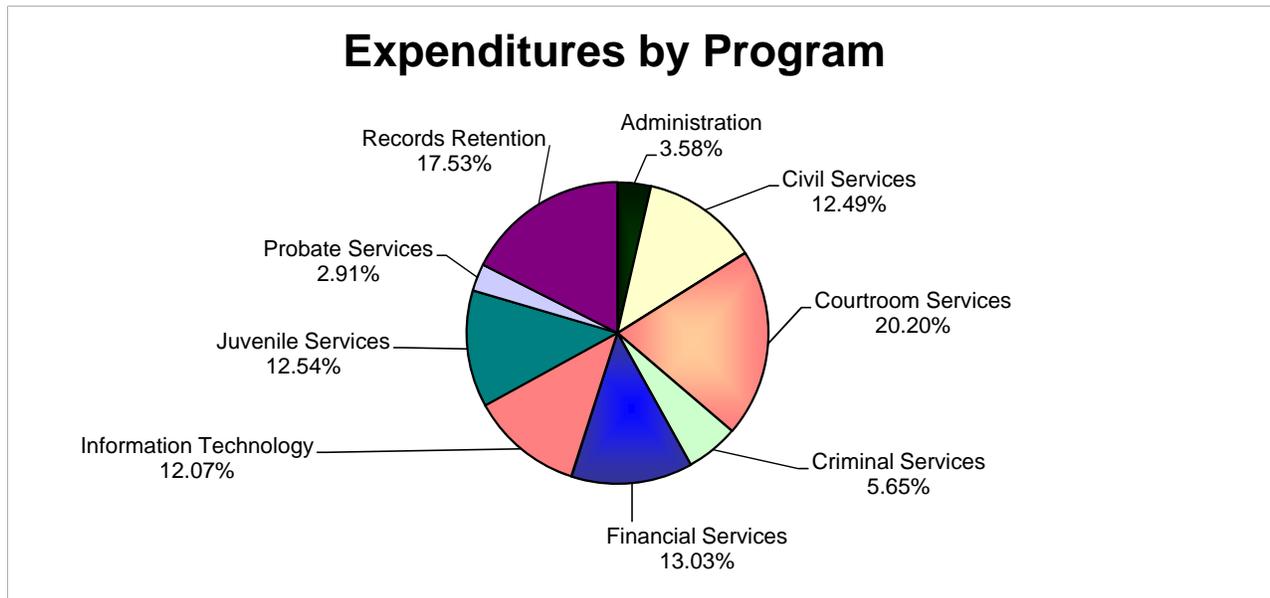
FTEs 220.00

Function Statement:

Maintain and hold accessible for the public and the court all Pima County division records of the Superior Court. Assist the public and all parties dealing with the court system. Establish, execute, and administer policies and procedures in compliance with the statutes of the state of Arizona and the Judicial Merit System. Coordinate the prompt and orderly disposition of the business of the court with the presiding judge and court administrator. Collect and disburse fees. Monitor the department's revenues and expenditures. Provide clerk services during trials and other proceedings. Receive, record, and disburse all court ordered payments of child support, spousal maintenance, and special paternity. Maintain permanent civil, probate, criminal, and child support case files.

Mandates:

ARS Title 12, Chapter 2, Article 8: Clerk of the Superior Court



Department Summary by Program

Department: Clerk of the Superior Court

	<u>FY 2012/2013</u> Actual	<u>FY 2013/2014</u> Adopted	<u>FY 2014/2015</u> Adopted
<u>Expenditures by Program</u>			
Administration	699,288	708,788	457,351
Civil Services	1,488,390	1,592,204	1,594,602
Courtroom Services	2,394,554	2,311,249	2,577,768
Criminal Services	735,493	699,664	720,951
Financial Services	1,583,877	1,842,703	1,663,164
Information Technology	978,956	1,171,764	1,541,121
Juvenile Services	1,732,392	1,685,101	1,601,401
Probate Services	352,501	368,380	370,993
Records Retention	1,787,787	1,969,651	2,238,208
Total Expenditures	<u>11,753,238</u>	<u>12,349,504</u>	<u>12,765,559</u>
<u>Funding by Source</u>			
Revenues			
Administration	2,059,533	2,425,774	2,425,864
Criminal Services	181	1,200	2,040
Financial Services	510,419	387,000	386,600
Information Technology	238,078	295,000	265,000
Records Retention	532,769	664,500	664,500
Total Revenues	<u>3,340,980</u>	<u>3,773,474</u>	<u>3,744,004</u>
General Fund Support	7,840,896	8,116,713	8,075,411
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	571,362	459,317	946,144
Other Funding Sources	-	-	-
Total Program Funding	<u>11,753,238</u>	<u>12,349,504</u>	<u>12,765,559</u>
<u>Staffing (FTEs) by Program</u>			
Administration	9.00	7.50	10.00
Civil Services	35.00	35.00	37.00
Courtroom Services	45.00	42.50	48.00
Criminal Services	13.50	14.00	15.00
Financial Services	30.63	34.00	29.00
Information Technology	12.25	13.00	12.00
Juvenile Services	31.80	33.00	32.00
Probate Services	6.00	6.00	6.00
Records Retention	30.88	32.99	31.00
Total Staffing (FTEs)	<u>214.06</u>	<u>217.99</u>	<u>220.00</u>

Program Summary

Department: Clerk of the Superior Court

Program: Administration

Function Statement

Provide administrative, managerial, and human resources support for all operations of the department. Provide quality, accessible, and streamlined court related services to the judicial system and the public by operating in an environment of accountability. Develop strong, competent, open, and trusting partnerships which facilitate and exemplify government service.

Description of Services

Administer, direct, and manage all areas in compliance with federal, state, Supreme Court, Appeals Court, local court, and County laws and ordinances. Ensure that all support services are provided to Superior Court divisions. Maintain a highly trained staff to ensure efficient and cost effective service to the courts and court partners. Provide all departmental functions of human resources.

Program Goals and Objectives

- Provide guidance to department staff in compliance with all mandates and policies
- Ensure compliance with federal, state, Supreme Court, Appeals Court, local court, and County laws and ordinances
- Train managers and supervisors to enhance performance and communicate organizational expectations
- Hire, supervise, and monitor personnel
- Complete employee evaluations for all personnel

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Sanctions imposed on department for non-compliance of mandates	0	0	0
Training sessions conducted	24	30	36
Employee evaluations completed	100%	100%	100%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	621,907	550,088	278,586
Operating Expenses	77,381	158,700	143,765
Capital Equipment > \$5,000	-	-	35,000
Total Program Expenditures	699,288	708,788	457,351

Program Funding by Source

Revenues			
Fines & Forfeits	803,228	1,322,000	1,322,000
Investment Earnings	894	5,600	5,600
Charges for Services	1,290,022	1,098,174	1,098,174
Operating Revenue Sub-Total	2,094,144	2,425,774	2,425,774
Revenues			
Intergovernmental	(34,837)	-	-
Investment Earnings	226	-	90
Grant Revenue Sub-Total	(34,611)	-	90

Program Summary

Department: Clerk of the Superior Court

Program: Administration

General Fund Support	(1,394,880)	(1,746,986)	(2,003,423)
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	34,635	30,000	34,910
Other Funding Sources	-	-	-
Total Program Funding	699,288	708,788	457,351
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<u>Program Staffing FTEs</u>	9.00	7.50	10.00

Program Summary

Department: Clerk of the Superior Court

Program: Civil Services

Function Statement

Process all civil filings and payments mandated by Arizona Revised Statutes.

Description of Services

Receive, record, and maintain all civil case filings.

Program Goals and Objectives

- Issue orders of protection/injunctions against harassment
- Promote use of drop box as an alternative filing method
- Process all civil filings within one day

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Orders of protection issued monthly	239	250	260
Percent of civil filings placed in drop box	68%	75%	85%
Percent of civil filings processed within 1 day	100%	100%	100%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,395,234	1,470,704	1,464,202
Operating Expenses	93,156	121,500	130,400
Total Program Expenditures	<u>1,488,390</u>	<u>1,592,204</u>	<u>1,594,602</u>

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
General Fund Support	1,488,390	1,592,204	1,594,602
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,488,390</u>	<u>1,592,204</u>	<u>1,594,602</u>

<u>Program Staffing FTEs</u>	35.00	35.00	37.00
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Program Summary

Department: Clerk of the Superior Court

Program: Courtroom Services

Function Statement

Provide court related services for civil, domestic relations, probate, criminal, juvenile, and child support cases in litigation.

Description of Services

Provide a courtroom clerk for every open court hearing. Create a synopsis (minute entry) for each hearing and process all associated paperwork connected to each specific hearing. Distribute and direct minute entries and other court documents to interested parties.

Program Goals and Objectives

- Process accurate minutes of court proceedings on a timely basis
- Ensure customer satisfaction with services
- Provide timely processing of all court documents

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Accuracy rate of court documents	99%	99%	100%
Court documents processed on time	100%	100%	100%
Customer service ratings of satisfactory or higher	99%	99%	100%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	2,287,297	2,224,433	2,486,768
Operating Expenses	107,257	86,816	91,000
Total Program Expenditures	<u>2,394,554</u>	<u>2,311,249</u>	<u>2,577,768</u>

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
General Fund Support	2,394,554	2,311,249	2,577,768
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>2,394,554</u>	<u>2,311,249</u>	<u>2,577,768</u>

<u>Program Staffing FTEs</u>	45.00	42.50	48.00
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Program Summary

Department: Clerk of the Superior Court

Program: Criminal Services

Function Statement

Process all criminal filings and payments mandated by Arizona Revised Statutes.

Description of Services

Provide quality, accessible, and streamlined court related services and resources to enable the court and probationers to meet the requirements set by the judiciary.

Program Goals and Objectives

- Process all criminal filings in a timely manner
- Provide probation officers with court records needed to supervise their probation caseloads
- Maintain and keep current all probationer case files relating to court orders and assessments
- Collect court ordered assessments

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Criminal case files updated monthly	2,722	2,750	2,750
Assessment payments collected monthly	1,027	1,030	1,030
Probation reports generated monthly	394	425	450
Percent of probation case files that are current	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	669,817	651,514	678,511
Operating Expenses	65,676	48,150	42,440
Total Program Expenditures	<u>735,493</u>	<u>699,664</u>	<u>720,951</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Investment Earnings	-	800	-
Charges for Services	181	400	2,040
Other Special Revenue Total	<u>181</u>	<u>1,200</u>	<u>2,040</u>
General Fund Support	735,493	699,664	718,911
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(181)	(1,200)	-
Other Funding Sources	-	-	-
Total Program Funding	<u>735,493</u>	<u>699,664</u>	<u>720,951</u>

<u>Program Staffing FTEs</u>	13.50	14.00	15.00
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Program Summary

Department: Clerk of the Superior Court

Program: Financial Services

Function Statement

Provide financial services to both internal and external customers of the court. Develop and monitor the annual budget. Prepare financial statements. Supervise all financial systems, accounts payable, payroll processing, and records maintenance. Provide collection services in order to collect past due court ordered assessments. Provide child support services for federal Title IV-D and non IV-D cases. Maintain and update records as needed and assist the court in distributing wage assignments.

Description of Services

Provide financial support to the courts in order to ensure all monies received are processed and distributed to the necessary agencies. Maintain accurate and timely accounting records. Maintain and update collection activity on all past due court ordered assessments. Assist families in the child support area to ensure proper record maintenance.

Program Goals and Objectives

- Comply with all constitutional, state, federal, Supreme Court, Appeals Court, local court, and County laws, ordinances, and policies
- Provide collection services for all deferred payments
- Monitor expenses and revenue in order to comply with budget
- Meet statutory deadlines for court related matters
- Enhance cash management services
- Initiate quarterly probation billings

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
New deferred payment cases established monthly	166	180	190
Billings sent to probationers per quarter	1,444	1,500	1,600
Monthly financial reports submitted on time	100%	100%	100%
Budget compliance	100%	100%	100%

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,423,839	1,653,013	1,421,764
Operating Expenses	160,038	189,690	241,400
Total Program Expenditures	1,583,877	1,842,703	1,663,164

Program Funding by Source

Revenues	FY 2012/2013	FY 2013/2014	FY 2014/2015
Intergovernmental	456,083	300,000	300,000
Miscellaneous Revenue	37,516	28,000	28,000
Operating Revenue Sub-Total	493,599	328,000	328,000
Revenues			
Intergovernmental	(34,220)	27,000	27,000
Investment Earnings	24,110	9,000	8,600
Charges for Services	26,930	23,000	23,000
Other Special Revenue Total	16,820	59,000	58,600

Program Summary

Department: Clerk of the Superior Court

Program: Financial Services

General Fund Support	1,060,621	1,362,753	1,164,020
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	12,837	92,950	112,544
Other Funding Sources	-	-	-
Total Program Funding	<u><u>1,583,877</u></u>	<u><u>1,842,703</u></u>	<u><u>1,663,164</u></u>
<u>Program Staffing FTEs</u>	30.63	34.00	29.00

Program Summary

Department: Clerk of the Superior Court

Program: Information Technology

Function Statement

Provide for the design, development, implementation, support, and management of computerized information systems (software applications and computer hardware) for the department.

Description of Services

Develop and maintain department automation projects. Provide software engineering and maintenance of automation projects. Provide management and support of technology resources. Provide prompt and efficient distribution of court generated documents to the public.

Program Goals and Objectives

- Provide customer support within 30 minutes of request
- Develop superior software engineering and maintenance of all automation projects
- Maintain reliable management and support technology resources
- Establish document distribution and tracking

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Respond to call center inquiries within 30 minutes	99%	99%	100%
Security system maintained 24 hours a day	100%	100%	100%
Computer systems updated as needed	100%	100%	100%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	871,828	766,064	1,155,021
Operating Expenses	61,120	105,700	86,100
Capital Equipment > \$5,000	46,008	300,000	300,000
Total Program Expenditures	<u>978,956</u>	<u>1,171,764</u>	<u>1,541,121</u>

Program Funding by Source

Revenues			
Investment Earnings	-	60,000	30,000
Charges for Services	238,078	235,000	235,000
Other Special Revenue Total	238,078	295,000	265,000
 General Fund Support	 574,613	 614,354	 759,753
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	166,265	262,410	516,368
Other Funding Sources	-	-	-
Total Program Funding	<u>978,956</u>	<u>1,171,764</u>	<u>1,541,121</u>

<u>Program Staffing FTEs</u>	12.25	13.00	12.00
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Program Summary

Department: Clerk of the Superior Court

Program: Juvenile Services

Function Statement

Provide court related services to the judicial system and public concerning all juvenile related issues.

Description of Services

Provide a courtroom clerk for every open court hearing; create minute entries of all court procedures; and comply with all constitutional, state, federal, Supreme Court, Appeals Court, local court, and County laws, ordinances, and policies. Distribute minute entries and other court documents to interested parties.

Program Goals and Objectives

- Ensure delinquency cases are processed within 24 hours of filing
- Provide all case files prior to scheduled court hearings
- Provide outstanding service to internal and external customers

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Delinquency cases processed within 24 hours	100%	100%	100%
Case files provided prior to daily court hearings	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	1,679,884	1,577,439	1,518,901
Operating Expenses	52,508	107,662	82,500
Total Program Expenditures	<u>1,732,392</u>	<u>1,685,101</u>	<u>1,601,401</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
General Fund Support	1,732,392	1,685,101	1,601,401
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,732,392</u>	<u>1,685,101</u>	<u>1,601,401</u>

<u>Program Staffing FTEs</u>	31.80	33.00	32.00
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Program Summary

Department: Clerk of the Superior Court

Program: Probate Services

Function Statement

Oversee all probate cases and all minor and adult guardian and conservator cases. Perform data entry and maintain case management information for the wards of the court including information relating to fiduciaries appointed by the court. (Information is utilized not only by Superior Court, but also by the Supreme Court governing certified fiduciaries.) Conduct various customer service functions such as providing certified copies of wills and letters of administration.

Description of Services

Responsible for filing all probate, trust, and guardianship/conservator cases. Provide service to internal and external customers and provide certified copies of documents and letters of administration.

Program Goals and Objectives

- Process all guardianship cases in a timely manner
- Provide e-filing capabilities to attorneys
- Issue all letters of administration daily

Program Performance Measures	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Estimated	Planned
Probate cases submitted through e-filing per month	122	125	125
Letters of administration issued on time	100%	100%	100%
Guardianship cases processed on time	100%	100%	100%

Program Expenditures by Object	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Adopted	Adopted
Personnel Services	325,721	343,716	353,202
Operating Expenses	26,780	24,664	17,791
Total Program Expenditures	352,501	368,380	370,993
General Fund Support	352,501	368,380	370,993
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	352,501	368,380	370,993

Program Staffing FTEs	6.00	6.00	6.00
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Program Summary

Department: Clerk of the Superior Court

Program: Records Retention

Function Statement

Provide for the storage of all court documentation (case files) as mandated by state of Arizona guidelines.

Description of Services

Provide storage, along with retrieval and return functions of all court case files for Superior Court and the public as required.

Program Goals and Objectives

- Check all documents thoroughly for correctness before placing into storage
- Scan all closed case files into the Arizona case management system (AGAVE)
- Maintain reliable customer service with all units of the Superior Court and the public

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Documents checked before placing in storage	100%	100%	100%
Closed case files scanned into AGAVE system	100%	100%	100%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,213,434	1,331,541	1,549,908
Operating Expenses	308,743	488,110	538,300
Capital Equipment > \$5,000	265,610	150,000	150,000
Total Program Expenditures	<u>1,787,787</u>	<u>1,969,651</u>	<u>2,238,208</u>

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Miscellaneous Revenue	50	-	-
Charges for Services	(50)	-	-
Investment Earnings	-	53,500	53,500
Charges for Services	532,769	611,000	611,000
Other Special Revenue Total	<u>532,769</u>	<u>664,500</u>	<u>664,500</u>
General Fund Support	897,212	1,229,994	1,291,386
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	357,806	75,157	282,322
Other Funding Sources	-	-	-
Total Program Funding	<u>1,787,787</u>	<u>1,969,651</u>	<u>2,238,208</u>

<u>Program Staffing FTEs</u>	30.88	32.99	31.00
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Constables

Expenditures: 1,185,591

FTEs 13.00

Revenues: 361,390

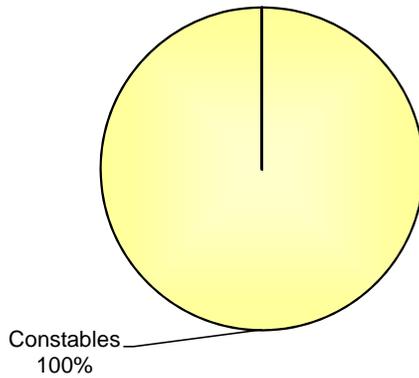
Function Statement:

Act as Peace Officer for the Justice Courts. Serve criminal and civil summons. Evict tenants under writs of restitution. Collect debts on writs of execution. Serve restraining orders. Perform arrests and bring defendants to court on civil warrants.

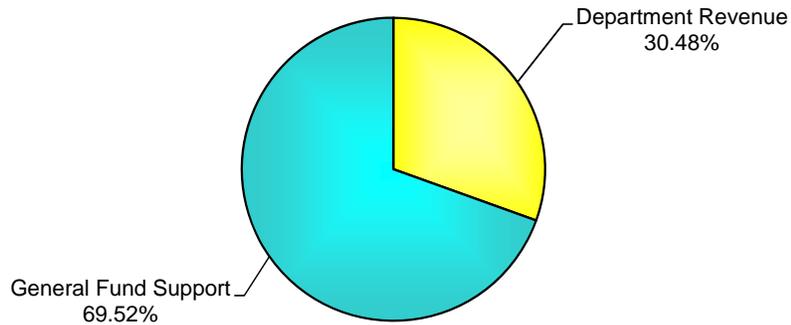
Mandates:

ARS Title 22, Chapter 1, Article 1: Justice Precincts and Precinct Officers;
ARS Title 22, Chapter 1, Article 3: Constables

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Constables

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Expenditures by Program</u>			
Constables	1,123,459	1,206,968	1,185,591
Total Expenditures	<u>1,123,459</u>	<u>1,206,968</u>	<u>1,185,591</u>
<u>Funding by Source</u>			
Revenues			
Constables	418,650	361,390	361,390
Total Revenues	<u>418,650</u>	<u>361,390</u>	<u>361,390</u>
General Fund Support	704,809	845,578	824,201
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,123,459</u>	<u>1,206,968</u>	<u>1,185,591</u>
<u>Staffing (FTEs) by Program</u>			
Constables	13.00	13.00	13.00
Total Staffing (FTEs)	<u>13.00</u>	<u>13.00</u>	<u>13.00</u>

Program Summary

Department: Constables

Program: Constables

Function Statement

Serve Justice Court papers as required by ARS 22-102 and 22-131. Act as Peace Officer for the Pima County Justice Courts.

Description of Services

Serve and return civil, criminal, and traffic court papers within the precincts. Serve and attend the Justice of the Peace of the courts within the precincts in which they were elected to serve. Serve criminal and civil papers received from other counties and states.

Program Goals and Objectives

- Carry out statutorily mandated duties
- Serve civil/criminal papers from the justice courts, as well as from other counties and states
- Improve efficiency of service to the precincts
- Improve the quality of service to the community

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Percent of civil papers served	95%	95%	100%
Percent of civil fees collected	93%	95%	100%
Percent of criminal papers served	64%	65%	100%
Percent of domestic violence/harassment orders served	84%	85%	100%
Attempts to serve Justice Court papers	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	971,734	1,039,785	1,006,069
Operating Expenses	151,725	167,183	179,522
Total Program Expenditures	<u>1,123,459</u>	<u>1,206,968</u>	<u>1,185,591</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Intergovernmental	10,331	-	-
Miscellaneous Revenue	58,406	37,900	37,900
Investment Earnings	39,856	-	-
Charges for Services	310,057	323,490	323,490
Operating Revenue Sub-Total	<u>418,650</u>	<u>361,390</u>	<u>361,390</u>
General Fund Support	704,809	845,578	824,201
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,123,459</u>	<u>1,206,968</u>	<u>1,185,591</u>

<u>Program Staffing FTEs</u>	13.00	13.00	13.00
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County Attorney

Expenditures: 37,499,087

FTEs 471.00

Revenues: 11,097,614

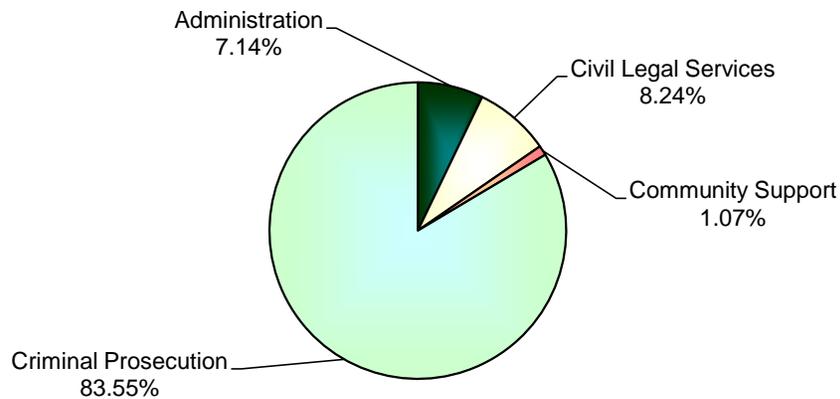
Function Statement:

Represent the state in felony matters occurring throughout Pima County and in all misdemeanor cases occurring in unincorporated areas of Pima County. Provide legal advice and representation to the Board of Supervisors, County departments, and other entities. Provide advocacy and crisis intervention for victims and witnesses via the Victim Services Division. Investigate and prosecute racketeering crime, and administer resources for all Pima County law enforcement agencies via the Antiracketeering Program. Assist County residents and merchants in collecting bad check restitution via the Bad Check Program. Operate 88-Crime telephone hotline 24 hours a day, receiving citizen tips to assist in solving crimes. Support and administer youth related programs by working with nonprofit agencies. Provide community protection by working with neighborhoods in order to reduce trends in youth violence, increase public safety, and reduce crime. Administer the Adult Diversion Program as an alternative to prosecution.

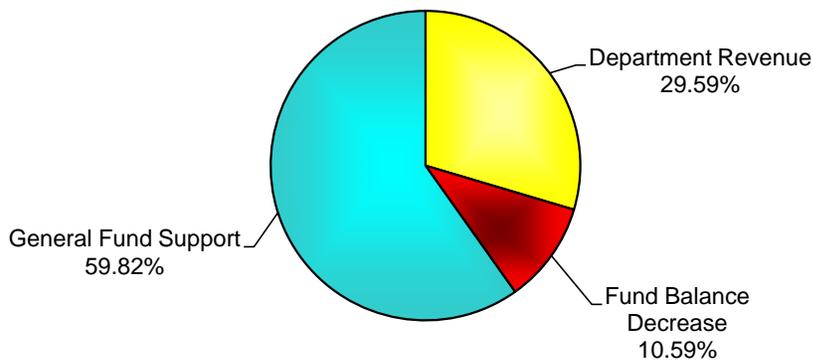
Mandates:

ARS Title 11, Chapter 3, Article 6: County Attorney; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: County Attorney

	<u>FY 2012/2013</u> Actual	<u>FY 2013/2014</u> Adopted	<u>FY 2014/2015</u> Adopted
<u>Expenditures by Program</u>			
Administration	2,753,430	2,523,840	2,677,851
Civil Legal Services	2,359,683	3,371,982	3,090,934
Community Support	374,029	409,353	399,882
Criminal Prosecution	26,543,687	31,925,718	31,330,420
Total Expenditures	<u>32,030,829</u>	<u>38,230,893</u>	<u>37,499,087</u>
<u>Funding by Source</u>			
Revenues			
Administration	459	-	-
Civil Legal Services	103,822	103,000	103,000
Community Support	192,332	182,027	161,100
Criminal Prosecution	12,179,572	11,198,394	10,833,514
Total Revenues	<u>12,476,185</u>	<u>11,483,421</u>	<u>11,097,614</u>
General Fund Support	20,131,854	22,468,352	22,431,707
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(577,210)	4,279,120	3,969,766
Other Funding Sources	-	-	-
Total Program Funding	<u>32,030,829</u>	<u>38,230,893</u>	<u>37,499,087</u>
<u>Staffing (FTEs) by Program</u>			
Administration	30.00	32.00	34.00
Civil Legal Services	77.66	77.00	72.00
Community Support	15.00	12.00	10.00
Criminal Prosecution	363.20	358.00	355.00
Total Staffing (FTEs)	<u>485.86</u>	<u>479.00</u>	<u>471.00</u>

Program Summary

Department: County Attorney

Program: Administration

Function Statement

Implement programs, procedures, and information technology consistent with the direction and priorities established by the Pima County Attorney. Provide administrative and technical support services in support of departmental missions.

Description of Services

Administer personnel, payroll, purchasing, budget and finance, information technology, and public information services for the department. Set priorities and provide direction for the department as a whole. Comply with Pima County Administrative Procedures and Board of Supervisors Policies. Coordinate activities with County Administration departments. Provide open communications between the Pima County Attorney's Office, other County departments, other governmental agencies, and the public. Provide attorneys and support staff with resources necessary to conduct the affairs of the office while constantly striving for positive returns on investment and ensure compliance with federal and state guidelines, laws, statutes, and local mandates (including Pima County Board of Supervisors Policies, Pima County Administrative Procedures, Pima County Merit System Rules & Personnel Policies, and departmental policies and procedures).

Program Goals and Objectives

- Submit biweekly payroll to the Finance Department by established deadlines
- Comply with deadlines for financial reporting of various County, state, and federal funds
- Ensure at least 90% of travel arrangements for witnesses/victims are made in a timely cost effective manner
- Identify the needs of each program and attempt to increase the number of volunteers and interns to be recruited and trained for these programs for the purpose of supplementing the work force and to provide additional resources for each program area
- Maintain at least a 96% uptime of the network infrastructure for the six departmental and non-departmental facilities from 7:00 AM to 6:00 PM, seven days a week
- Complete at least 95% of the design, development, and implementation of departmental and non-departmental databases, applications, and reports within mutually established deadlines
- Efficiently install, upgrade, and maintain infrastructure components and peripherals with at least a 95% customer satisfaction rate
- Perform research, statistical analysis, and auditing functions with at least a 95% customer satisfaction rate
- Conduct 45 monthly audits and achieve at least a 95% data systems accuracy

<u>Program Performance Measures</u>	<u>FY 2012/2013</u> <u>Actual</u>	<u>FY 2013/2014</u> <u>Estimated</u>	<u>FY 2014/2015</u> <u>Planned</u>
Financial reports submitted on time	847	830	830
Help desk ticket satisfaction (1: Bad - 5:Good)	5	5	5
Unscheduled network downtime (hours)	2	2	2
Application training satisfaction (1:bad - 5:good)	5	5	5
Biweekly payroll submitted on time	100%	100%	100%
Witness travel and victim arrangements completed in a timely manner	100%	100%	100%
Increase in volunteers recruited/trained	97%	80%	85%
Network infrastructure uptime (% of 24/7)	100%	100%	100%
Software development schedule adherence	90%	90%	90%

Program Summary

Department: County Attorney

Program: Administration

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	2,298,521	2,343,590	2,415,921
Operating Expenses	454,909	180,250	261,930
Total Program Expenditures	2,753,430	2,523,840	2,677,851
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	459	-	-
Operating Revenue Sub-Total	459	-	-
 General Fund Support	 2,752,971	 2,523,840	 2,677,851
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	2,753,430	2,523,840	2,677,851
<hr/>			
<u>Program Staffing FTEs</u>	30.00	32.00	34.00

Program Summary

Department: County Attorney

Program: Civil Legal Services

Function Statement

Serve as in-house legal counsel to Pima County government by providing legal advice to, and legal representation on behalf of, the Pima County Board of Supervisors, other Pima County Elected Officials (including the Assessor, County Attorney, Justices of the Peace, Constables, Recorder, School Superintendent, Sheriff, and Treasurer) the Pima County Administrator, Deputy Pima County Administrators, all Pima County departments, boards, committees, commissions, hearing officers, and special taxing districts (including the Flood Control District, Stadium District, Library District, certain fire districts, etc.), collectively referred to hereinafter as Pima County.

Description of Services

Provide comprehensive legal services and representation to Pima County in diverse areas of law including: employment, tort (personal injury, excessive force, negligent road design, and civil rights), bankruptcy (collecting taxes due), property tax appeals, environmental (defense of toxic tort and actions by state and federal environmental regulators, and prosecution of air quality, wildcat dumping, hazardous materials, and water quality violations), health care, Title 36 mental health commitments, elections, eminent domain, planning and zoning, the adoption and enforcement of building and zoning codes and other local ordinances, transportation, construction contracts, other types of contracts and inter-governmental agreements, real property, and telecommunications. Provide legal advice to Pima County client representatives, defend Pima County in all litigation filed against it, prosecute violations of Pima County ordinances; represent and advise Pima County in administrative hearings; negotiate and draft contracts, sale and purchase agreements, leases, and other legal documents; and draft Pima County ordinances, resolutions, and regulations. Provide various legal services required of the Pima County Attorney by state statute including initiating involuntary mental health commitment actions, enforcing elections laws, enforcing the open meetings law, enforcing conflicts of interest laws, and enforcing other similar regulatory laws relating to public officials and public entities. Where conflicts of interest or other circumstances prevent the civil division from representing Pima County in a particular matter, enlist the services of competent outside legal counsel and prepares and monitors contracts necessary to employ such outside counsel on behalf of Pima County.

Program Goals and Objectives

- Serve the public with integrity by fostering ethical, effective, and efficient government through the provision of the highest quality legal services
- Provide timely, accurate, and complete legal advice to Pima County
- Provide quality legal prosecution of County code violations in civil and administrative actions brought on behalf of Pima County
- Provide quality legal investigation and prosecution of violations of the employer sanctions law on behalf of Pima County
- Provide timely and thorough review of, and make necessary revisions to, contracts, intergovernmental agreements, ordinances, and resolutions
- Provide timely, accurate, and complete education and training services to Pima County in order to promote the effectiveness of Pima County functions and to reduce liability
- Ensure that attorneys and staff receive training necessary to perform their required functions and remain current within their relevant areas of law
- Provide quality legal representation in legal actions brought against the Pima County

<u>Program Performance Measures</u>	<u>FY 2012/2013</u> <u>Actual</u>	<u>FY 2013/2014</u> <u>Estimated</u>	<u>FY 2014/2015</u> <u>Planned</u>
Fines collected	\$3,370,383	\$1,233,622	\$925,217
Hours spent providing legal representation at regularly scheduled meetings of County boards, commissions, departments where legal counsel is required to be present	408	410	400
Routine contracts/amendments/IGA's reviewed	2,500	3,100	3,500
Client education training hours provided	160	110	135
Savings from successful legal defense	100%	99%	95%

Program Summary

Department: County Attorney
Program: Civil Legal Services

Satisfactory or above ratings on client evaluations for defense of legal proceedings	99%	99%	99%
Cases in which the County prevails in obtaining requested relief	100%	92%	92%
Satisfactory or above ratings on client evaluations for prosecutions of civil actions	99%	99%	99%
Requests for reports/orders acted on within statutory or mutually established deadlines	100%	100%	100%
Satisfactory or above ratings on client evaluations for legal advice and consultation	98%	99%	99%
Satisfactory or above ratings on client evaluation forms for education and training programs and services	99%	99%	99%

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	2,346,112	3,268,293	3,007,263
Operating Expenses	13,571	103,689	83,671
Total Program Expenditures	<u>2,359,683</u>	<u>3,371,982</u>	<u>3,090,934</u>
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	538	-	-
Operating Revenue Sub-Total	<u>538</u>	<u>-</u>	<u>-</u>
Revenues			
Intergovernmental	97,687	100,000	100,000
Investment Earnings	5,597	3,000	3,000
Other Special Revenue Total	<u>103,284</u>	<u>103,000</u>	<u>103,000</u>
General Fund Support	2,352,730	3,100,598	2,896,732
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(96,869)	168,384	91,202
Other Funding Sources	-	-	-
Total Program Funding	<u>2,359,683</u>	<u>3,371,982</u>	<u>3,090,934</u>
<u>Program Staffing FTEs</u>	77.66	77.00	72.00

Program Summary

Department: County Attorney

Program: Community Support

Function Statement

Operate 88-Crime receiving citizen tips to assist solving crimes. Assist Pima County residents and businesses by collecting payment for victims who have received bad checks. Ensure that defendants are held accountable and provide a diversion option from prosecution via the Bad Check Program. Support and administer youth related programs working with nonprofit agencies. Provide community protection by working with neighborhoods to reduce trends in youth violence, increase public safety, and reduce crime. Involve communities in reducing crime in their neighborhoods by establishing Community Justice Boards (CJBs).

Description of Services

Provide information on major unsolved crimes received through the 88-Crime program anonymous telephone hotline to law enforcement agencies. Collect restitution for victims who have received bad checks and provide financial accountability services through the Bad Check Program. Provide programs designed to reduce trends in youth violence through partnerships with communities, public and private sector agencies, and government institutions. Engage and support the community by administering innovative programs to increase public safety and reduce costs to the community by holding individuals accountable in a cost effective and efficient manner.

Program Goals and Objectives

- Engage and support the community by administering innovative programs to increase public safety and reduce costs to the community by holding individuals accountable in a cost effective and efficient manner
- Provide training to agency staff, Community Justice Board volunteers, and community organizations
- Work with the schools in the community bringing the Campus Crime Stopper Program into the schools
- Increase community use of hotline
- Increase participation at community events by 88-Crime
- Increase the number of participants in the Bad Check Program
- Maintain the amount of restitution returned to victims of bad checks submitted
- Provide and increase the number of Communities Addressing Responsible Gun Ownership (CARGO) presentations designed to promote gun safety awareness
- Coordinate the Community Justice Board Program that holds juvenile offenders accountable to the victim and community through the use of community volunteers who provide consequences via family conferences
- Increase the amount of donated gun locks to the community to promote gun safety and decrease accidental shootings

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Restitution collected	\$389,816	\$370,000	\$350,000
Hotline and 88-crime office calls	34,538	36,264	38,077
Personal contacts made at community events	22,800	23,940	25,137
Presentations made at community events	53	56	60
Bad Check Program participants	9,178	9,365	9,565
Bad checks submitted	2,107	2,050	2,000
CARGO presentations	0	2	3
Gun locks donated	5,190	5,500	6,000
CJB/staff training programs	31	30	30
Community Justice Boards	18	18	20

Program Summary

Department: County Attorney
Program: Community Support

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	310,051	345,508	337,517
Operating Expenses	63,978	63,845	62,365
Total Program Expenditures	<u>374,029</u>	<u>409,353</u>	<u>399,882</u>
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	307	-	-
Operating Revenue Sub-Total	<u>307</u>	<u>-</u>	<u>-</u>
Revenues			
Investment Earnings	-	2,147	-
Grant Revenue Sub-Total	<u>-</u>	<u>2,147</u>	<u>-</u>
Revenues			
Fines & Forfeits	191,472	179,580	160,800
Investment Earnings	553	300	300
Other Special Revenue Total	<u>192,025</u>	<u>179,880</u>	<u>161,100</u>
General Fund Support	192,425	186,397	197,233
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(10,728)	40,929	41,549
Other Funding Sources	-	-	-
Total Program Funding	<u>374,029</u>	<u>409,353</u>	<u>399,882</u>
<u>Program Staffing FTEs</u>	15.00	12.00	10.00

Program Summary

Department: County Attorney

Program: Criminal Prosecution

Function Statement

Represent the state in felony and juvenile matters occurring throughout Pima County and all misdemeanor cases occurring in unincorporated areas of Pima County. Provide advocacy and crisis intervention for victims and witnesses via the Victim Services Division.

Description of Services

Prosecute in the court systems those individuals charged with felony, misdemeanor, and juvenile crimes. Review all felony cases presented by law enforcement to determine whether or not the admissible evidence is sufficient to file criminal charges. Present all felony filings for probable cause determination either to a magistrate at a preliminary hearing or to a grand jury. Review all juvenile physical and paper referrals presented by law enforcement to determine whether or not the admissible evidence is sufficient to file criminal charges. Investigate and prosecute racketeering crime and administer resources for all Pima County law enforcement agencies via the Antiracketeering Program. Offer diversion programs to low level offenders as an alternative to prosecution. Maintain a unit specifically designed for the purpose of victim notification to ensure that all victims are notified of all criminal proceedings as mandated by Arizona Revised Statutes. Serve and protect the rights of the citizens of Pima County to life, liberty, personal security, and security of property by enforcing the criminal laws of the state of Arizona.

Program Goals and Objectives

- Hold criminals accountable for violations of the law by investigating and prosecuting criminal cases in a manner that maximizes public safety
- Provide specialized domestic violence response, including intervention services, for victims and their children, and comprehensive advocacy services for these victims in the dedicated Pima County Domestic Violence Court
- Ensure the rights of victims as dictated by the Arizona constitution are upheld
- Support and assist victims and witnesses at legal proceedings, hearings, and trials
- Provide court room support and assistance to victims and witnesses at legal proceedings, hearings, and trials
- Provide comprehensive victim services to the outlying incorporated and unincorporated areas of Pima County
- Provide 24 hour/7 day a week crisis response to victims as requested by law enforcement
- Ensure victim compensation claims are processed within 60 days of the receipt of claim
- Administer and distribute Crime Victim Compensation Fund monies to victims in a timely manner
- Sustain a viable volunteer crisis advocate program that provides 24 hour response to all victims of crime and their families
- Review all felony cases presented by law enforcement to determine whether or not the admissible evidence is sufficient to file criminal charges
- Target dangerous, violent, and repetitive criminal defendants for trial
- Process all requests for subpoenas, arrest warrants, interviews, and investigations
- Prosecute all misdemeanor cases filed by law enforcement in Justice Courts
- Provide 24 hour/7 day a week call out services to law enforcement for legal advice in homicides, sex crimes, gang, and narcotic investigations
- Provide attorney for day and night initial appearances 365 days a year to ensure appropriate release conditions are recommended to maximize public safety
- Prevent re-victimization by creating an environment where victims are treated with dignity, compassion, and respect
- Provide crisis intervention and victimology training to citizens, volunteers, and prosecutors

Program Performance Measures	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Estimated	Planned
Cost savings achieved by using a volunteer force to help provide victim services	\$459,594	\$450,000	\$450,000
Felony cases presented for review by law enforcement	10,403	10,000	10,000
Total claims processed	335	350	350
Total volunteer hours	25,533	25,000	25,000

Program Summary

Department: County Attorney

Program: Criminal Prosecution

Legal reviews and corresponding disbursements of funds to local law enforcement agencies	107	92	101
Total number of victim contacts by advocates	34,427	30,000	30,000
Total number of victims served by victim advocates	8,929	8,500	8,500
Juvenile cases presented for review by law enforcement	5,710	5,500	5,500
Requests for investigative services	11,329	11,000	11,500
Felony written victim notifications	63,723	69,998	65,000
Initial appearances hearings (two per day) attended	730	730	730
Total number of services provided to victims by victim advocates	60,259	45,000	45,000
Average number of days to process claims	28	28	28
Percent of violent, dangerous, repetitive offenders tried	74%	70%	70%
Victim restitutions processed within guidelines	100%	100%	100%
Claims processed within 60 days	100%	100%	100%

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	17,588,991	21,194,059	20,142,467
Operating Expenses	8,699,267	10,521,659	11,017,953
Capital Equipment > \$5,000	255,429	210,000	170,000
Total Program Expenditures	<u>26,543,687</u>	<u>31,925,718</u>	<u>31,330,420</u>
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	31,125	-	-
Fines & Forfeits	-	-	40,000
Miscellaneous Revenue	72,985	40,000	-
Investment Earnings	304	-	-
Charges for Services	157	-	-
Operating Revenue Sub-Total	<u>104,571</u>	<u>40,000</u>	<u>40,000</u>
Revenues			
Intergovernmental	4,375,873	3,683,634	2,669,412
Miscellaneous Revenue	1,841	112,913	-
Investment Earnings	111	6,147	-
Grant Revenue Sub-Total	<u>4,377,825</u>	<u>3,802,694</u>	<u>2,669,412</u>
Revenues			
Intergovernmental	1,801,191	1,351,600	2,177,602
Fines & Forfeits	4,061,114	2,270,000	2,520,000
Miscellaneous Revenue	1,770,251	3,570,000	3,350,000
Investment Earnings	64,620	164,100	76,500
Other Special Revenue Total	<u>7,697,176</u>	<u>7,355,700</u>	<u>8,124,102</u>

Program Summary

Department: County Attorney

Program: Criminal Prosecution

General Fund Support	14,833,728	16,657,517	16,659,891
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(469,613)	4,069,807	3,837,015
Other Funding Sources	-	-	-
Total Program Funding	<u><u>26,543,687</u></u>	<u><u>31,925,718</u></u>	<u><u>31,330,420</u></u>
<u>Program Staffing FTEs</u>	363.20	358.00	355.00

Forensic Science Center

Expenditures: 3,634,842

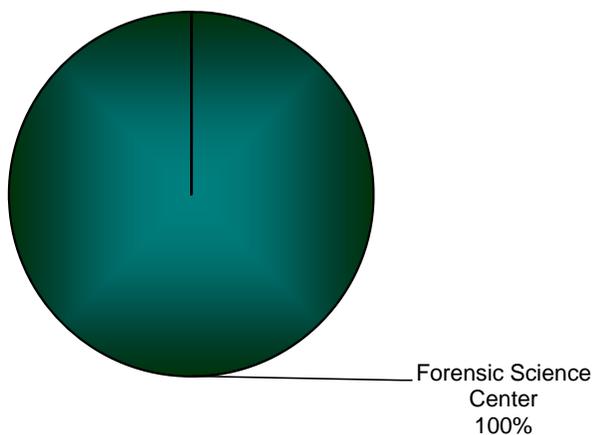
FTEs 33.00

Revenues: 1,806,415

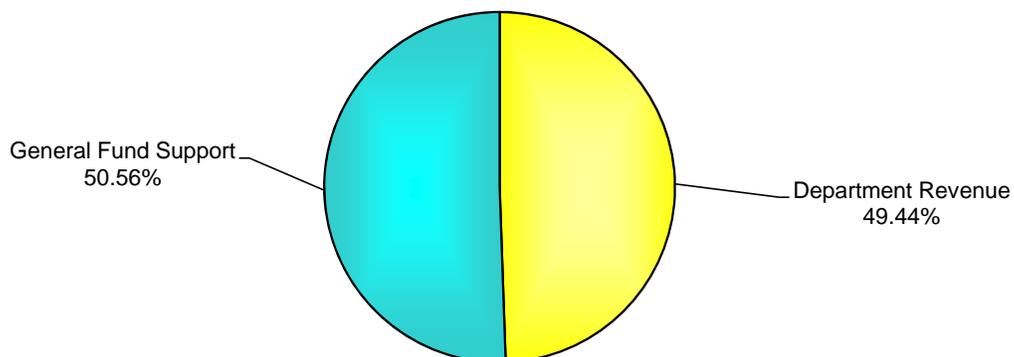
Function Statement: Perform investigations regarding individuals whose deaths are under the jurisdiction of the office of the Medical Examiner.

Mandates: ARS Title 11, Chapter 3, Article 12: County Medical Examiner

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Forensic Science Center

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Forensic Science Center	3,604,339	3,343,476	3,634,842
Total Expenditures	<u>3,604,339</u>	<u>3,343,476</u>	<u>3,634,842</u>
<u>Funding by Source</u>			
Revenues			
Forensic Science Center	2,152,008	1,573,029	1,806,415
Total Revenues	<u>2,152,008</u>	<u>1,573,029</u>	<u>1,806,415</u>
General Fund Support	1,521,380	1,788,017	1,847,567
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(69,049)	(17,570)	(19,140)
Other Funding Sources	-	-	-
Total Program Funding	<u>3,604,339</u>	<u>3,343,476</u>	<u>3,634,842</u>
<u>Staffing (FTEs) by Program</u>			
Forensic Science Center	31.00	32.00	33.00
Total Staffing (FTEs)	<u>31.00</u>	<u>32.00</u>	<u>33.00</u>

Program Summary

Department: Forensic Science Center

Program: Forensic Science Center

Function

Perform investigations regarding individuals whose deaths are under the jurisdiction of the Office of the Medical Examiner as mandated by ARS Title 36, Chapter 3, Article 12: County Medical Examiner.

Description of Services

Perform death investigation functions to include autopsies, certifying cause and manner of death, information gathering, report preparation, and court testimony. Provide these services, upon request and for a fee, to other counties in Arizona.

Program Goals and Objectives

- Maintain the highest possible quality of death investigation standards
- Respond to requests for body removal within 60-90 minutes no less than 98% of the time
- Complete at least 98% of cremation authorizations within 2 days
- Prepare a minimum of 98% of reports within 3-4 weeks
- Respond to at least 100% of outside personnel, families, etc. within 2 days

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Requests to remove bodies responded to within 60-90 minutes	93%	96%	98%
Cremation authorization completed within 2 days	94%	96%	98%
Reports prepared within 3-4 weeks	90%	95%	98%
Respond to outside personnel, families, etc. within 2 days	96%	96%	100%

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	2,852,353	3,010,417	3,151,098
Operating Expenses	751,986	333,059	483,744
Total Program Expenditures	3,604,339	3,343,476	3,634,842

Program Funding by Source	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Miscellaneous Revenue	42,689	26,750	40,200
Charges for Services	1,757,376	1,483,500	1,715,500
Operating Revenue Sub-Total	1,800,065	1,510,250	1,755,700
Revenues			
Intergovernmental	296,400	34,709	-
Grant Revenue Sub-Total	296,400	34,709	-
Revenues			
Miscellaneous Revenue	41,136	28,010	35,550
Investment Earnings	226	60	165
Charges for Services	14,181	-	15,000
Other Special Revenue Total	55,543	28,070	50,715
General Fund Support	1,521,380	1,788,017	1,847,567
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(69,049)	(17,570)	(19,140)
Other Funding Sources	-	-	-
Total Program Funding	3,604,339	3,343,476	3,634,842

Program Staffing FTEs	12-39	31.00	32.00	33.00
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Justice Court Ajo

Expenditures: 698,733

FTEs 11.00

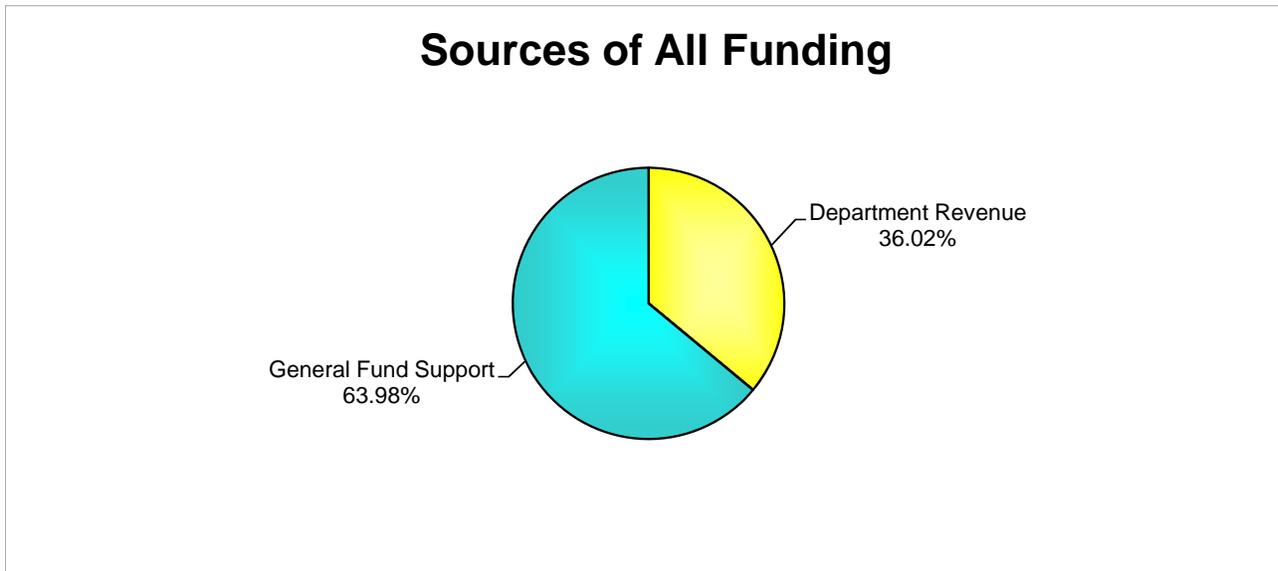
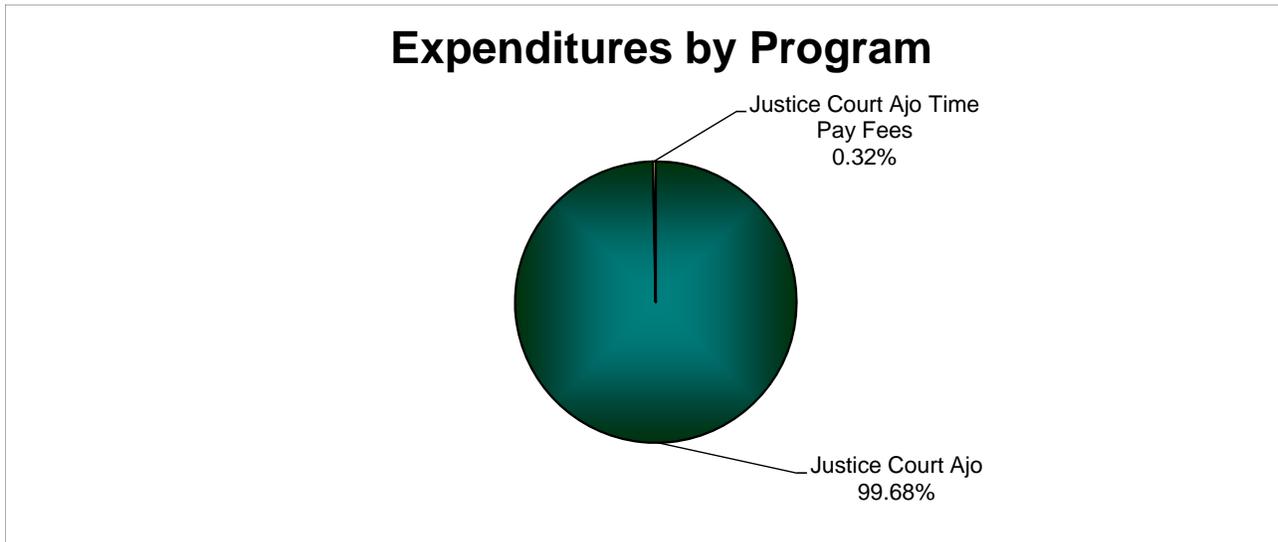
Revenues: 254,455

Function Statement:

Provide prompt and consistent delivery of services to the public, litigants, and attorneys within the judicial precinct in compliance with court mandates. Provide prompt and orderly disposition of civil, criminal, and traffic cases. Maintain orderly, complete, and accurate records. Collect, record, and disburse fees and fines in accordance with statutes, County ordinances, court orders, and policies and guidelines established by the Administrative Office of the Courts. Issue marriage licenses. Prepare various reports prescribed by law. Provide general information to the public regarding various County departments. Serve and protect society while offering selected offenders the opportunity to become law-abiding and productive citizens.

Mandates:

ARS Title 22: Justices of the Peace and Other Courts Not of Record; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries; ARS Title 28, Chapter 3: Traffic and Vehicle Regulation, Chapter 4: Driving Under the Influence, Chapter 5: Penalties and Procedures for Vehicle Violations



Department Summary by Program

Department: Justice Court Ajo

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Justice Court Ajo	646,577	701,776	696,483
Justice Court Ajo Time Pay Fees	-	5,000	2,250
Total Expenditures	<u>646,577</u>	<u>706,776</u>	<u>698,733</u>
<u>Funding by Source</u>			
Revenues			
Justice Court Ajo	170,651	249,455	247,455
Justice Court Ajo Time Pay Fees	4,339	7,000	7,000
Total Revenues	<u>174,990</u>	<u>256,455</u>	<u>254,455</u>
General Fund Support	479,749	447,321	452,028
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(8,162)	3,000	(7,750)
Other Funding Sources	-	-	-
Total Program Funding	<u>646,577</u>	<u>706,776</u>	<u>698,733</u>
<u>Staffing (FTEs) by Program</u>			
Justice Court Ajo	11.00	11.00	11.00
Total Staffing (FTEs)	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>

Program Summary

Department: Justice Court Ajo

Program: Justice Court Ajo

Function Statement

Provide prompt and consistent delivery of services to the public, litigants, and attorneys within the judicial precinct in compliance with court mandates.

Description of Services

Comply with court policies, procedures, rules, and Arizona Revised Statutes. Act as liaison between Ajo Justice Court and the Pima County Sheriff's department. Provide information to the public regarding other County agencies. Maintain orderly, complete, and accurate records. Collect and disburse monies in accordance with statutes, County ordinances, and court orders. Prepare monthly statistical reports pertaining to case filings, domestic violence hearings, and orders of protection. Provide administrative support to the Justice of the Peace pertaining to records, case management, courtroom services, and judicial operations. Provide interpreter services, services of counsel, and jurors for jury trial. Collect restitution and fees from probationers. Screen probationers for needs and risk to the community and provide appropriate services. Provide drug and alcohol treatment programs for probationers. Provide prompt and orderly disposition of civil, criminal, and traffic cases. Be responsive and receptive to the needs of victims, defendants, and self represented litigants. Contribute to the quality of life in our community by fairly, impartially, and promptly administering justice in an effective, accountable, and professional manner. Serve and protect society while offering selected offenders the opportunity to become law abiding and productive citizens.

Program Goals and Objectives

- Comply with court policies and County policies and procedures
- Comply with the Minimum Accounting Standards for the State Auditor General and Supreme Court
- Dispense/exonerate bonds and overpayments in a timely manner as set forth by Minimum Accounting Standards
- Maintain court ledgers along with the computer system and ensure that monies are being distributed to the appropriate accounts and agencies
- Provide prompt, courteous, and expeditious service to the public while processing cases in a timely manner
- Complete docketing and minute entries prior to the conclusion of courtroom proceedings
- Hold probationers accountable and offer rehabilitative services designed to reduce or eliminate future criminal activity
- Supervise DUI and domestic violence probationers to ensure compliance with court orders
- Initiate court action of debtors that have not paid by their payment due date

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Delinquent cases to be entered into collections	537	760	650
Minute entries filed	1,353	1,503	1,430
Court staff compliant with all state mandated training	100%	100%	100%
Minimum accounting standards compliant	100%	100%	100%
Bonds exonerated and refunded	100%	100%	100%
Probationers requiring court assessment	90%	100%	100%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	471,066	523,810	533,005
Operating Expenses	175,511	177,966	163,478
Total Program Expenditures	646,577	701,776	696,483

Program Funding by Source

<u>Revenues</u>	FY 2012/2013	FY 2013/2014	FY 2014/2015
Intergovernmental	18,699	15,352	15,352
Fines & Forfeits	124,404	195,839	195,839
Miscellaneous Revenue	293	350	350

Program Summary

Department: Justice Court Ajo

Program: Justice Court Ajo

Charges for Services	18,258	26,914	26,914
Operating Revenue Sub-Total	161,654	238,455	238,455
Revenues			
Charges for Services	8,997	11,000	9,000
Other Special Revenue Total	8,997	11,000	9,000
General Fund Support	479,749	447,321	452,028
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(3,823)	5,000	(3,000)
Other Funding Sources	-	-	-
Total Program Funding	646,577	701,776	696,483
<u>Program Staffing FTEs</u>	11.00	11.00	11.00

Program Summary

Department: Justice Court Ajo

Program: Justice Court Ajo Time Pay Fees

Function Statement

Collect and record time payment fees assessed on each person who pays (on a time payment basis) a court ordered penalty, fine, or sanction.

Description of Services

Assess a fee when a fine/civil sanction is imposed and the fine/civil sanction is not paid in full.

Program Goals and Objectives

- Collect all Justice Court time payment fees
- Comply with ARS Title 12, Chapter 116: Time Payment Fee

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Cases assessed time payment fee	1,096	1,486	1,400

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Operating Expenses	-	5,000	2,250
Total Program Expenditures	-	5,000	2,250

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Investment Earnings	453	-	-
Charges for Services	3,886	7,000	7,000
Other Special Revenue Total	4,339	7,000	7,000
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(4,339)	(2,000)	(4,750)
Other Funding Sources	-	-	-
Total Program Funding	-	5,000	2,250

Justice Court Green Valley

Expenditures: 535,214

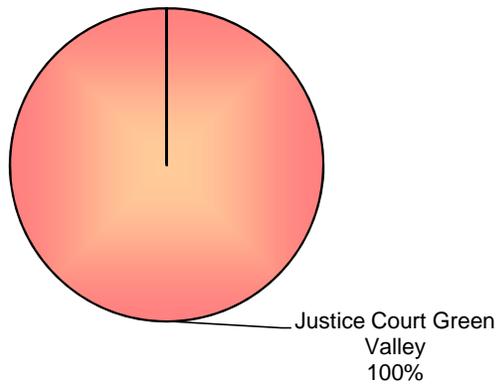
FTEs 9.50

Revenues: 304,460

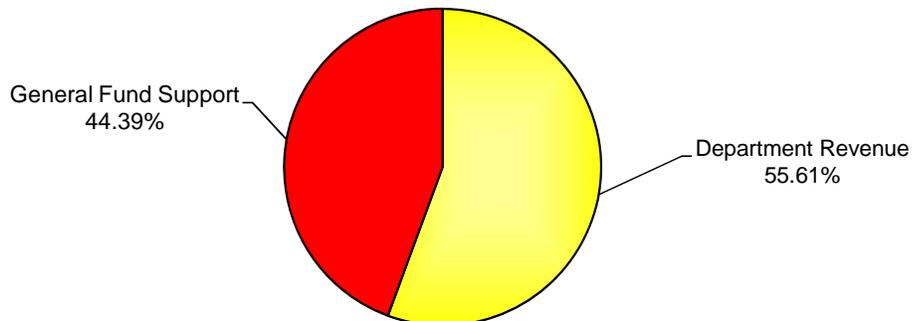
Function Statement: Provide prompt and consistent delivery of judicial services according to law with respect and fairness to all parties. Coordinate the prompt and orderly disposition of civil, criminal, and traffic cases. Manage court services efficiently and effectively. Collect and disburse fees in compliance with statutes, County ordinances, and accounting standards set by the Supreme Court.

Mandates: ARS Title 22: Justices of the Peace and Other Courts Not of Record; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries; ARS Title 28, Chapter 3: Traffic and Vehicle Regulation, Chapter 4: Driving Under the Influence, Chapter 5: Penalties and Procedures for Vehicle Violations

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Justice Court Green Valley

	<u>FY 2012/2013</u> Actual	<u>FY 2013/2014</u> Adopted	<u>FY 2014/2015</u> Adopted
<u>Expenditures by Program</u>			
Justice Court Green Valley	509,513	568,354	535,214
Total Expenditures	<u>509,513</u>	<u>568,354</u>	<u>535,214</u>
<u>Funding by Source</u>			
Revenues			
Justice Court Green Valley	368,663	406,787	304,460
Total Revenues	<u>368,663</u>	<u>406,787</u>	<u>304,460</u>
General Fund Support	186,796	198,003	243,063
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(45,946)	(36,436)	(12,309)
Other Funding Sources	-	-	-
Total Program Funding	<u>509,513</u>	<u>568,354</u>	<u>535,214</u>
<u>Staffing (FTEs) by Program</u>			
Justice Court Green Valley	11.00	11.00	9.50
Total Staffing (FTEs)	<u>11.00</u>	<u>11.00</u>	<u>9.50</u>

Program Summary

Department: Justice Court Green Valley

Program: Justice Court Green Valley

Function Statement

Serve public, litigants, and attorneys by the prompt and orderly disposition of civil, criminal, and traffic cases. Maintain orderly, complete, and accurate records. Prepare statistical reports and other reports as prescribed by law. Collect, record, and disburse fees and fines in accordance with statutes, court orders, and policies. Follow court performance guidelines set by court rules, statutes, administrative orders and guidelines established by the Administrative Office of the Supreme Court. Meet ethical standards for court staff and judges, as written and enforced by the Commission on Judicial Conduct. Follow financial management practices that meet the minimum accounting standards set and enforced by the State Auditor General. Adhere to operational guidelines reviewed by the Court Services Division of the Supreme Court.

Description of Services

Establish and administer policies and procedures in compliance with court mandates. Collect and disburse fees in compliance with the minimum accounting standards. Coordinate the prompt and orderly disposition of criminal, traffic, and civil cases. Adhere to court performance guidelines established in court rules, statutes, administrative orders, and guidelines of the Administrative Office of the Courts. Ensure that ethical standards established by the Commission of Judicial Conduct are followed. Provide financial management according to minimum accounting standards set by the Supreme Court, Pima County Financial Control and Reporting, and State Auditor General. Adhere to established operational guidelines as reviewed by the Court Services Division of the Supreme Court by measuring court performance and conducting court performance reviews and keeping statistics.

Program Goals and Objectives

- Strengthen the administration of justice and improve communication
 - Use technology effectively
 - Migrate to a new case management system
 - Simplify and enhance systems
 - Enhance audio recording in courtroom
 - Improve website by providing capability of on-line payments; access to forms in accordance with Federal mandates
(English and Spanish) and more comprehensive information about court processes for self-represented litigants
 - Provide wireless connectivity
- Maintain a professional workforce and improve operational efficiencies
 - Maintain a Professional Workforce
 - Foster and encourage ongoing staff training
 - Insure staff compliance with state mandatory Council on Judicial Education and Training (COJET)
 - Improve Operational Efficiencies
 - Develop electronic court calendar
 - Implement document imaging
 - Upgrade security cameras throughout court complex
 - Lower costs associated with pro tem judges

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Reduce Pro Tem expenditures	\$14,651	\$6,628	\$3,314
Case clearance rate, excluding DUI's	100%	100%	100%
Cross train four staff members	yes	yes	yes
Employees 100% compliant with state mandatory COJET training	yes	yes	yes

Program Summary

Department: Justice Court Green Valley

Program: Justice Court Green Valley

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	448,458	487,025	475,558
Operating Expenses	61,055	81,329	59,656
Total Program Expenditures	<u>509,513</u>	<u>568,354</u>	<u>535,214</u>
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	23,763	21,060	21,060
Fines & Forfeits	226,859	250,000	225,000
Charges for Services	48,027	51,480	31,500
Operating Revenue Sub-Total	<u>298,649</u>	<u>322,540</u>	<u>277,560</u>
Revenues			
Investment Earnings	2,321	-	-
Charges for Services	67,693	84,247	26,900
Other Special Revenue Total	<u>70,014</u>	<u>84,247</u>	<u>26,900</u>
General Fund Support	186,796	198,003	243,063
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(45,946)	(36,436)	(12,309)
Other Funding Sources	-	-	-
Total Program Funding	<u>509,513</u>	<u>568,354</u>	<u>535,214</u>
<u>Program Staffing FTEs</u>	11.00	11.00	9.50

Justice Courts Tucson

Expenditures: 8,666,350

Revenues: 7,778,087

FTEs 142.00

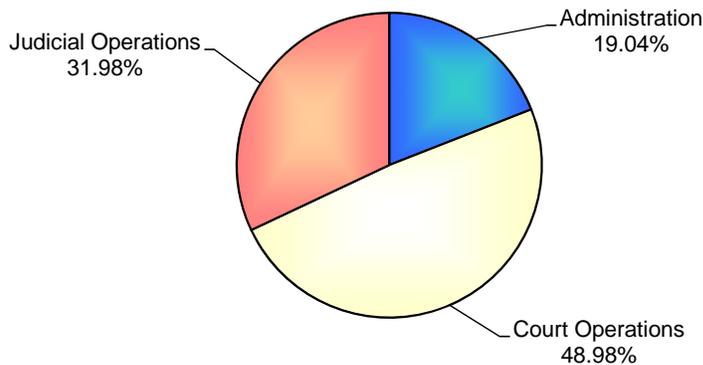
Function Statement:

Serve the public, litigants, and attorneys by providing prompt and orderly disposition of civil, criminal, and traffic cases. Maintain orderly, complete, and accurate records. Prepare statistical reports and other reports as prescribed by law. Collect, record, and disburse fees and fines in accordance with statutes, court orders, ordinances, and policy. Follow court performance guidelines set by court rules, statutes, administrative orders, and guidelines established by the Administrative Office of the Courts. Meet ethical standards for court staff and judges, as written and enforced by the Commission on Judicial Conduct. Accomplish financial management as guided and enforced by the Minimum Accounting Standards set by the Supreme Court and by the State Auditor General. Adhere to the established operational guidelines reviewed by the Court Services Division of the Supreme Court. Provide a safe and secure environment for employees, elected officials, and the public.

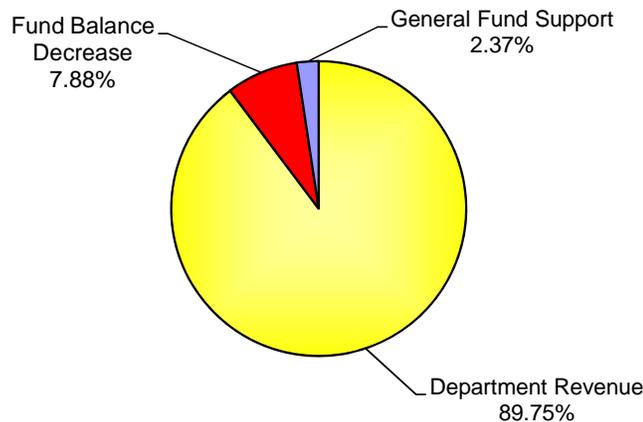
Mandates:

ARS Title 22: Justices of the Peace and Other Courts Not of Record; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries; ARS Title 28, Chapter 3: Traffic and Vehicle Regulation, Chapter 4: Driving Under the Influence, Chapter 5: Penalties and Procedures for Vehicle Violations

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Justice Courts Tucson

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Administration	1,606,594	1,707,613	1,649,776
Court Operations	3,480,807	3,710,820	4,245,233
Judicial Operations	2,542,739	3,030,465	2,771,341
Total Expenditures	<u>7,630,140</u>	<u>8,448,898</u>	<u>8,666,350</u>
<u>Funding by Source</u>			
Revenues			
Administration	5,221,003	4,918,692	5,918,692
Court Operations	1,067,618	1,175,200	1,095,200
Judicial Operations	708,736	869,297	764,195
Total Revenues	<u>6,997,357</u>	<u>6,963,189</u>	<u>7,778,087</u>
General Fund Support	685,916	1,231,943	205,557
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(53,133)	253,766	682,706
Other Funding Sources	-	-	-
Total Program Funding	<u>7,630,140</u>	<u>8,448,898</u>	<u>8,666,350</u>
<u>Staffing (FTEs) by Program</u>			
Administration	30.00	30.00	29.00
Court Operations	88.00	89.00	93.00
Judicial Operations	20.00	19.00	20.00
Total Staffing (FTEs)	<u>138.00</u>	<u>138.00</u>	<u>142.00</u>

Program Summary

Department: Justice Courts Tucson

Program: Administration

Function Statement

Coordinate all non-judicial court activities. Provide, administer, and execute state and local court policies and procedures. Maintain accurate financial records. Collect, deposit, and disburse monies. Prepare monthly statistical reports pertaining to case filings, domestic violence hearings and orders of protection, and monthly judicial productivity numbers. Identify and report monthly collection of revenues by account. Comply with employment law and accounting procedures. Provide and coordinate internal and external training to meet Administrative Office of the Courts (AOC) and Council on Judicial Education and Training (COJET) requirements. Maintain and enhance automated systems and website for court personnel and the general public.

Description of Services

Coordinate all non-judicial activities of the court, including but not limited to personnel, budget, security, technology, staff training and education, facilities management, and all services related to case processing and administrative support to eight justices of the peace and judges pro tem.

Program Goals and Objectives

- Enhance customer service and the public's access to court services and information
- Increase collections of court ordered fines and assessments
- Ensure that the court maintains competitive salaries to attract and retain the most qualified and knowledgeable applicants
- Ensure safety of judiciary, staff, and users of the court system
- Maintain the court building in a manner that ensures that court proceedings are conducted in an atmosphere that reflects the dignity and professionalism of the third branch of government
- Maintain customer trust and confidence in the expenditure of taxpayer dollars
- Provide reliable, effective, and up-to-date technology services to the court in a timely manner in an effort to create greater efficiency and responsiveness

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Total funds collected by the court	\$14,390,941	\$14,400,000	\$14,400,000
Total Pima County revenues collected by the court	\$6,997,357	\$6,963,189	\$7,778,087
Number of positions managed	138	138	142
Public usage of buildings by number of individuals	489,232	489,000	669,000

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,278,354	1,478,751	1,489,039
Operating Expenses	328,240	228,862	160,737
Total Program Expenditures	<u>1,606,594</u>	<u>1,707,613</u>	<u>1,649,776</u>

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Intergovernmental	213,382	-	-
Fines & Forfeits	2,777,263	2,712,192	2,712,192
Miscellaneous Revenue	53,891	56,000	56,000
Charges for Services	2,176,467	2,150,500	3,150,500
Operating Revenue Sub-Total	<u>5,221,003</u>	<u>4,918,692</u>	<u>5,918,692</u>

Program Summary

Department: Justice Courts Tucson

Program: Administration

General Fund Support	(3,614,409)	(3,211,079)	(4,268,916)
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	1,606,594	1,707,613	1,649,776

<u>Program Staffing FTEs</u>	30.00	30.00	29.00
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Program Summary

Department: Justice Courts Tucson

Program: Court Operations

Function Statement

Process cases in compliance with statutes and rules of court to provide services to the public in cases for which the court has exclusive or concurrent jurisdiction as established by state constitution or statute.

Description of Services

Process all types of cases accurately, efficiently, and expeditiously. Provide service to the public, litigants, jurors, attorneys, and members of the bar; record case proceedings; maintain case files and court records. Prepare and distribute court notices and minute entries. Respond to phone and internet questions and requests for information. Schedule and maintain records of court events.

Program Goals and Objectives

- Provide prompt and consistent delivery of services to the public, litigants, and attorneys
- Acquire new case management system
- Image court documents into electronic case files
- Continue training staff to improve their knowledge of court procedures and processing that will increase customer service as well as accuracy and efficiency in processing court documents
- Improve Department of Public Safety (DPS) disposition reporting

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Total case filings	134,685	141,185	141,185
Total telephone calls requesting information	166,502	175,750	185,000
Disposition rate	112%	108%	108%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	3,242,641	3,466,257	3,698,470
Operating Expenses	218,431	244,563	546,763
Capital Equipment > \$5,000	19,735	-	-
Total Program Expenditures	3,480,807	3,710,820	4,245,233

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Miscellaneous Revenue	592	-	-
Charges for Services	648,153	780,000	780,000
Operating Revenue Sub-Total	648,745	780,000	780,000
Revenues			
Intergovernmental	26,226	15,000	15,000
Fines & Forfeits	80,366	50,000	50,000
Charges for Services	312,281	330,200	250,200
Other Special Revenue Total	418,873	395,200	315,200

Program Summary

Department: Justice Courts Tucson

Program: Court Operations

General Fund Support	2,617,678	2,645,051	2,818,427
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(204,489)	(109,431)	331,606
Other Funding Sources	-	-	-
Total Program Funding	3,480,807	3,710,820	4,245,233
<hr/>			
<u>Program Staffing FTEs</u>	88.00	89.00	93.00

Program Summary

Department: Justice Courts Tucson

Program: Judicial Operations

Function Statement

Adjudicate cases in which exclusive or concurrent jurisdiction has been established by state constitution or statute.

Description of Services

Adjudicate cases including misdemeanor and criminal offenses punishable by a fine not exceeding \$2,500 or imprisonment in the County jail not to exceed six months or by both fine and imprisonment; felonies for the purpose of commencing action, issuing warrants, conducting preliminary hearings, and holding the defendant to answer to the Superior Court or dismissing charges for failure to show probable cause; initial appearances in compliance with Arizona Rules of Criminal Procedure 4.1; civil actions when the amount involved, exclusive of interest, costs, and awarded attorney fees when authorized by law, is \$10,000 or less; domestic violence and harassment cases; concurrent jurisdiction with Superior Court in cases of forcible entry and detainer when the amount involved is less than \$10,000; matters involving possession of, but not title to, real property; and small claims proceedings when the amount involved does not exceed \$3,500.

Program Goals and Objectives

- Adjudicate cases in a manner that is fair, impartial, and expeditious while upholding the integrity of the judiciary
- Reduce the number of pending civil and small claims cases
- Dispose of new cases in a timely manner
- Reduce the usage and cost of judges pro tempore

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Cost of judges pro tempore	\$117,357	\$92,060	\$92,060
Total filings	134,685	141,185	141,185
Disposition rate	112%	108%	108%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,659,144	1,792,276	1,773,276
Operating Expenses	857,069	1,096,889	948,065
Capital Equipment > \$5,000	26,526	141,300	50,000
Total Program Expenditures	<u>2,542,739</u>	<u>3,030,465</u>	<u>2,771,341</u>

Program Funding by Source

Revenues			
Intergovernmental	-	168,000	168,000
Miscellaneous Revenue	1,294	-	-
Operating Revenue Sub-Total	<u>1,294</u>	<u>168,000</u>	<u>168,000</u>
Revenues			
Intergovernmental	111,864	151,297	146,195
Grant Revenue Sub-Total	<u>111,864</u>	<u>151,297</u>	<u>146,195</u>
Investment Earnings	15,991	-	-
Charges for Services	579,587	550,000	450,000
Other Special Revenue Total	<u>595,578</u>	<u>550,000</u>	<u>450,000</u>

Program Summary

Department: Justice Courts Tucson

Program: Judicial Operations

General Fund Support	1,682,647	1,797,971	1,656,046
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	151,356	363,197	351,100
Other Funding Sources	-	-	-
Total Program Funding	2,542,739	3,030,465	2,771,341
<hr/>			
<u>Program Staffing FTEs</u>	20.00	19.00	20.00

Juvenile Court

Expenditures: 33,035,958

FTEs 484.39

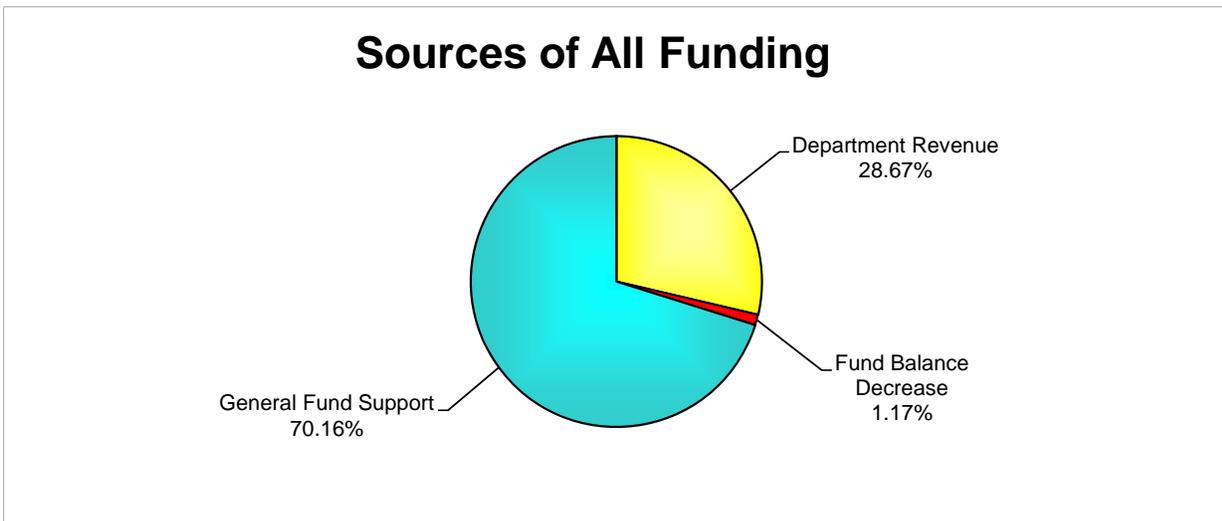
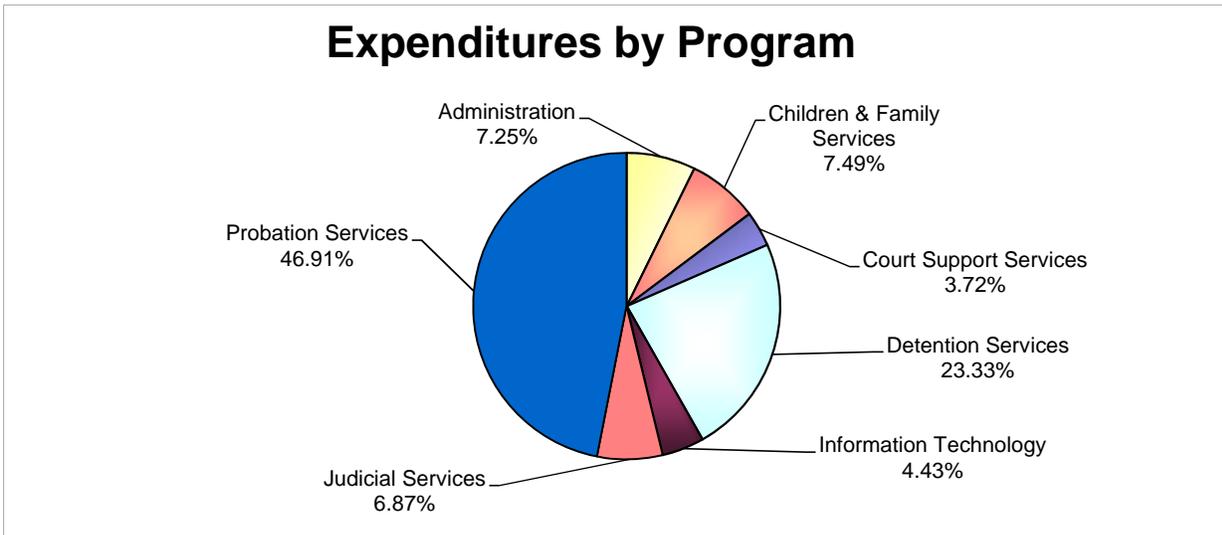
Revenues: 9,471,967

Function Statement:

Exercise jurisdiction, under federal and state constitutions, laws, and Rules of the Court, over all children under the age of 18 years who are referred to the court for reasons of mental health, incorrigibility, or delinquency and for all families involved in matters of dependency, severance, and adoption. Promote the interests and safety of the community, promote the rehabilitation of children and their families, facilitate the protection of children who are abused or neglected, and facilitate the provision of services to those children and families involved with the court in accordance with the due process of law. Work actively with, and provide leadership to, the community, the public, and private agencies to promote justice, education, and prevention of juvenile delinquency and abuse.

Mandates:

ARS Title 8: Children; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries; ARS Title 25: Marital and Domestic Relations



Department Summary by Program

Department: Juvenile Court

	<u>FY 2012/2013</u> Actual	<u>FY 2013/2014</u> Adopted	<u>FY 2014/2015</u> Adopted
<u>Expenditures by Program</u>			
Administration	2,436,434	2,268,296	2,396,404
Children & Family Svcs	2,236,820	2,401,357	2,472,930
Court Support Services	1,103,345	1,119,490	1,228,935
Detention Services	7,284,392	7,757,350	7,706,528
Information Technology	1,675,747	1,457,293	1,465,106
Judicial Services	2,148,051	2,286,260	2,269,801
Probation Services	13,721,544	15,392,975	15,496,254
Total Expenditures	<u>30,606,333</u>	<u>32,683,021</u>	<u>33,035,958</u>
<u>Funding by Source</u>			
Revenues			
Administration	280,733	241,480	293,094
Children & Family Svcs	1,296,916	1,282,160	1,290,627
Court Support Services	75	-	-
Detention Services	94,647	100,000	100,000
Information Technology	79,613	65,234	66,539
Judicial Services	(31)	-	-
Probation Services	7,146,015	7,998,337	7,721,707
Total Revenues	<u>8,897,968</u>	<u>9,687,211</u>	<u>9,471,967</u>
General Fund Support	22,143,564	23,152,677	23,178,801
Net Operating Transfers In/(Out)	925	-	-
Fund Balance Decrease/(Increase)	(436,124)	(156,867)	385,190
Other Funding Sources	-	-	-
Total Program Funding	<u>30,606,333</u>	<u>32,683,021</u>	<u>33,035,958</u>
<u>Staffing (FTEs) by Program</u>			
Administration	31.00	29.45	30.50
Children & Family Svcs	37.00	44.00	43.00
Court Support Services	21.10	20.55	21.35
Detention Services	160.75	156.75	154.75
Information Technology	17.00	16.00	16.00
Judicial Services	24.39	24.64	24.64
Probation Services	200.80	196.90	194.15
Total Staffing (FTEs)	<u>492.04</u>	<u>488.29</u>	<u>484.39</u>

Program Summary

Department: **Juvenile Court**

Program: **Administration**

Function Statement

Provide executive level leadership and support services required to manage and operate the programs of the Juvenile Court.

Description of Services

Coordinate the work activity and all operations of multiple juvenile court divisions. Provide financial management, including budgeting, accounting, grant management, and fee collection functions. Maintain facility, warehousing, and motor pool operations.

Program Goals and Objectives

- Provide oversight of court budget to ensure that expenditures are authorized and charged to the appropriate funding source and do not exceed budgetary limits
- Ensure compliance with federal, state, and County laws and ordinances pertaining to facility management and safety
- Correct deficiencies in life and safety building inspections within five days of citing
- Provide preventive maintenance for all department equipment and vehicles in accordance with manufacturer

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Percentage of financial reports submitted on time	99%	99%	100%
Budget compliance	100%	100%	100%
Compliance with national, state, and local life safety standards	100%	100%	100%
Deficiencies in life and safety building inspections corrected within 5 days of citing	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	1,627,978	1,684,456	1,788,168
Operating Expenses	794,932	583,840	608,236
Capital Equipment > \$5,000	13,524	-	-
Total Program Expenditures	<u><u>2,436,434</u></u>	<u><u>2,268,296</u></u>	<u><u>2,396,404</u></u>

Program Funding by Source

<u>Revenues</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Intergovernmental	2,461	-	-
Miscellaneous Revenue	24,169	2,000	2,000
Investment Earnings	-	100	100
Operating Revenue Sub-Total	<u><u>26,630</u></u>	<u><u>2,100</u></u>	<u><u>2,100</u></u>

<u>Revenues</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Intergovernmental	239,273	239,380	290,994
Miscellaneous Revenue	14,830	-	-
Grant Revenue Sub-Total	<u><u>254,103</u></u>	<u><u>239,380</u></u>	<u><u>290,994</u></u>

Program Summary

Department: Juvenile Court

Program: Administration

General Fund Support	2,151,682	2,026,700	2,103,310
Net Operating Transfers In/(Out)	245	-	-
Fund Balance Decrease/(Increase)	3,774	116	-
Other Funding Sources	-	-	-
Total Program Funding	2,436,434	2,268,296	2,396,404
<u>Program Staffing FTEs</u>	31.00	29.45	30.50

Program Summary

Department: Juvenile Court

Program: Children & Family Svcs

Function Statement

Oversee dependency case flow and compliance with state and federal statutes.

Description of Services

Perform intake of dependency cases; assign attorneys for all parties; set initial hearings within statutory timeframe; facilitate pre-hearing conferences; collect and report dependency case data; recruit, train, mentor, oversee and assign court appointed special advocates; perform adoption and guardianship home studies and certifications; perform guardianship reviews; provide intensive case management for substance abusing parents in Family Drug Court and mediate or facilitate contested matters utilizing alternative dispute resolution processes.

Program Goals and Objectives

- Conduct preliminary protective hearings (PPH) and facilitate pre-hearing conferences within 7 business days of removal
- Mediate or facilitate contested dependency matters to avoid court litigation
- Assess 100% of eligible clients for Family Drug Court
- Comply with federal Adoptions and Safe Families Act (ASFA) timelines to Permanency Hearings (ASFA standard is 1 year)

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Average days to Preliminary Protective Hearing	6	6	6
Average days to permanency hearing (ASFA standard is 1 year)	244	242	240
Cases resolved by full agreement through mediation	58%	60%	62%
Eligible clients assessed for drug court	100%	100%	100%

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,883,552	2,083,317	2,052,377
Operating Expenses	353,268	318,040	420,553
Total Program Expenditures	2,236,820	2,401,357	2,472,930

Program Funding by Source	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Miscellaneous Revenue	119	-	-
Charges for Services	4,755	5,200	5,200
Operating Revenue Sub-Total	4,874	5,200	5,200

Revenues			
Intergovernmental	761,213	708,457	712,588
Grant Revenue Sub-Total	761,213	708,457	712,588

Revenues			
Intergovernmental	530,881	568,503	572,839
Miscellaneous Revenue	(3)	-	-
Investment Earnings	(49)	-	-
Other Special Revenue Total	530,829	568,503	572,839

Program Summary

Department: **Juvenile Court**

Program: **Children & Family Svcs**

General Fund Support	992,526	1,147,783	1,179,872
Net Operating Transfers In/(Out)	2,499	-	-
Fund Balance Decrease/(Increase)	(55,121)	(28,586)	2,431
Other Funding Sources	-	-	-
Total Program Funding	2,236,820	2,401,357	2,472,930
<u>Program Staffing FTEs</u>	37.00	44.00	43.00

Program Summary

Department: **Juvenile Court**

Program: **Court Support Services**

Function Statement

Provide support services required to manage and operate the programs and facilitate the legal proceedings of the Juvenile Court.

Description of Services

Manage the court calendar, language services, mail, and financial assessments efficiently and effectively.

Program Goals and Objectives

- Maintain an assessment consumer satisfaction rating of at least 98%
- Assign language interpreters that meet all necessary qualifications
- Provide language translations within legally required timelines
- Intra-department mail delivered promptly and accurately

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Assessment consumer satisfaction rating	98%	98%	98%
Assign qualified language interpreters	99%	100%	100%
Provide language translations within the legally required timelines	100%	100%	100%
Intra-department mail delivered promptly and accurately	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	857,124	917,540	1,029,898
Operating Expenses	246,221	201,950	199,037
Total Program Expenditures	<u>1,103,345</u>	<u>1,119,490</u>	<u>1,228,935</u>
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	75	-	-
Operating Revenue Sub-Total	75	-	-
General Fund Support	1,103,270	1,119,490	1,228,935
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,103,345</u>	<u>1,119,490</u>	<u>1,228,935</u>
<u>Program Staffing FTEs</u>	21.10	20.55	21.35

Program Summary

Department: Juvenile Court

Program: Detention Services

Function Statement

Provide the community a secure detention facility for youth where helpful programs of education, remediation, and skill development are available.

Description of Services

Provide detained juveniles basic care, including food, shelter, clothing, physical and mental health care, physical fitness activities, educational programs, and living skills development.

Program Goals and Objectives

- Provide youth with positive reinforcement through Positive Behavioral Supports & Interventions (PBIS) program
- Increase number of youth achieving job skill certification
- Increase number of youth completing GED
- Prepare youth for success in drug treatment programs, such as Make a Change (MAC)

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Youth achieving a Food Sanitation Certificate	4	55	59
Youth Achieving their GED/testing	18	50	54
Boys served by MAC Program	122	97	76
Girls served by MAC Program	62	47	37
Youth reporting assigned detention mentor is beneficial	80%	85%	88%
Youth reporting Positive Behavioral Interventions & Support is beneficial	0%	75%	80%
Youth participating in Culinary Program	0%	15%	20%
Boys reporting family education sessions were helpful	92%	94%	95%
Girls reporting family education sessions were helpful	96%	95%	96%

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	6,497,568	6,936,850	6,921,633
Operating Expenses	786,824	820,500	784,895
Total Program Expenditures	<u>7,284,392</u>	<u>7,757,350</u>	<u>7,706,528</u>

Program Funding by Source	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Intergovernmental	94,489	100,000	100,000
Miscellaneous Revenue	158	-	-
Operating Revenue Sub-Total	<u>94,647</u>	<u>100,000</u>	<u>100,000</u>
General Fund Support	7,189,745	7,657,350	7,606,528
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>7,284,392</u>	<u>7,757,350</u>	<u>7,706,528</u>

Program Staffing FTEs	160.75	156.75	154.75
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Program Summary

Department: **Juvenile Court**

Program: **Information Technology**

Function Statement

Provide system administration for the Juvenile Online Tracking System (JOLTSaz) for Pima County, system analysis and development, technical user support, training, research, and data base management for over 500 users in all court locations.

Description of Services

Administer Local Area Network for Pima County Juvenile Court Center. Maintain connectivity to production JOLTSaz, the Superior Court case management system (AGAVE), and the Pima County Attorney's office case management system (CAMMS). Provide system analysis and development of all necessary computer applications. Assist system users by providing technical user support and training. Research technical issues, generate reports, and manage database. Assist management in determining solutions to technical needs.

Program Goals and Objectives

- Maintain computer infrastructure and minimize unplanned downtime to no more than 1%

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Computer infrastructure operative	99%	99%	99%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	1,301,466	1,338,493	1,346,785
Operating Expenses	374,281	118,800	118,321
Total Program Expenditures	<u>1,675,747</u>	<u>1,457,293</u>	<u>1,465,106</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Intergovernmental	79,550	65,234	66,539
Investment Earnings	64	-	-
Other Special Revenue Total	<u>79,614</u>	<u>65,234</u>	<u>66,539</u>
General Fund Support	1,600,638	1,392,041	1,398,379
Net Operating Transfers In/(Out)	312	-	-
Fund Balance Decrease/(Increase)	(4,817)	18	188
Other Funding Sources	-	-	-
Total Program Funding	<u>1,675,747</u>	<u>1,457,293</u>	<u>1,465,106</u>

Program Staffing FTEs	17.00	16.00	16.00
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Program Summary

Department: **Juvenile Court**

Program: **Judicial Services**

Function Statement

Provide judicial services to juveniles and families in the community.

Description of Services

Adjudicate all juvenile delinquency, dependency, severance, and mental health cases filed in Pima County.

Program Goals and Objectives

- Process all dependency hearings within mandated time frames
- Reduce the percentage of contested dependency trials and termination hearings
- Ensure all judicial officers will pass performance reviews (four officers are reviewed each year)

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Dependency hearings held within legal time frames	90%	90%	90%
Hearings contested	9%	8%	7%
Judicial officers passing performance review	100%	100%	100%
Reactivated Petitions	13%	14%	13%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,892,768	2,048,060	2,038,368
Operating Expenses	255,283	238,200	231,433
Total Program Expenditures	<u>2,148,051</u>	<u>2,286,260</u>	<u>2,269,801</u>

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Miscellaneous Revenue	(31)	-	-
Operating Revenue Sub-Total	<u>(31)</u>	<u>-</u>	<u>-</u>
Revenues			
Investment Earnings	(1)	-	-
Other Special Revenue Total	<u>(1)</u>	<u>-</u>	<u>-</u>
General Fund Support	2,148,082	2,286,260	2,269,801
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>2,148,051</u>	<u>2,286,260</u>	<u>2,269,801</u>

<u>Program Staffing FTEs</u>	24.39	24.64	24.64
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Program Summary

Department: Juvenile Court

Program: Probation Services

Function Statement

Ensure community safety by providing supervision and diversion services to court referred juveniles in accordance with state mandates and statutes.

Description of Services

Receive and process juvenile delinquency referrals, provide diversion services, complete investigations of petitioned cases and recommend appropriate services and supervision levels to the Court on adjudicated cases. Provide community supervision and monitoring of compliance with Court orders through a system of graduated responses.

Program Goals and Objectives

- Probationers' successful completion of standard probation
- Probationers' successful completion of intensive probation
- Juveniles successfully complete diversion consequences contracts within 90 days
- Restore victims through collection of restitution
- Teach accountability through imposition of court ordered community restitution
- Victims satisfied with notification and service
- Prevent recidivism among participants while in the Community Support (Alternative to Detention) Program (CSP)
- Prevent recidivism among participants while on Electronic Monitoring (Alternative to Detention) Program (EM)

Program Performance Measures	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Estimated	Planned
Amount of restitution collected	\$105,863	\$110,000	\$110,000
Number of community restitution hours worked	29,390	32,000	32,000
Successful completion of standard probation	77%	75%	78%
Successful completion of intensive probation	79%	72%	74%
Successful completion of diversion consequences within 90 days	93%	90%	90%
Victim customer service satisfaction rating	81%	78%	78%
Percentage of youth who do not recidivate while participating in CSP	57%	62%	65%
Percentage of youth who do not recidivate while participating in EM	69%	70%	72%

Program Expenditures by Object	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Adopted	Adopted
Personnel Services	9,551,736	10,516,911	10,473,747
Operating Expenses	4,169,808	4,876,064	5,022,507
Total Program Expenditures	13,721,544	15,392,975	15,496,254

Program Funding by Source

Revenues			
Miscellaneous Revenue	10,911	-	-
Charges for Services	(236)	-	-
Operating Revenue Sub-Total	10,675	-	-
Revenues			
Intergovernmental	265,294	281,272	162,400
Grant Revenue Sub-Total	265,294	281,272	162,400

Program Summary

Department: Juvenile Court

Program: Probation Services

<hr/>			
Revenues			
Intergovernmental	6,524,904	7,312,159	7,285,602
Fines & Forfeits	10,847	8,000	8,000
Miscellaneous Revenue	(180)	(2,700)	(3,500)
Investment Earnings	13,964	7,894	8,378
Charges for Services	320,511	391,712	260,827
Other Special Revenue Total	6,870,046	7,717,065	7,559,307
General Fund Support	6,957,621	7,523,053	7,391,976
Net Operating Transfers In/(Out)	(2,131)	-	-
Fund Balance Decrease/(Increase)	(379,961)	(128,415)	382,571
Other Funding Sources	-	-	-
Total Program Funding	<u>13,721,544</u>	<u>15,392,975</u>	<u>15,496,254</u>
<hr/>			
<u>Program Staffing FTEs</u>	200.80	196.90	194.15

Legal Defender

Expenditures: 4,069,563

FTEs 46.00

Revenues: 23,682

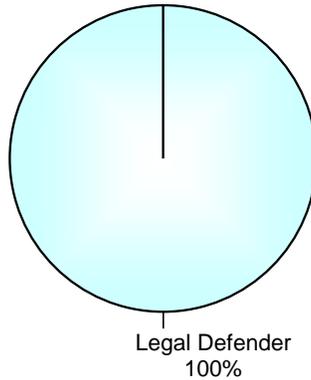
Function Statement:

Provide quality legal representation in an efficient, cost effective manner for indigent individuals entitled to appointed counsel. Provide representation in the Superior Court, Juvenile Court, Justice Courts, the Arizona Court of Appeals, Arizona Supreme Court and, in certain circumstances, the federal courts.

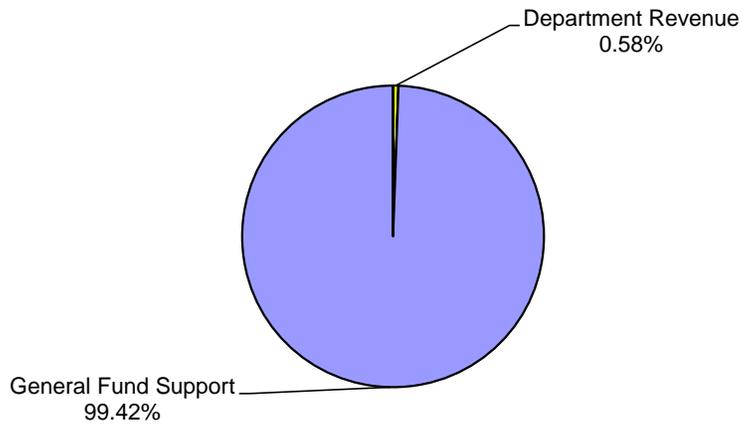
Mandates:

The 6th and 14th Amendments of the US Constitution, Article 2, Section 24 of the Arizona Constitution, ARS Title 11, Chapter 3, Article 11: Public Defenders; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 8: Children

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Legal Defender

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Legal Defender	3,816,558	3,967,067	4,069,563
Total Expenditures	<u>3,816,558</u>	<u>3,967,067</u>	<u>4,069,563</u>
<u>Funding by Source</u>			
Revenues			
Legal Defender	31,460	18,475	23,682
Total Revenues	<u>31,460</u>	<u>18,475</u>	<u>23,682</u>
General Fund Support	3,793,595	3,948,592	4,045,881
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(8,497)	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>3,816,558</u>	<u>3,967,067</u>	<u>4,069,563</u>
<u>Staffing (FTEs) by Program</u>			
Legal Defender	42.50	43.50	46.00
Total Staffing (FTEs)	<u>42.50</u>	<u>43.50</u>	<u>46.00</u>

Program Summary

Department: Legal Defender

Program: Legal Defender

Function

Provide quality legal representation to defendants entitled to court appointed counsel.

Description of Services

Represent adults charged with felonies and probation revocation petitions in the Pima County Superior Court. File appeals and other post conviction petitions. Provide the highest quality legal representation by recruiting and retaining the most qualified and productive employees through a competitive pay plan, rewarding work environment, and comprehensive training opportunities.

Program Goals and Objectives

- Maintain attorney retention rate of at least 90%
- Provide legal representation to new indigent felony cases 20%

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Attorney retention rate	96%	96%	90%
Percentage of new indigent felony initial appearance assignments	19%	21%	20%

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	3,442,843	3,681,958	3,815,106
Operating Expenses	373,715	285,109	254,457
Total Program Expenditures	<u>3,816,558</u>	<u>3,967,067</u>	<u>4,069,563</u>
<u>Program Funding by Source</u>			
Miscellaneous Revenue	6,787	-	-
Operating Revenue Sub-Total	<u>6,787</u>	<u>-</u>	<u>-</u>
Revenues			
Intergovernmental	24,250	18,000	23,452
Miscellaneous Revenue	57	200	-
Investment Earnings	366	275	230
Other Special Revenue Total	<u>24,673</u>	<u>18,475</u>	<u>23,682</u>
General Fund Support	3,793,595	3,948,592	4,045,881
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(8,497)	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>3,816,558</u>	<u>3,967,067</u>	<u>4,069,563</u>

<u>Program Staffing FTEs</u>	42.50	43.50	46.00
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Office of Court Appointed Counsel

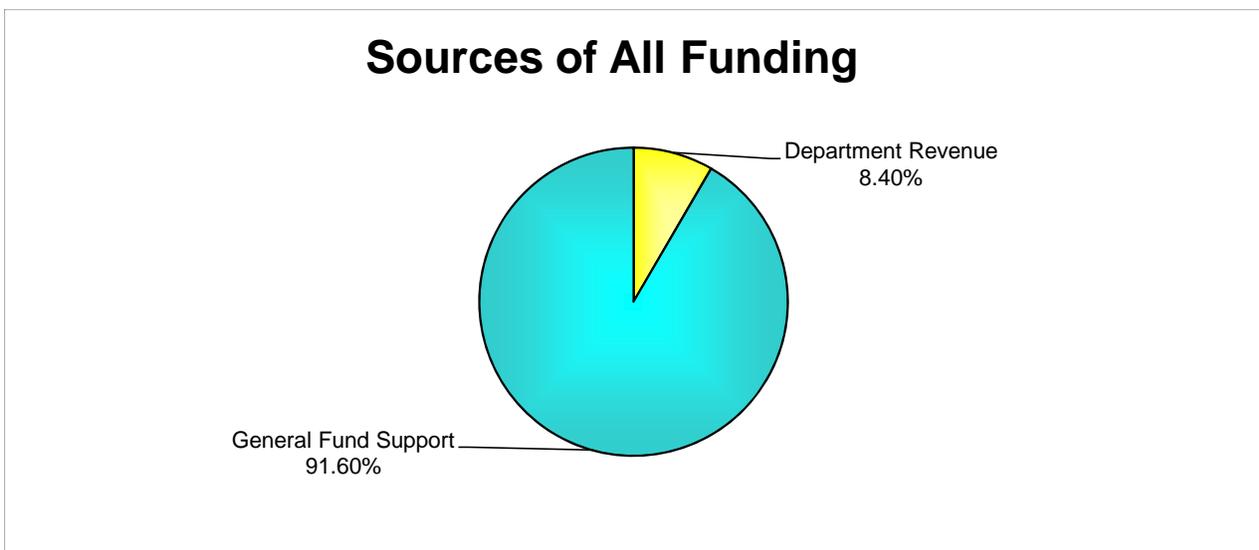
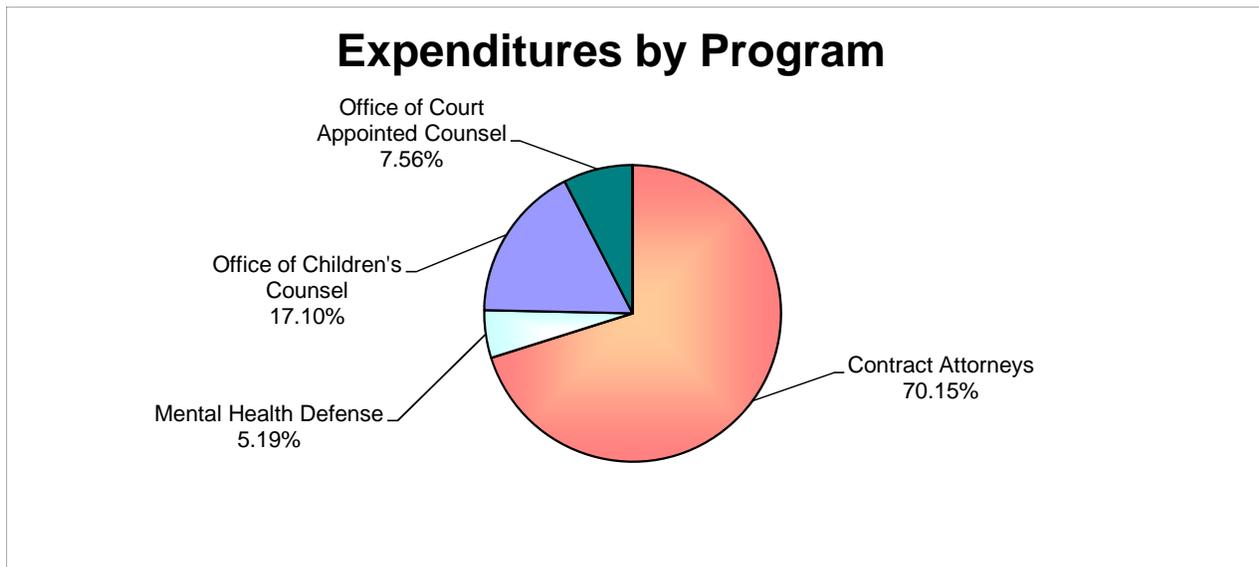
Expenditures: 9,801,158

FTEs 39.75

Revenues: 823,454

Function Statement: Provide eligibility screening and recommend attorney assessments for legal representation of out-of-custody defendants charged with criminal offenses in the Superior, Juvenile, and Justice Courts. Represent children in dependency and severance cases. Provide administrative support by reviewing contract compliance and reviewing and processing of claims submitted by contract attorneys and other defense related professional services in seven functional areas including misdemeanor, felony, first degree murder, Title 36, Rule 32, Juvenile Court, and the Court of Appeals.

Mandates: ARS Title 11, Chapter 3, Article 11: Public Defenders; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 14, Chapter 5: Protection of Persons Under Disability and Their Property



Department Summary by Program

Department: Office of Court Appointed Counsel

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Contract Attorney	9,259,186	7,187,938	6,875,338
Mental Health Defense	510,857	594,831	508,711
Misdemeanor	453	-	-
Office of Children's Counsel	1,361,207	1,371,924	1,675,724
Office of Court Appointed Counsel	571,065	628,904	741,385
Photo Enforcement	852,114	-	-
Total Expenditures	<u>12,554,882</u>	<u>9,783,597</u>	<u>9,801,158</u>
<u>Funding by Source</u>			
Revenues			
Contract Attorney	1,274,736	823,454	823,454
Office of Children's Counsel	419	-	-
Office of Court Appointed Counsel	3,000	-	-
Photo Enforcement	1,154,613	-	-
Total Revenues	<u>2,432,768</u>	<u>823,454</u>	<u>823,454</u>
General Fund Support	10,122,114	8,960,143	8,977,704
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>12,554,882</u>	<u>9,783,597</u>	<u>9,801,158</u>
<u>Staffing (FTEs) by Program</u>			
Mental Health Defense	8.00	7.00	6.00
Misdemeanor	-	-	-
Office of Children's Counsel	20.00	20.00	23.00
Office of Court Appointed Counsel	8.50	9.48	10.75
Total Staffing (FTEs)	<u>36.50</u>	<u>36.48</u>	<u>39.75</u>

Note: Beginning Fiscal Year 2013/2014, Photo Traffic Enforcement will be accounted for in non-departmental.

Program Summary

Department: Office of Court Appointed Counsel

Program: Contract Attorneys

Function Statement

Provide representation through contracted private attorneys and ancillary service providers for indigent and quasi-indigent individuals (those with incomes between total indigence and those who are ineligible for any public representation) who qualify for court appointed counsel.

Description of Services

Provide contract attorney representation to indigent and quasi-indigent persons in the following criminal and civil proceedings: felony, first degree murder, death penalty, misdemeanor, probation violation, appeals and other post-conviction matters, sexually violent persons, guardianship and witness representation as well as juvenile proceedings for delinquency, dependency, severance, and mental health commitments. Administer a Qualified Consultant List for ancillary service providers (paralegals, investigators, and mitigation specialists) who are part of the criminal defense team. Provide effective, quality representation to individuals eligible for court appointed counsel in Pima County and adhere to the applicable standards of conduct and representation as set forth in the Arizona Rules of Professional Conduct, American Bar Association Guidelines for the Appointment and Performance of Defense Counsel in Death Penalty Cases, National Legal Aid and Defender Association Guidelines for Criminal Defense Representation, National Council of Juvenile and Family Court Judges "Resource Guidelines", American Bar Association Standards of Practice for Lawyers Who Represent Children in Abuse and Neglect Cases, and Arizona Statewide Standards and Training Guidelines for Attorneys in Dependency Cases. Provide cost efficient representation for individuals eligible for court appointed counsel in Pima County. Follow the procedures for extraordinary fees and ancillary expenses set forth in their contracts with Pima County. Follow the procedures set forth in the Pima County Guidelines for Payment.

Program Goals and Objectives

- Ensure that all eligible individuals receive representation for dependency, delinquency, juvenile mental health, Guardian Ad Litem (GAL), and severance proceedings in Juvenile Court
- Ensure that all eligible individuals receive representation for misdemeanor cases in Justice Court
- Ensure that appropriate office (Public or Legal Defender) or contract attorney is appointed to represent qualifying defendants at all levels of representation in the juvenile and criminal justice area.

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Eligible individuals receiving qualified contract attorney representation for felony, first degree murder, and death penalty proceedings	100%	100%	100%
Eligible individuals receiving qualified contract attorney representation for dependency and severance proceedings in Juvenile Court	100%	100%	100%
Eligible individuals receiving qualified contract attorney representation for misdemeanor cases in Justice Court	100%	100%	100%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	699	-	-
Operating Expenses	9,258,487	7,187,938	6,875,338
Total Program Expenditures	<u>9,259,186</u>	<u>7,187,938</u>	<u>6,875,338</u>

Program Funding by Source

Program Summary

Department: Office of Court Appointed Counsel

Program: Contract Attorneys

Revenues			
Miscellaneous Revenue	9,906	-	-
Charges for Services	1,264,830	823,454	823,454
Operating Revenue Sub-Total	1,274,736	823,454	823,454
General Fund Support	7,984,450	6,364,484	6,051,884
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	9,259,186	7,187,938	6,875,338

Program Summary

Department: Office of Court Appointed Counsel

Program: Mental Health Defense

Function Statement

In the Superior Court through the Title 36 process, provide quality representation for persons that display behavior that is within the categories of DTS (danger to self), DTO (danger to others), PAD (persistently or acutely disabled) or GD (gravely disabled).

Description of Services

Provide quality representation to adults who, because of their mental illness are either unable or unwilling to participate in treatment on a voluntary basis and meet one of the four standards as detailed in Title 36: mental disorder of the person's emotional processes, thought, cognition or memory; danger to self (DTS); danger to others (DTO); persistently or acutely disabled (PAD) or gravely disabled (GD). Work in the best interests of the patients and work with the Court and treatment facilities to recommend necessary services when available.

Program Goals and Objectives

- Receive 99% of all new assignments for the representation Title 36 clients in Pima County Superior Court actions in cases which are initiated by emergency application or involuntary application non-emergent or pre-petition screening
- Receive 99% of all active roll-over assignments that are currently represented by court appointed contract counsel

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Percent of initial case assignments accepted	99%	99%	99%
Percent of roll-over assignments accepted	99%	99%	99%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	494,709	535,800	463,725
Operating Expenses	16,148	59,031	44,986
Total Program Expenditures	<u>510,857</u>	<u>594,831</u>	<u>508,711</u>

Program Funding by Source

General Fund Support	510,857	594,831	508,711
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>510,857</u>	<u>594,831</u>	<u>508,711</u>

<u>Program Staffing FTEs</u>	8.00	7.00	6.00
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Program Summary

Department: Office of Court Appointed Counsel

Program: Office of Children's Counsel

Function Statement

Represent children in dependency and severance cases before the Pima County Juvenile Court. Follow the cases of children that continue under court supervision, i.e. continuation cases.

Description of Services

Provide children in foster care and out-of-home placements with quality representation to ensure that necessary services are provided to these children and that their voices are heard in court proceedings.

Program Goals and Objectives

- Receive 75% of all new assignments for the representation of children in Pima County Juvenile Court actions in cases filed by Child Protective Services and private petitioners.
- Accept 55% of active cases into the second and/or subsequent year of representation.

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Percent of initial case assignments accepted	75%	75%	75%
Percent of second year assignments accepted	55%	55%	55%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,255,666	1,276,269	1,558,301
Operating Expenses	105,541	95,655	117,423
Total Program Expenditures	<u>1,361,207</u>	<u>1,371,924</u>	<u>1,675,724</u>

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Miscellaneous Revenue	221	-	-
Charges for Services	198	-	-
Operating Revenue Sub-Total	<u>419</u>	<u>-</u>	<u>-</u>
General Fund Support	1,360,788	1,371,924	1,675,724
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,361,207</u>	<u>1,371,924</u>	<u>1,675,724</u>

<u>Program Staffing FTEs</u>	20.00	20.00	23.00
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Program Summary

Department: Office of Court Appointed Counsel

Program: Office of Court Appointed Counsel

Function Statement

Provide administrative support for the contract attorney program, Office of Children's Counsel, Mental Health Defender, and other ancillary functions in Pima County.

Description of Services

Screen Superior Court out-of-custody adult defendants to determine eligibility for court appointed counsel and make recommendations for attorney fee assessments in order to defray part of the cost of providing appointed counsel. Develop and update attorney (misdemeanor, felony, murder, appeals, Rule 32 post-conviction relief, and juvenile), paralegal, investigator, and mitigation specialist contracts. Review invoice and additional compensation requests as submitted by contractors, expert witnesses, and other miscellaneous services ensuring court orders or Office of Court Appointed Counsel (OCAC) approvals are attached to invoices when appropriate. Review and process all contract attorney, ancillary service provider, expert witness, and other case specific payments. Manage the daily appointment of counsel for all indigent defendants charged with the commission of a felony offense or a misdemeanor offense facing the possibility of incarceration.

Program Goals and Objectives

- Attend Superior Court arraignments Monday through Friday to screen all out-of-custody defendants that may require or request court appointed counsel and provide financial assessment recommendations to judges
- Provide superior customer service to our clients (County departments, contractors, ancillary service providers and general public) in a timely and professional manner
- Enter current indigent appointments into the Indigent Defense case management system on a daily basis
- Ensure accurate appointment of counsel in all cases which includes: performing surface conflict checks to determine appropriate agency or contract counsel to appoint; routing appointments timely through the JustWare Staging Application
- Process all contractor claims and defense related expenses in a timely manner

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Appointment of counsel entered into data warehouse	98%	98%	100%
Vendor claims processed within ten working days	90%	95%	95%
Felony indigents and quasi indigents screen for eligibility of counsel	100%	100%	100%
Vendor claims processed accurately	90%	90%	98%

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	548,995	574,048	699,883
Operating Expenses	22,523	54,856	41,502
Total Program Expenditures	571,518	628,904	741,385
Charges for Services	3,000	-	-
Operating Revenue Sub-Total	3,000	-	-

Program Summary

Department: Office of Court Appointed Counsel

Program: Office of Court Appointed Counsel

Program Funding by Source

General Fund Support	568,518	628,904	741,385
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	571,518	628,904	741,385

<u>Program Staffing FTEs</u>	8.50	9.48	10.75
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Program Summary

Department: Office of Court Appointed Counsel

Program: Photo Enforcement

Function Statement

Enhance the quality of life in Pima County by improving driver compliance with traffic speed laws. (Note: The Photo Traffic Enforcement Program began in May, 2009 but was moved to Non Departmental in fiscal year 2013/2014.)

Description

A Photo Enforcement vendor, selected by the County, will identify, via speed cameras, drivers who have violated speed limits within unincorporated Pima County. The Pima County Sheriffs Department, independently or via an agency agreement with the Photo Enforcement vendor, determines the violations shown by the evidence and mails a notice of violation to the responsible party. Persons who request a hearing or fail to respond to the notice of violation will be served with a citation for the alleged violations. The Pima County Justice Courts will adjudicate the violations.

Program Goals and Objectives

- Decrease speeding violations within the corridors of Pima County that the Pima County Sheriffs Department identifies as having significant noncompliance characteristics, as measured by number of officer-issued citations, number of vehicular accidents, and average speed of drivers within the corridors

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Cost of citation issued	\$34	n/a	n/a
Cost per paid citation	\$57	n/a	n/a
Cost per personally served citation	\$92	n/a	n/a
Number of cases dismissed	940	n/a	n/a
Number of road segments with fixed cameras	10	n/a	n/a
Average annual vehicular crashes per corridor	130	n/a	n/a
Number of mobile cameras	1	n/a	n/a
Citations issued from fixed cameras	39,000	n/a	n/a
Citations issued from mobile cameras	1,860	n/a	n/a
Citations eligible for service	3,970	n/a	n/a
Citations served	1,875	n/a	n/a
Citations paid	23,284	n/a	n/a

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	19,415	-	-
Operating Expenses	832,699	-	-
Total Program Expenditures	852,114	-	-

Program Funding by Source

Revenues

Fines & Forfeits	860,811	-	-
Miscellaneous Revenue	(3,985)	-	-
Charges for Services	297,787	-	-
Operating Revenue Sub-Total	1,154,613	-	-

Program Summary

Department: Office of Court Appointed Counsel

Program: Photo Enforcement

General Fund Support	(302,499)	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	852,114	-	-

Public Defender

Expenditures: 13,595,129

FTEs 161.55

Revenues: 378,740

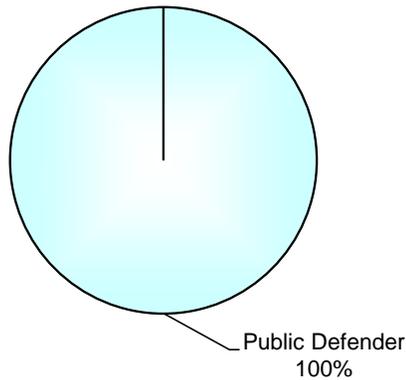
Function Statement:

Provide quality legal representation in an efficient, cost effective manner for indigent individuals entitled to appointed counsel. Provide representation in the Superior Court, Juvenile Court, Justice Courts, the Arizona Court of Appeals, Arizona Supreme Court and, in certain circumstances, the federal courts.

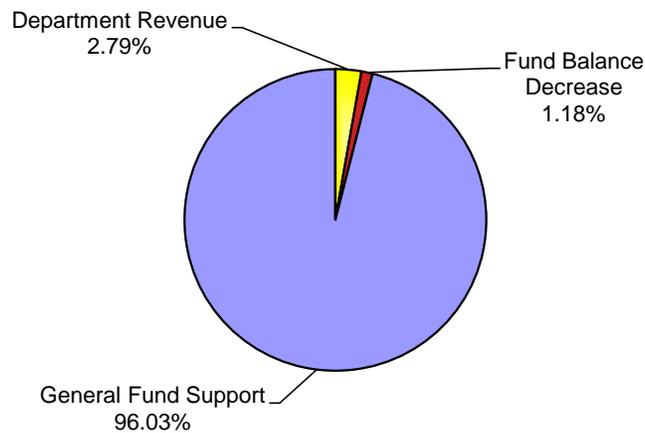
Mandates:

The 6th and 14th Amendments of the US Constitution, Article 2, Section 24 of the Arizona Constitution, ARS Title 11, Chapter 3, Article 11: Public Defenders; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 8: Children

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Public Defender

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Public Defender	12,973,185	13,514,043	13,595,129
Total Expenditures	<u>12,973,185</u>	<u>13,514,043</u>	<u>13,595,129</u>
<u>Funding by Source</u>			
Revenues			
Public Defender	398,981	384,029	378,740
Total Revenues	<u>398,981</u>	<u>384,029</u>	<u>378,740</u>
General Fund Support	12,551,888	13,020,260	13,055,774
Net Operating Transfers In/(Out)	487,427	(118,500)	-
Fund Balance Decrease/(Increase)	(465,111)	228,254	160,615
Other Funding Sources	-	-	-
Total Program Funding	<u>12,973,185</u>	<u>13,514,043</u>	<u>13,595,129</u>
<u>Staffing (FTEs) by Program</u>			
Public Defender	163.87	164.08	161.55
Total Staffing (FTEs)	<u>163.87</u>	<u>164.08</u>	<u>161.55</u>

Program Summary

Department: Public Defender

Program: Public Defender

Function

Provide quality legal representation to defendants entitled to court appointed counsel.

Description of Services

Represent adults charged with felonies. Handle post conviction relief matters and probation revocation cases. Represent juveniles charged with delinquencies and those facing transfer to adult court. Provide the highest quality legal representation by recruiting and retaining the most qualified and productive employees through a competitive pay plan, rewarding work environment, and comprehensive training opportunities.

Program Goals and Objectives

- Maintain attorney retention rate of at least 90%
- Provide legal representation to new indigent felony cases 75%

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Attorney Retention rate	82%	91%	90%
Percentage of new indigent felony initial appearance assignments	63%	65%	75%

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	11,551,941	12,137,745	12,056,313
Operating Expenses	1,335,513	1,376,298	1,515,926
Capital Equipment > \$5,000	85,731	-	22,890
Total Program Expenditures	<u>12,973,185</u>	<u>13,514,043</u>	<u>13,595,129</u>
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	16,589	17,472	30,330
Miscellaneous Revenue	4,327	-	-
Operating Revenue Sub-Total	<u>20,916</u>	<u>17,472</u>	<u>30,330</u>
Revenues			
Intergovernmental	370,753	363,677	343,900
Miscellaneous Revenue	2,212	500	500
Investment Earnings	5,100	2,380	4,010
Other Special Revenue Total	<u>378,065</u>	<u>366,557</u>	<u>348,410</u>
General Fund Support	12,551,888	13,020,260	13,055,774
Net Operating Transfers In/(Out)	487,427	(118,500)	-
Fund Balance Decrease/(Increase)	(465,111)	228,254	160,615
Other Funding Sources	-	-	-
Total Program Funding	<u>12,973,185</u>	<u>13,514,043</u>	<u>13,595,129</u>
<u>Program Staffing FTEs</u>	163.87	164.08	161.55

Public Fiduciary

Expenditures: 2,566,658

FTEs 34.45

Revenues: 506,473

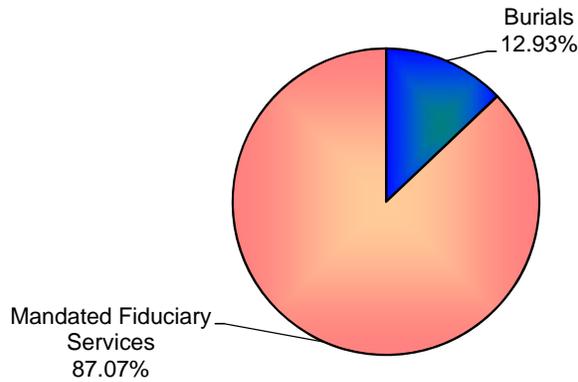
Function Statement:

Accept appointment by the Superior Court to serve as conservator, guardian, or personal representative for individuals. Maintain and administer insurance benefits to meet estate planning needs. Maintain and liquidate securities. Prepare taxes. Determine eligibility of and provide burial for indigent persons.

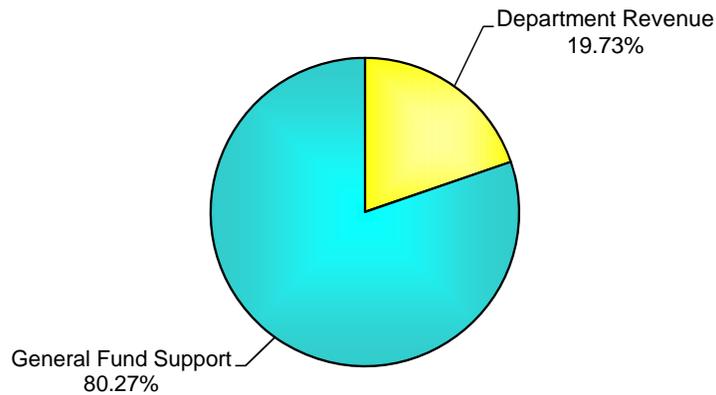
Mandates:

ARS Title 14, Chapter 5, Article 6: Public Fiduciary

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Public Fiduciary

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Burials	333,824	284,038	331,808
Mandated Fiduciary Services	2,202,379	2,269,685	2,234,850
Total Expenditures	<u>2,536,203</u>	<u>2,553,723</u>	<u>2,566,658</u>
<u>Funding by Source</u>			
Revenues			
Burials	21,283	15,000	15,000
Mandated Fiduciary Services	393,174	491,473	491,473
Total Revenues	<u>414,457</u>	<u>506,473</u>	<u>506,473</u>
General Fund Support	2,121,746	2,047,250	2,060,185
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>2,536,203</u>	<u>2,553,723</u>	<u>2,566,658</u>
<u>Staffing (FTEs) by Program</u>			
Burials	1.00	1.00	1.00
Mandated Fiduciary Services	33.25	34.20	33.45
Total Staffing (FTEs)	<u>34.25</u>	<u>35.20</u>	<u>34.45</u>

Program Summary

Department: Public Fiduciary

Program: Burials

Function Statement

Provide burial for indigent persons.

Description of Services

Determine eligibility and arrange burial service for indigent persons. Coordinate with community agencies, the Office of the Medical Examiner, and health care facilities in locating next of kin and gathering vital statistics.

Program Goals and Objectives

- Provide timely, cost effective, and respectful indigent burial services
- Process applications and determine eligibility within 72 hours
- Close cases within 60 days of interment date
- Conduct quarterly inspection of cemetery grounds to ensure proper maintenance is performed

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Quarterly inspections of cemetery to ensure proper maintenance of grounds	4	4	4
Applications processed and eligibility determined within 72 hours	100%	100%	100%
Cases closed within 60 days of date of interment	95%	95%	100%

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	53,955	55,857	57,432
Operating Expenses	279,869	228,181	274,376
Total Program Expenditures	333,824	284,038	331,808

Program Funding by Source	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Charges for Services	21,283	15,000	15,000
Operating Revenue Sub-Total	21,283	15,000	15,000
General Fund Support	312,541	269,038	316,808
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	333,824	284,038	331,808

Program Staffing FTEs	1.00	1.00	1.00
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Program Summary

Department: Public Fiduciary
Program: Mandated Fiduciary Services

Function Statement

Accept Superior Court appointment to serve as conservator and/or guardian or personal representative when there is no person or corporation qualified or willing to act.

Description of Services

Receive and investigate referrals. Gather information and determine if an adjudication proceeding is warranted. Assume legal custody of wards upon court appointment. Ensure wards reside in the least restrictive environment available, manage wards' income and disbursements, seek income supplements, and investigate the availability of public benefits on behalf of wards. Monitor care and medical treatment of wards. File mandatory reports with the court. Maintain or liquidate estate assets.

Program Goals and Objectives

- Provide cost effective, quality, and humane service
- File annual reports to Superior Court on time
- Complete investigations within 30 days of receipt of all documents
- Develop client budgets within 30 days of appointment
- File client inventories to court within 90 days of appointment
- Reduce inappropriate referrals
- Minimize breaches of fiduciary duties

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Investigations completed within 30 days of receipt of documents	55%	65%	90%
Annual reports to Superior Court filed on time	97%	97%	100%
Client budgets developed within 90 days of appointment	15%	90%	98%
Inventories filed with court within 90 days of appointment	85%	95%	100%

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	2,072,866	2,144,290	2,054,451
Operating Expenses	129,513	125,395	180,399
Total Program Expenditures	<u>2,202,379</u>	<u>2,269,685</u>	<u>2,234,850</u>
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	15,172	2,400	2,400
Charges for Services	378,002	489,073	489,073
Operating Revenue Sub-Total	<u>393,174</u>	<u>491,473</u>	<u>491,473</u>
General Fund Support	1,809,205	1,778,212	1,743,377
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>2,202,379</u>	<u>2,269,685</u>	<u>2,234,850</u>

<u>Program Staffing FTEs</u>	33.25	34.20	33.45
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Sheriff

Expenditures: 150,527,281

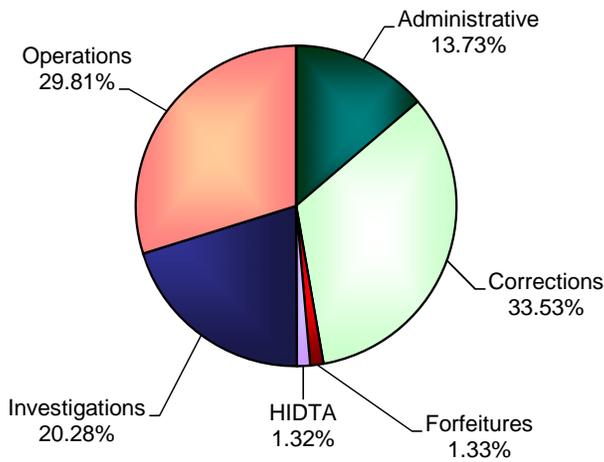
FTEs 1,636.00

Revenues: 20,685,876

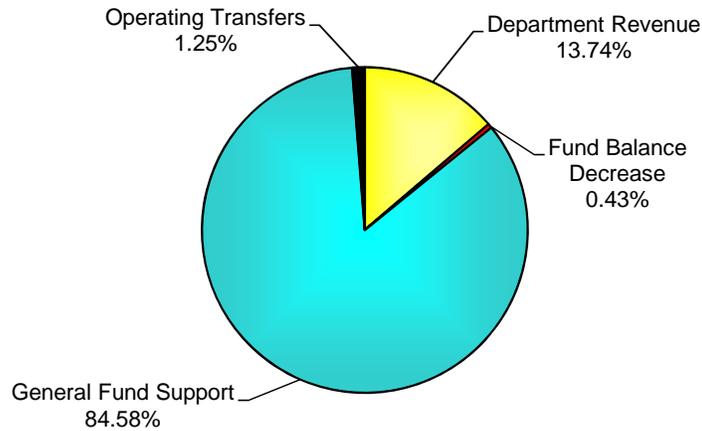
Function Statement: Provide law enforcement and public safety services for Pima County. Provide safe and secure detainment of inmates. Provide support services for law enforcement and corrections personnel.

Mandates: ARS Title 11, Chapter 3, Article 2: Sheriff; ARS Title 13: Criminal Code; and ARS Title 31: Prisons and Prisoners

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Sheriff

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Administrative	25,235,555	19,909,170	20,664,220
Corrections	45,731,351	48,741,750	50,477,608
Forfeitures	(410,965)	2,200,000	2,000,000
HIDTA	2,208,175	2,731,559	1,986,329
Investigations	25,679,384	27,921,659	30,519,503
Operations	42,864,141	47,389,646	44,879,621
Total Expenditures	<u>141,307,641</u>	<u>148,893,784</u>	<u>150,527,281</u>
<u>Funding by Source</u>			
Administrative	1,158,647	1,278,100	928,243
Corrections	11,061,722	10,566,733	11,128,940
Forfeitures	17,441	50,000	100,000
HIDTA	2,171,087	2,710,106	1,986,329
Investigations	3,096,163	5,126,501	6,062,364
Operations	1,561,832	376,300	480,000
Total Revenues	<u>19,066,892</u>	<u>20,107,740</u>	<u>20,685,876</u>
General Fund Support	121,864,872	126,366,531	127,309,829
Net Operating Transfers In/(Out)	(1,539,662)	1,654,135	1,880,000
Fund Balance Decrease/(Increase)	1,915,539	765,378	651,576
Other Funding Sources	-	-	-
Total Program Funding	<u>141,307,641</u>	<u>148,893,784</u>	<u>150,527,281</u>
<u>Staffing (FTEs) by Program</u>			
Administrative	254.00	293.00	291.00
Corrections	684.00	642.00	653.00
HIDTA	23.00	26.00	24.00
Investigations	280.00	282.00	297.00
Operations	395.00	396.00	371.00
Total Staffing (FTEs)	<u>1,636.00</u>	<u>1,639.00</u>	<u>1,636.00</u>

Program Summary

Department: Sheriff

Program: Administrative

Function Statement

Provide administrative, information technology, special investigations, civil enforcement and other services in support of the department mission.

Description of Services

Provide a comprehensive menu of administrative, technical, investigative, and other services in support of the Sheriff's Department mission. Compile, process, and analyze financial transactions including accounts payable, payroll, travel, petty cash, contracts, purchasing cards, intergovernmental agreements, state and federal grants, and revenues. Provide relevant, reliable, and timely financial information to staff, management, Pima County, outside law enforcement agencies, and the federal government. Prepare the annual departmental budget. Handle personnel related actions including hiring, terminations, promotions, demotions, transfers, and pay adjustments while ensuring compliance with Equal Employment Opportunity requirements. Provide basic, advanced, and in-service training for law enforcement, corrections, and civilian personnel. Coordinate all operational and training activities conducted at the shooting range. Provide for the acquisition, receiving, distribution, maintenance, and disposal (if necessary) of all assets (fixed and consumable). Initiate, schedule, and manage facility projects, contracts, and maintenance. Perform all duties associated with fleet distribution, assessment, and collision tracking. Maintain auxiliary communication equipment distribution, tracking, and service. Provide various services and resources to the community such as public information officer (PIO), crime prevention programs, and Sheriff auxiliary volunteers. Research, identify, and complete application of state and federal grants. Implement risk management procedures to reduce work related injuries, vehicle collisions, and ensure compliance with OSHA rules. Deploy and maintain voice and data networks and systems that support the telephone and information resource needs of the administrative, civil, corrections, and law enforcement functions. Provide all information technology functions such as maintenance, support, storage, and training for network servers, hardware, software, and Internet functions. Deploy and maintain a fleet of mobile data computers that provide criminal justice information, computer aided dispatch, and mobile reporting solutions to enhance delivery and efficiency of law enforcement services. Maintain and support the department's fourteen-mode telephone network and voice messaging systems. Develop, maintain, and support administrative records management systems to support the personnel, financial, and other business requirements of the department, including Sheriff's Management and Records Tracking System, and IAPro. Maintain the record keeping functions associated with arrest warrants, court orders, stolen/stored vehicles, missing persons, and stolen property. Coordinate extradition between the Pima County Attorney's office and various law enforcement agencies across the country, and victims' rights notifications required by Arizona law. Receive and report non-priority civil and criminal activity without direct intervention of a peace officer. Maintain records of 9-1-1 and law enforcement dispatch activities that reflect accurately the types of services requested and the services deployed in response. Provide comprehensive training to new staff to develop highly skilled public safety telecommunications specialists. Conduct thorough, unbiased investigations of all complaints that the Bureau Chiefs deem to be of a significant nature to warrant a formal investigation. Process all minor complaints referred to the district/division level for investigation and follow up to ensure appropriate action was taken. Maintain a computerized tracking system of all complaints and a system for secure storage of internal affairs records and periodically purge of files according to established criteria. Provide quarterly and annual statistical reports to the Bureau Chiefs, which include the number and types of complaints received, findings and dispositions, and summaries of all sustained cases. Perform operational audits to evaluate the efficiency and effectiveness of departmental operations. Review internal controls for sensibility and compliance, the means of safeguarding assets and verifying their existence, and the reliability and integrity of financial information. Provide financial or operating data to management for decision making purposes. Serve or return to the court common legal process (summons, subpoena, citation, order, notice, etc.) that is received by the Sheriff for service. Collect delinquent tax or clear delinquent tax warrants issued to the Sheriff for collection. Transcribe law enforcement reports, enter physical and out of custody arrest records into the Spillman Law Enforcement database, and disseminate reports to law enforcement investigations and criminal justice processes. Provide instructional services for new employee introduction to the dictation system. Perform quality control and make corrections to incident reports per deputy instructions. Collect, process, maintain, and disseminate criminal and traffic information generated by the department. Disseminate law enforcement records as requested by entitled public persons and criminal justice agencies. Provide courtroom testimony as required by subpoena. Process and distribute incoming documents as required by other agencies. Maintain an audit trail of financial transactions. Administer document transfer and retention schedules. Submit Uniform Crime Reports (UCR) to Arizona Department of Public Safety (AZ DPS).

Program Summary

Department: Sheriff
Program: Administrative

Program Goals and Objectives

- Maintain 24 hours per day, 7 days per week interface to the Arizona Criminal Justice Information System (ACJIS), fully complying with the most current ACJIS security policy
- Contact complainants filing telephonic reports within two hours of their complaint
- Maintain and support the department's law enforcement records management and retrieval systems including the Spillman application, COPLINK, and InSight, which provide 24 hour access to criminal justice information
- Respond to requests for confirmations of computer entries within designated time frames established by National Crime Information Center
- Maintain 100% accuracy of all computer entries
- Enter arrest warrant data within the following time lines: felony warrants and court orders within 6 hours of receipt, misdemeanor warrants within one week of receipt
- Successfully pass annual record audits by the FBI and AZ DPS
- Provide reliable, professional, timely responses to 9-1-1 calls, dispatch law enforcement personnel and resources, and provide communications support to field units to assure effective and timely completion of their tasks
- Answer all 9-1-1 calls within six seconds and all other calls within 18 seconds
- Dispatch all priority one calls within two minutes of receipt and all other calls as soon as field resources are available

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Communications logged calls for service (PCSD & Sahuarita PD)	140,262	145,000	145,000
Warrants deleted	11,401	12,156	12,500
Domestic violence orders processed	6,156	6,756	6,900
Fugitive extraditions	1,280	1,380	1,400
Teletype messages sent	7,833	8,016	8,000
Average elapsed time for felony warrant entry (in hours)	4	4	4
ACJIS transactions completed	2,755,000	2,900,000	3,000,000
9-1-1 calls	200,115	200,000	200,000
Average pre-dispatch time on priority one calls (in seconds)	34	30	30
Warrants received	11,420	12,084	12,500
Priority one calls dispatched in less than two minutes	98%	98%	98%
10 minute warrant confirmations	100%	100%	100%
Database access uptime	100%	100%	100%
Telephone service availability	100%	100%	100%
Results from state & federal audits (low risk rating)	yes	yes	yes
Access to law enforcement database (24/7)	yes	yes	yes
Telephone services to all SD facilities (24/7)	yes	yes	yes

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	15,917,611	12,087,121	12,551,898
Operating Expenses	8,608,051	7,772,049	8,062,322
Capital Equipment > \$5,000	709,893	50,000	50,000
Total Program Expenditures	25,235,555	19,909,170	20,664,220

Program Summary

Department: Sheriff
Program: Administrative

Program Funding by Source

Revenues

Miscellaneous Revenue	253,825	110,000	110,000
Investment Earnings	2	-	-
Charges for Services	176,838	146,500	146,500
Operating Revenue Sub-Total	430,665	256,500	256,500

Revenues

Intergovernmental	617,913	721,600	671,743
Miscellaneous Revenue	110,060	300,000	-
Investment Earnings	9	-	-
Grant Revenue Sub-Total	727,982	1,021,600	671,743

General Fund Support	24,054,723	18,945,488	19,575,465
Net Operating Transfers In/(Out)	95,512	(315,000)	160,512
Fund Balance Decrease/(Increase)	(73,327)	582	-
Other Funding Sources	-	-	-
Total Program Funding	25,235,555	19,909,170	20,664,220

<u>Program Staffing FTEs</u>	254.00	293.00	291.00
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Program Summary

Department: Sheriff
Program: Corrections

Function Statement

Provide custodial supervision of incarcerated persons for Pima County, the state of Arizona, and contracted municipalities under intergovernmental agreements. Provide inmate services and other administrative support for the Corrections Bureau.

Description of Services

Provide safe and secure detention of pretrial defendants, sentenced inmates, juveniles, and in-custody inmates awaiting transfer to their institutions or remanded to Pima County. Perform inmate records management, inmate booking, inmate food services, commissary operations, inmate laundry and supplies, facilities maintenance and improvements, environmental services, fire safety, construction coordination, judicial security, and inmate transportation to court and to Arizona Department of Corrections facilities. Provide intelligence information gathering, administrative segregation, identification, inmate religious and educational programs, and inmate classification. Furnish a medical/mental health liaison, infirmary, Return to Competency program, custodial care for juvenile inmates, and custodial care for inmates on suicide watch and/or diagnosed as mentally ill. Maintain all administrative planning, policies, and procedures. Meet basic human needs and maintain the rights of all inmates.

Program Goals and Objectives

- Provide safe and secure housing of inmates, while maintaining the rights of inmates at all times
- Transport inmates to court and to other detention facilities in a safe, efficient manner
- Ensure that there are no inmate escapes
- Provide necessary and timely medical evaluation and care to inmates
- Prevent suicides of individuals in custody

<u>Program Performance Measures</u>	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Estimated	Planned
Inmates booked	32,986	34,320	34,920
Average daily inmate population	2,000	2,039	2,077
Inmate court transports	25,403	26,792	28,256
Escapes (not failures to return)	0	0	0
Serious injuries to staff	10	6	6
Suicides	2	2	2
Erroneous releases	1	2	1
Failure to release (cases)	8	5	3

<u>Program Expenditures by Object</u>	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Adopted	Adopted
Personnel Services	35,094,699	38,448,518	39,720,535
Operating Expenses	9,442,331	9,617,960	10,227,073
Capital Equipment > \$5,000	1,194,321	675,272	530,000
Total Program Expenditures	<u>45,731,351</u>	<u>48,741,750</u>	<u>50,477,608</u>

Program Summary

Department: Sheriff
Program: Corrections

Program Funding by Source

Revenues

Intergovernmental	247,571	300,000	300,000
Miscellaneous Revenue	53,774	5,000	5,000
Charges for Services	7,808,225	7,775,000	8,101,700
Operating Revenue Sub-Total	8,109,570	8,080,000	8,406,700

Revenues

Intergovernmental	348,342	210,733	279,240
Grant Revenue Sub-Total	348,342	210,733	279,240

Revenues

Intergovernmental	438,659	400,000	400,000
Miscellaneous Revenue	685,020	642,000	715,000
Investment Earnings	12,114	17,000	10,000
Charges for Services	1,468,017	1,217,000	1,318,000
Other Special Revenue Total	2,603,810	2,276,000	2,443,000

General Fund Support	34,134,016	37,626,503	38,877,604
Net Operating Transfers In/(Out)	(1,257,365)	(230,865)	(120,000)
Fund Balance Decrease/(Increase)	1,792,978	779,379	591,064
Other Funding Sources	-	-	-
Total Program Funding	45,731,351	48,741,750	50,477,608

<u>Program Staffing FTEs</u>	684.00	642.00	653.00
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Program Summary

Department: Sheriff
Program: Forfeitures

Function Statement

Enhance law enforcement and public safety services through forfeiture proceeds.

Description of Services

Receive allocations of seized antiracketeering monies from the state and various federal agencies as ordered by the courts. (Note: The County Attorney Law Enforcement Antiracketeering Fund and Sheriff RICO Funds, each have a pool of antiracketeering dollars. These funds are received and recorded in the County Attorney's subfund. Incurred expenses are offset by revenues recorded in the County Attorney's subfund. For information purposes only, this summary shows the operating transfer from the County Attorney's subfund.)

Program Goals and Objectives

- Enhance law enforcement and public safety services through the use of forfeiture proceeds

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
None submitted	0	0	0

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	76,697	-	-
Operating Expenses	(905,640)	1,700,000	1,500,000
Capital Equipment > \$5,000	417,978	500,000	500,000
Total Program Expenditures	<u>(410,965)</u>	<u>2,200,000</u>	<u>2,000,000</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Intergovernmental	-	50,000	100,000
Miscellaneous Revenue	16,993	-	-
Investment Earnings	448	-	-
Other Special Revenue Total	<u>17,441</u>	<u>50,000</u>	<u>100,000</u>

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(160,512)	-	1,839,488
Fund Balance Decrease/(Increase)	(267,894)	2,150,000	60,512
Other Funding Sources	-	-	-
Total Program Funding	<u>(410,965)</u>	<u>2,200,000</u>	<u>2,000,000</u>

Program Summary

Department: Sheriff

Program: HIDTA

Function Statement

Request and receive High Intensity Drug Trafficking Area (HIDTA) grants awarded by the federal government.

Description of Services

Account for the federal funds awarded by HIDTA grant. Allocate HIDTA funds to supplement law enforcement operations to combat drug trafficking in the southwest border areas.

Program Goals and Objectives

- Prepare annual budgets to request HIDTA funds for the department
- Comply with federal rules and guidelines regarding allowable costs and proper accounting procedures for the HIDTA funds
- Use HIDTA funds to pay for salaries, overtime, law enforcement equipment, and other investigative costs to combat drug trafficking in the southwest border areas

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
None submitted	0	0	0

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	1,148,108	1,781,781	1,697,374
Operating Expenses	963,917	949,778	288,955
Capital Equipment > \$5,000	96,150	-	-
Total Program Expenditures	<u>2,208,175</u>	<u>2,731,559</u>	<u>1,986,329</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Intergovernmental	2,171,004	2,710,106	1,986,329
Miscellaneous Revenue	83	-	-
Grant Revenue Sub-Total	<u>2,171,087</u>	<u>2,710,106</u>	<u>1,986,329</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	37,088	21,453	-
Other Funding Sources	-	-	-
Total Program Funding	<u>2,208,175</u>	<u>2,731,559</u>	<u>1,986,329</u>

<u>Program Staffing FTEs</u>	23.00	26.00	24.00
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Program Summary

Department: Sheriff
Program: Investigations

Function Statement

Provide criminal investigations, homeland security, narcotics and special investigations, and other technical support functions for the department.

Description of Services

Investigate violations of Arizona Revised Statutes with the goal of identifying the offenders and presenting accurate and sufficient relevant information to the County Attorney to facilitate prosecution, if deemed appropriate. Provide investigative services for homicide, robbery/assault, Fugitive Investigations Strike Team (FIST), domestic violence, cold case, night detectives, burglary, community problems, crimes against children, adult sex crimes, auto theft, arson, fraud, narcotics, border interdiction and other economic crimes. Coordinate and serve as liaison with other local, state, and federal groups and agencies to plan for and manage homeland security emergencies. Apply for and obtain state and federal funds to procure emergency response equipment. Transcribe law enforcement reports. Perform quality control and make corrections to incident reports per deputy instructions. Provide expert technical crime scene processing and evidence gathering services. Provide electronic fingerprint identification services, on behalf of the state, for local law enforcement agencies to aid in the identification of suspects and prisoners. Process departmental requests for public relations photography services. Provide fingerprint services as an Arizona Automated Fingerprint Identification System (AZ AFIS), Full Access System Terminal (FAST) site (services involve fingerprint preparation, electronic submission to the state database, and comparison services). Positively identify inmates booked into the Pima County Adult Detention Center by agencies served under the AZ AFIS intergovernmental agreement prior to their release. Provide statutorily mandated sex offender registration services. Maintain a system of secure, safe, and efficient storage of property and evidence coming into possession of the department by providing laboratory evidence analysis services, maintaining accurate records, allowing lawful access to evidence, and providing for lawful disposal of unneeded property. Barcode all new and existing property and evidence inventory to improve the department's ability to manage warehouse inventory operations, and to provide real time information to detectives and other personnel about the status of individual pieces of evidence. Dispose of unnecessary marijuana inventory. Develop and implement a property disposal policy consistent with state law that will emphasize sale of property authorized for disposal to benefit the General Fund. Develop and implement a disposal policy for firearms which may permit trading weapons authorized for disposal to a distributor that will credit the department with the value of the lot toward the purchase of duty weapons and equipment.

Program Goals and Objectives

- Provide investigative services and support to the department and Pima County
- Provide timely customer service to internal and external clients either by appointment, or at the public counter
- Reduce the volume of manual records associated with the chain-of-custody by converting to automated, electronic records to allow faster, more convenient review of evidence item descriptions
- Provide crime scene processing and evidence gathering 24 hours a day, 7 days a week
- Improve calendar year clearance rates for both violent and property crimes

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Clearance rate - violent crimes	61%	64%	65%
Clearance rate - property crimes	47%	47%	49%

Program Summary

Department: Sheriff
Program: Investigations

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	22,023,707	22,330,992	25,121,633
Operating Expenses	2,778,567	4,090,667	3,097,870
Capital Equipment > \$5,000	877,110	1,500,000	2,300,000
Total Program Expenditures	<u>25,679,384</u>	<u>27,921,659</u>	<u>30,519,503</u>
<u>Program Funding by Source</u>			
Licenses & Permits	42,005	25,000	25,000
Miscellaneous Revenue	3,128	-	50,000
Charges for Services	566,967	607,000	607,000
Operating Revenue Sub-Total	<u>612,100</u>	<u>632,000</u>	<u>682,000</u>
Revenues			
Intergovernmental	2,484,063	4,494,501	5,380,364
Grant Revenue Sub-Total	<u>2,484,063</u>	<u>4,494,501</u>	<u>5,380,364</u>
General Fund Support	22,228,786	22,781,194	24,457,139
Net Operating Transfers In/(Out)	(3,141)	-	-
Fund Balance Decrease/(Increase)	357,576	13,964	-
Other Funding Sources	-	-	-
Total Program Funding	<u>25,679,384</u>	<u>27,921,659</u>	<u>30,519,503</u>
<u>Program Staffing FTEs</u>	280.00	282.00	297.00

Program Summary

Department: Sheriff
Program: Operations

Function Statement

Provide emergency, non-emergency, and other public safety services to the unincorporated areas of Pima County.

Description of Services

Deploy commissioned deputies to preserve the peace, arrest criminals, and prevent/suppress breaches of the peace. Implement community policing initiatives to improve interaction with the service population, identifying problem areas, and responding accordingly. Provide specially trained officers to support the patrol functions, such as Motorcycle Enforcement, Traffic Investigations, DUI, Park Enforcement, Search and Rescue, Sheriff's Posse, Air Unit, Bomb Squad, Canine, Hostage Negotiations, and Special Weapons and Tactics.

Program Goals and Objectives

- Answer emergency and non-emergency calls for services from the public as quickly as possible
- Investigate all traffic incidents
- Enforce Arizona state laws and County ordinances
- Conduct proactive patrols 24 hours a day, 7 days a week
- Provide specialized law enforcement support and services to unincorporated Pima County

Program Performance Measures	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Estimated	Planned
Calls for service	130,616	130,000	130,000
Arrests	25,951	26,500	26,500
On-site calls	14,290	16,000	16,000
Response time in minutes (metro)	16	18	17
Response time in minutes (County wide)	19	19	18

Program Expenditures by Object	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Adopted	Adopted
Personnel Services	33,027,152	35,207,234	35,323,375
Operating Expenses	9,185,958	12,182,412	9,556,246
Capital Equipment > \$5,000	651,031	-	-
Total Program Expenditures	42,864,141	47,389,646	44,879,621

Program Funding by Source	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Adopted	Adopted
Revenues			
Intergovernmental	22,208	-	-
Fines & Forfeits	6,127	20,000	-
Miscellaneous Revenue	54,461	-	-
Charges for Services	568	-	-
Operating Revenue Sub-Total	83,364	20,000	-
Revenues			
Intergovernmental	1,395,467	256,300	380,000
Investment Earnings	28	-	-
Grant Revenue Sub-Total	1,395,495	256,300	380,000

Program Summary

Department: Sheriff

Program: Operations

Revenues			
Intergovernmental	82,973	100,000	100,000
Other Special Revenue Total	82,973	100,000	100,000
General Fund Support	41,447,347	47,013,346	44,399,621
Net Operating Transfers In/(Out)	(214,156)	-	-
Fund Balance Decrease/(Increase)	69,118	-	-
Other Funding Sources	-	-	-
Total Program Funding	42,864,141	47,389,646	44,879,621
<hr/>			
<u>Program Staffing FTEs</u>	395.00	396.00	371.00

Superior Court

Expenditures: 48,479,254

FTEs 665.35

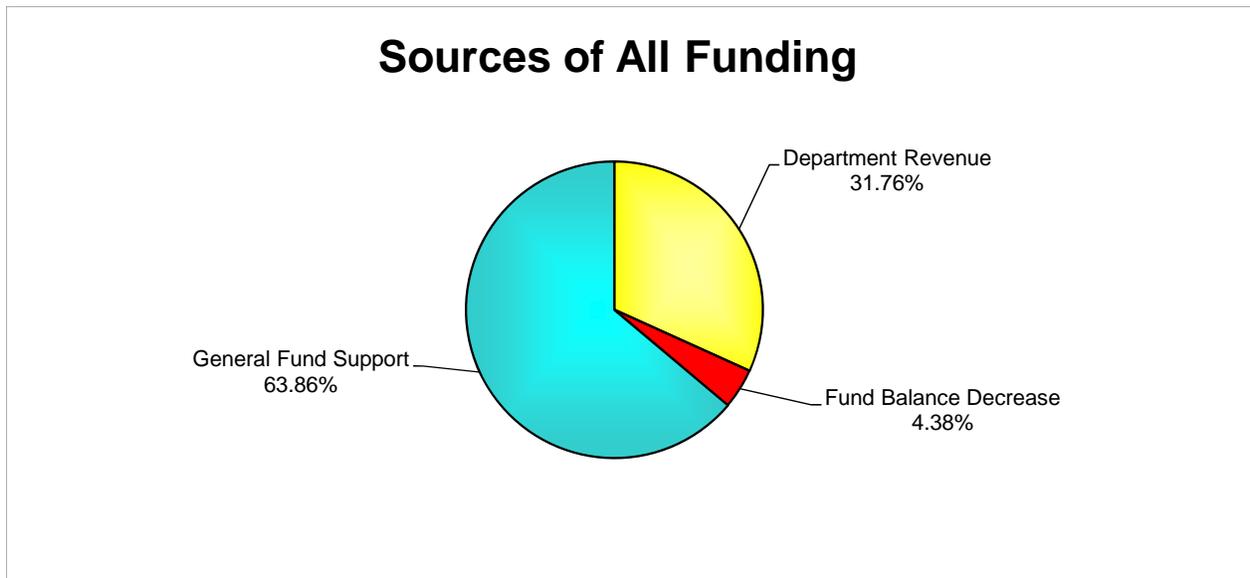
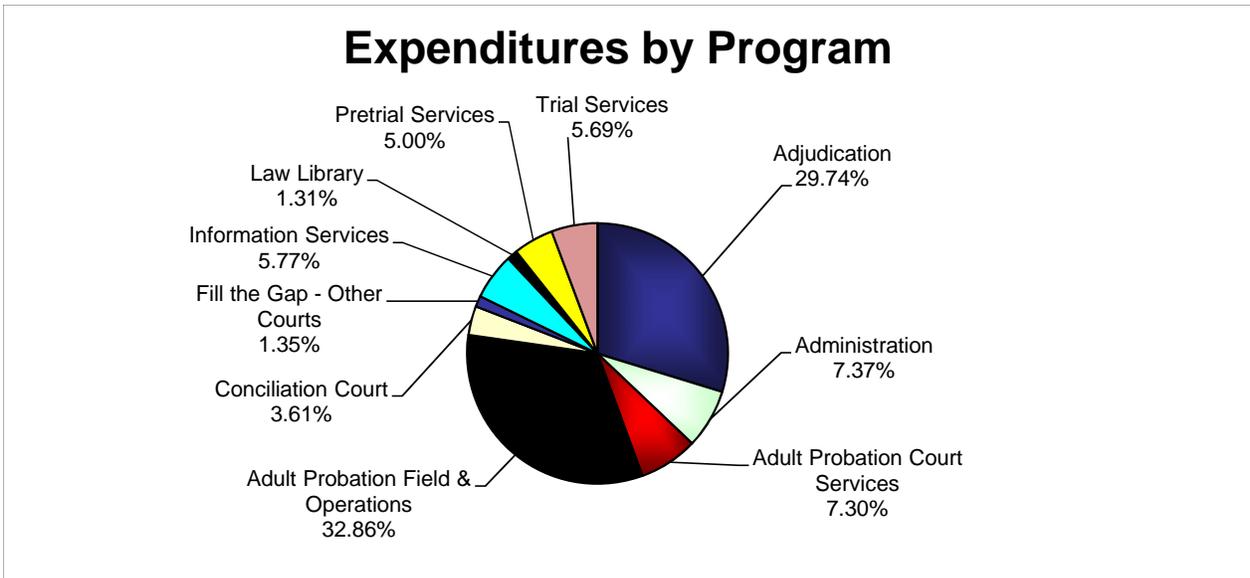
Revenues: 15,395,659

Function Statement:

Adjudicate cases in which exclusive jurisdiction is not vested in another court. Provide administrative services and automated information systems to the court. Provide interpreting services to non-English speaking and hearing impaired defendants, witnesses, and victims. Provide custody/visitation evaluation and mediation, marriage/divorce counseling, and custody evaluations. Provide a legal collection and library facility and assist in the retrieval of information. Provide jurors for Superior Court, Justice Courts, and Tucson Municipal Court. Publish the daily calendar, collect and analyze statistics, and manage the daily calendars for Superior Court divisions. Conduct investigations of defendants and provide supervision of probationers. Provide information about arrestees and detainees to the judicial divisions and monitor compliance with conditions of release.

Mandates:

ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries; ARS Title 25: Marital and Domestic Relations; ARS Title 31: Prisons and Prisoners; and ARS Title 41: State Government



Department Summary by Program

Department: Superior Court

	<u>FY 2012/2013</u> Actual	<u>FY 2013/2014</u> Adopted	<u>FY 2014/2015</u> Adopted
<u>Expenditures by Program</u>			
Adjudication	13,866,236	14,498,658	14,417,879
Administration	3,246,811	3,466,166	3,573,667
Adult Probation Court Services	2,925,402	3,320,516	3,539,223
Adult Probation Field And Operations	14,526,684	15,863,806	15,926,815
Conciliation Court	1,452,490	2,116,713	1,749,944
Fill The Gap - Other Courts	679,025	736,347	654,791
Information Services	2,584,109	3,230,363	2,797,345
Law Library	426,300	633,455	634,848
Pretrial Services	2,244,078	2,521,101	2,424,690
Trial Services	2,280,871	2,621,237	2,760,052
Total Expenditures	<u>44,232,006</u>	<u>49,008,362</u>	<u>48,479,254</u>
<u>Funding by Source</u>			
Revenues			
Adjudication	2,180,433	1,901,874	2,029,401
Administration	4,573	35,000	-
Adult Probation Court Services	1,603,142	1,439,800	1,461,700
Adult Probation Field And Operations	9,755,832	10,301,456	10,571,412
Conciliation Court	727,611	709,955	700,341
Information Services	427,981	431,939	330,105
Law Library	299,711	307,100	302,700
Pretrial Services	581	-	-
Trial Services	272	-	-
Total Revenues	<u>15,000,136</u>	<u>15,127,124</u>	<u>15,395,659</u>
General Fund Support	29,365,001	31,122,300	30,958,254
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(133,131)	2,758,938	2,125,341
Other Funding Sources	-	-	-
Total Program Funding	<u>44,232,006</u>	<u>49,008,362</u>	<u>48,479,254</u>
<u>Staffing (FTEs) by Program</u>			
Adjudication	165.70	165.55	166.55
Administration	51.50	51.50	52.50
Adult Probation Court Services	53.00	53.00	55.00
Adult Probation Field And Operations	239.15	243.60	240.25
Conciliation Court	22.00	23.00	23.05
Fill The Gap - Other Courts	2.16	4.00	4.00
Information Services	25.83	26.00	25.00
Law Library	4.00	4.00	4.00
Pretrial Services	48.00	48.00	48.00
Trial Services	47.00	47.00	47.00
Total Staffing (FTEs)	<u>658.34</u>	<u>665.65</u>	<u>665.35</u>

Program Summary

Department: Superior Court

Program: Adjudication

Function Statement

Adjudicate all cases filed in the Superior Court.

Description of Services

Adjudicate cases in which exclusive jurisdiction is not vested in another court, cases of equity and of law which involve title to or possession of real property, cases involving the legality of any tax imposed or assessment, cases involving the legality of any toll or municipal ordinance, cases in which the demand or value of property in controversy amounts to \$5,000 or more, and criminal felony and misdemeanor cases not otherwise provided for by law.

Program Goals and Objectives

- Provide for the timely, fair, and efficient administration of justice under the law, in a manner that instills and sustains the public's confidence in the judicial system
- Maintain the clearance rate of dispositions to filings at or above 100%

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Cases filed	21,856	22,230	22,495
Cases pending	23,125	23,080	23,227
Cases disposed	24,203	22,275	22,348
Clearance rate of dispositions to filings	111%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	11,346,200	12,320,398	12,068,633
Operating Expenses	2,513,211	2,178,260	2,349,246
Capital Equipment > \$5,000	6,825	-	-
Total Program Expenditures	<u>13,866,236</u>	<u>14,498,658</u>	<u>14,417,879</u>

Program Funding by Source

<u>Revenues</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Intergovernmental	506,871	318,027	423,000
Miscellaneous Revenue	217,631	109,000	156,000
Charges for Services	119,131	116,023	120,000
Operating Revenue Sub-Total	<u>843,633</u>	<u>543,050</u>	<u>699,000</u>

<u>Revenues</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Intergovernmental	203,212	226,124	202,276
Grant Revenue Sub-Total	<u>203,212</u>	<u>226,124</u>	<u>202,276</u>

<u>Revenues</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Intergovernmental	1,124,638	1,124,600	1,120,000
Investment Earnings	8,950	8,100	8,125
Other Special Revenue Total	<u>1,133,588</u>	<u>1,132,700</u>	<u>1,128,125</u>

Program Summary

Department: Superior Court

Program: Adjudication

General Fund Support	12,306,951	13,048,769	12,831,794
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(621,148)	(451,985)	(443,316)
Other Funding Sources	-	-	-
Total Program Funding	13,866,236	14,498,658	14,417,879

<u>Program Staffing FTEs</u>	165.70	165.55	166.55
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Program Summary

Department: Superior Court

Program: Administration

Function Statement

To provide administrative support to the presiding judge, the court and its operational and judicial divisions.

Description of Services

Provide overall administration, mental health coordination, human resources management, training and education, facility and resource management, and financial management to all court departments. Ensure the security of citizens and staff occupying or visiting court facilities. Continue efforts to obtain outside funding in support of court operations. Ensure all mandated services are provided. Establish protocols for achieving mandates with continuing efforts. Enhance responsiveness to the needs of the judicial divisions. Maintain suitable facilities in which to hold court. Procure necessary goods and services for Superior, Juvenile, and Justice Courts. Provide clinical advice and assessments to ensure that the court is receiving mental health reports and evaluations that are of the highest quality.

Program Goals and Objectives

- Process sufficient applications to fill all openings as needed while continuing to monitor labor market conditions and compensation trends
- Improve inventory management through integrating purchases of supplies and warehouse management through the use of Navision (inventory management software)
- Maintain a safe environment by ensuring adequate security for courthouse users and court employees
- Assist in the development, implementation, and maintenance of court classification and compensation plans
- Assist employees with annual Administrative Office of the Courts (AOC) COJET (Council on Judicial Education and Training) and local educational compliance
- Provide information to facilitate optimum use of court funds

<u>Program Performance Measures</u>	<u>FY 2012/2013</u> <u>Actual</u>	<u>FY 2013/2014</u> <u>Estimated</u>	<u>FY 2014/2015</u> <u>Planned</u>
Applications reviewed	7,291	7,500	8,020
Supply orders processed and delivered in 2 hours	1,250	1,100	1,000
Background checks completed	648	548	600
Job analysis activities - job descriptions	88	100	110
Financial reports filed timely	100%	100%	100%
Compliance rate of employees with COJET requirements	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013</u> <u>Actual</u>	<u>FY 2013/2014</u> <u>Adopted</u>	<u>FY 2014/2015</u> <u>Adopted</u>
Personnel Services	2,918,306	3,159,844	3,299,049
Operating Expenses	300,647	306,322	274,618
Capital Equipment > \$5,000	27,858	-	-
Total Program Expenditures	<u>3,246,811</u>	<u>3,466,166</u>	<u>3,573,667</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013</u> <u>Actual</u>	<u>FY 2013/2014</u> <u>Adopted</u>	<u>FY 2014/2015</u> <u>Adopted</u>
Miscellaneous Revenue	4,573	-	-
Operating Revenue Sub-Total	<u>4,573</u>	<u>-</u>	<u>-</u>
Revenues			
Intergovernmental	-	35,000	-
Grant Revenue Sub-Total	<u>-</u>	<u>35,000</u>	<u>-</u>

Program Summary

Department: Superior Court

Program: Administration

General Fund Support	3,242,238	3,431,166	3,573,667
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	3,246,811	3,466,166	3,573,667

<u>Program Staffing FTEs</u>	51.50	51.50	52.50
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Program Summary

Department: Superior Court
Program: Adult Probation Court Services

Function Statement

Provide information to the court to assist in sentencing decisions.

Description of Services

Complete and deliver presentence reports to the court. Conduct investigations and compile comprehensive background reports on defendants. Prepare presentence reports which include a comprehensive statement of the offense, the impact on any victim, an assessment of the defendant's risk factors and criminogenic needs, and other information relevant to the sentencing process.

Program Goals and Objectives

- Deliver presentence reports to the court two days prior to sentencing
- Maintain annual cost savings to the County on jail reduction cases and increase those savings through planned technology enhancements (automation of Sentencing Notification Form)
- Use evidence-based criminogenic factors to shorten presentence reports and reduce time required to prepare reports

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Number of presentence reports	4,376	4,566	5,032
On-time delivery of reports	99%	99%	99%

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	2,649,289	2,896,607	3,102,895
Operating Expenses	276,113	423,909	436,328
Total Program Expenditures	<u>2,925,402</u>	<u>3,320,516</u>	<u>3,539,223</u>
Program Funding by Source			
Investment Earnings	9,818	10,800	10,800
Charges for Services	1,593,324	1,429,000	1,450,900
Other Special Revenue Total	<u>1,603,142</u>	<u>1,439,800</u>	<u>1,461,700</u>
General Fund Support	1,981,591	2,152,054	2,123,208
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(659,331)	(271,338)	(45,685)
Other Funding Sources	-	-	-
Total Program Funding	<u>2,925,402</u>	<u>3,320,516</u>	<u>3,539,223</u>

Program Staffing FTEs	53.00	53.00	55.00
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Program Summary

Department: Superior Court
Program: Adult Probation Field and Operations

Function Statement

Serve the court to actively promote community safety, facilitate positive behavioral change in probationers, and respect victim rights.

Description of Services

Assessing the probationers' risk to the community and providing appropriate supervision, and addressing the probationers identified needs by implementing outcome-based supervision plans designed to bring about lasting behavioral change. To improve services, the department participates in the research, development, and advancement of community supervision through evidence-based practices.

Program Goals and Objectives

- Continue community restitution involvement to reduce crime in targeted areas
- Continue association with the Fugitive Investigative Strike Team (FIST) and maintain our superior rate of absconder apprehension
- Provide specialized services, including Drug Court, that address specific offender populations, chronic DUI offenders, the special learning needs population, those with severe mental health issues, those that abuse illegal substances, those convicted of sex or sex-related crimes, and domestic violence offenders
- Provide the appropriate level of service to those that present a risk to the community utilizing evidence based practices that enhance successful probation completion
- Continue to participate in the Literacy Education and Resource Network (LEARN) which provides probationers the opportunity to earn a high school equivalency diploma
- Institutionalize Project SAFE (Swift, Accountable, Fair Enforcement) as a response to illegal drug use by probationers
- Implement medication assisted treatment pilot

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Total collections	\$4,178,978	\$4,333,326	\$4,487,674
Training hours earned	9,070	9,085	9,100
Defensive tactics training hours earned	1,248	1,256	1,264
Firearms training hours earned	1,224	1,224	1,224
Management courses hours earned	31	31	35
Quality assurance field audits	130	210	210
Percent negative drug samples	94%	94%	94%
Percent of Court-ordered restitution paid	28%	32%	36%
Percent of Court-ordered restitution hours completed	58%	59%	60%
Probation terminations not revoked to prison	75%	76%	77%
Absconders arrested as a percentage of warrants issued	94%	93%	94%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	11,958,306	12,828,654	13,011,001
Operating Expenses	2,568,378	3,035,152	2,915,814
Total Program Expenditures	14,526,684	15,863,806	15,926,815

Program Funding by Source

Revenues	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Miscellaneous Revenue	2,328	-	-
Operating Revenue Sub-Total	2,328	-	-

Program Summary

Department: Superior Court

Program: Adult Probation Field and Operations

Revenues

Intergovernmental	540,755	738,956	664,737
Investment Earnings	1	-	-
Grant Revenue Sub-Total	540,756	738,956	664,737

Revenues

Intergovernmental	8,778,504	9,193,800	9,357,375
Miscellaneous Revenue	10,751	10,000	10,000
Investment Earnings	2,875	-	-
Charges for Services	420,618	358,700	539,300
Other Special Revenue Total	9,212,748	9,562,500	9,906,675

General Fund Support

	4,211,228	4,175,629	4,275,054
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Net Operating Transfers In/(Out)

	-	-	-
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Fund Balance Decrease/(Increase)

	559,624	1,386,721	1,080,349
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Other Funding Sources

	-	-	-
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Total Program Funding

	14,526,684	15,863,806	15,926,815
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Program Staffing FTEs

	239.15	243.60	240.25
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Program Summary

Department: Superior Court

Program: Conciliation Court

Function Statement

Provide a continuum of alternative dispute resolution services in a safe, neutral setting, that can help mitigate the financial and emotional costs imposed by ongoing litigation to families involved in pre-decree, post-decree, or paternity family law cases. Provide accurate and timely services and information to the family law bench in order to assist the court in making custody/parenting time decisions which are in the best interests of children and which can substantially reduce time and expenses to the Superior Court.

Description of Services

Provide mandatory parent education classes, conciliation counseling, custody/parenting time mediation, custody/parenting time evaluation services, parenting coordination, and community education to parties involved in family law cases. Supply all services in English and/or Spanish. Assist parties to resolve their custody and parenting time disputes through a negotiated settlement process in a safe, neutral setting. Provide assistance and information to the family law bench through ongoing contract management, billing, and referral information of the Judicial Supervision Program (JSP) and Substance Abuse Testing Services, as well as billing and referral information on subsidized services ordered for needy families through the Court's expedited fund.

Program Goals and Objectives

- Provide a continuum of alternative dispute resolution services to those involved in family law cases in the Superior Court in Pima County
- Provide accurate and timely information to the family law bench in order to assist the judges in making legal decision-making/parenting time decisions for families
- Conduct mandatory parent education classes for divorcing and never-married parents involved in family law cases
- Assist parties to resolve their custody and parenting time disputes through a negotiated settlement processes in a safe, neutral setting
- Provide ongoing program oversight to ensure the proper and timely performance of all in-house and contract services
- Review and process referral and billing information for contract and expedited fund providers

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Conciliation cases served	90	110	100
Mediation cases served	1,819	1,850	1,800
Evaluation, child interviews, and parenting coordination cases served	232	244	235
Mandatory parent education and community information programs conducted	131	135	130
Supervised services and drug testing invoices reviewed, reconciled, and forwarded to Finance within 15 days of receipt of invoice	61	34	60
Domestic Violence/Appropriateness screenings conducted	100%	100%	100%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,234,492	1,390,807	1,378,688
Operating Expenses	217,998	725,906	371,256
Total Program Expenditures	<u>1,452,490</u>	<u>2,116,713</u>	<u>1,749,944</u>

Program Funding by Source

Revenues	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Intergovernmental	36,415	29,995	30,941
Grant Revenue Sub-Total	<u>36,415</u>	<u>29,995</u>	<u>30,941</u>

Program Summary

Department: Superior Court

Program: Conciliation Court

Revenues			
Miscellaneous Revenue	2,167	2,000	1,500
Investment Earnings	7,788	4,960	5,300
Charges for Services	681,241	673,000	662,600
Other Special Revenue Total	691,196	679,960	669,400
General Fund Support	653,433	806,306	641,801
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	71,446	600,452	407,802
Other Funding Sources	-	-	-
Total Program Funding	1,452,490	2,116,713	1,749,944
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<u>Program Staffing FTEs</u>	22.00	23.00	23.05

Program Summary

Department: Superior Court

Program: Fill The Gap - Other Courts

Function Statement

Provide criminal case processing assistance to participating courts in Pima County. (Note: This program contains Fill the Gap budgets for all courts except Superior Court. The Superior Court Fill The Gap budget is included in the Adjudication program.)

Description

Continue the Criminal Case Reduction and Process Improvement Project that was initially funded by Fill The Gap in fiscal year 2001/2002. (Note: This project is a multifaceted approach to improving criminal case processing and to streamline workflow.)

Program Goals and Objectives

- Provide probation supervision for Justice Courts
- Provide criminal document images within six hours of receiving document/minute entry distribution

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Justice Court probationers supervised	120	130	130
Criminal document images available six hours after receipt	100%	100%	100%

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	594,164	598,112	579,254
Operating Expenses	84,861	138,235	75,537
Total Program Expenditures	<u>679,025</u>	<u>736,347</u>	<u>654,791</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	679,025	736,347	654,791
Other Funding Sources	-	-	-
Total Program Funding	<u>679,025</u>	<u>736,347</u>	<u>654,791</u>

Program Staffing FTEs	2.16	4.00	4.00
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Program Summary

Department: Superior Court

Program: Information Services

Function Statement

Provide coordinated long range information technology system analysis, planning, development, and maintenance services in support of all court programs. Provide reliable, effective, and consistent high quality systems and services to the court and the public.

Description of Services

Conduct day-to-day system and equipment installation, maintenance, operation, and administrative support for the court's data networking system, computers, and software application programs. Coordinate and provide technology related purchasing advice, customer support, and desktop application support services. Provide the court's presence on the Internet. Services include software requirement analysis, design, and development; hardware and software implementation; network connectivity installation and service; system operations and maintenance scheduling; security functions and backup/recovery procedures; and response to customer service requests for problem resolution.

Program Goals and Objectives

- Provide reliable, effective, and consistently high quality technology systems and services to the court in a timely manner
- Enable and enhance public access to court information
- Continue development of the Court's case management system (AGAVE) and Pretrial Services system (PACT)
- Continued efforts replacing legacy systems based upon technology such as Fox Pro, WANG Pace COBOL platforms
- Support the statewide e-filing, Public Access and Bench Automation rollouts in a coordinated effort with Administrative Office of the Courts (AOC) and the Pima County Clerk of the Superior Court

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Help Desk calls resolved	4,408	4,700	4,700
Implement AGAVE Juvenile 2.8 (JOLTSaz)	no	yes	no
e-Filing phases implemented as scheduled	yes	yes	yes
Pretrial case management system (PACT) implemented as scheduled	yes	yes	yes

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,776,205	1,952,781	1,870,725
Operating Expenses	675,447	1,077,582	826,120
Capital Equipment > \$5,000	132,457	200,000	100,500
Total Program Expenditures	2,584,109	3,230,363	2,797,345

Program Funding by Source

Revenues	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Miscellaneous Revenue	4,201	-	-
Investment Earnings	9	-	-
Operating Revenue Sub-Total	4,210	-	-
Revenues			
Intergovernmental	25,000	25,439	25,105
Investment Earnings	(3)	-	-
Grant Revenue Sub-Total	24,997	25,439	25,105
Investment Earnings	6,758	6,500	5,000

Program Summary

Department: Superior Court

Program: Information Services

Charges for Services	392,016	400,000	300,000
Other Special Revenue Total	398,774	406,500	305,000
General Fund Support	2,269,007	2,177,952	2,102,240
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(112,879)	620,472	365,000
Other Funding Sources	-	-	-
Total Program Funding	2,584,109	3,230,363	2,797,345
Program Staffing FTEs	25.83	26.00	25.00

Program Summary

Department: Superior Court

Program: Law Library

Function Statement

Provide access to current legal materials and information per Arizona Revised Statute 12-305 as well as reference services and self-service access to court approved forms.

Description of Services

Provide a variety of constituents with an up-to-date collection of core legal material and assistance in the retrieval of information. Answer reference questions using best available resources, print or electronic. Offer assistance in selection and use of best electronic resources. Acquire, process, maintain, and inventory judicial collections. Offer alternative ways to access forms as well as resources for forms not offered in the self service center. Offer referrals to appropriate legal advice agencies. Support twice weekly Domestic Relations Clinic offered by Southern Arizona Legal Aid.

Program Goals and Objectives

- Provide respectful and competent customer service
- Enrich and enhance law library's collection within budget
- Maintain library and research information on the Superior Court Law Library website
- Ensure adequate supply of forms available to all patrons
- Maintain up-to-date judicial collections

Program Performance Measures	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Estimated	Planned
Patrons entering Law Library	42,567	44,000	45,000
Updates added to collection	4,200	4,000	4,200
Westlaw sessions provided (estimated)	6,565	7,000	8,000
Packets of forms sold	15,851	16,101	16,000
Items added to judicial collections	2,110	1,600	1,600

Program Expenditures by Object	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Adopted	Adopted
Personnel Services	166,647	179,516	217,178
Operating Expenses	259,653	453,939	417,670
Total Program Expenditures	426,300	633,455	634,848

Program Funding by Source

Revenues	FY 2012/2013	FY 2013/2014	FY 2014/2015
Miscellaneous Revenue	39,050	40,000	40,000
Investment Earnings	3,901	2,100	2,700
Charges for Services	256,760	265,000	260,000
Other Special Revenue Total	299,711	307,100	302,700
General Fund Support	176,457	188,086	225,748
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(49,868)	138,269	106,400
Other Funding Sources	-	-	-
Total Program Funding	426,300	633,455	634,848

Program Staffing FTEs	4.00	4.00	4.00
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Program Summary

Department: Superior Court

Program: Pretrial Services

Function Statement

Ensure the initial appearance court has accurate and timely information regarding release suitability for each felony, justice precinct misdemeanor, and domestic violence arrestees from Oro Valley, Marana, Sahuarita, and South Tucson. Ensure the justice precinct misdemeanor arrestees are screened for release eligibility, and when appropriate, effect their immediate release. Eliminate any unnecessary pretrial detention for defendants receiving behavioral health treatment through Community Partnership of Southern Arizona (CPSA). Reduce the issuance of bench warrants from the arraignment court to 50% of the level prior to the inception of this program. Arrange the self-surrender to the Court for Superior Court defendants who fail to appear at post arraignment hearings. For defendants the Court releases under the supervision of Pretrial Services, ensure that court-ordered conditions of release are being adhered to and violations are brought to the Court's attention in a timely manner. Maintain an automated tracking system which allows program managers to analyze their program performance and individual staff performance levels, pretrial population characteristics, pretrial performance trends, and compile prior felony arrests and convictions on new felony arrests. Responsible for the management and maintenance of paper file systems, reception area and call-in traffic as well as routine office and administrative support.

Description of Services

Interview each felony and County misdemeanor defendant and verify their stated community ties, research criminal history, and contact other third parties who might have information relevant to the release decision. Assess each defendant's risk for failure to appear and re-arrest, if released. Prepare a written report for the court of the findings and make a recommendation for release suitability. Screen County misdemeanor arrestees for eligibility for pre-release and release those suitable. Follow-up with those pre-released misdemeanor arrestees to remind them of their court date and monitor compliance of conditions of release for each defendant. Prepare for the court an updated report and recommendation on all motions to modify conditions of release initiated by the defense attorney. Minimize the issuance of warrants out of the arraignment court and arrange for self-surrender in Superior Court for those who unintentionally fail to appear. Reduce unnecessary pretrial detention by supervising defendants who have been granted non-financial release.

Program Goals and Objectives

- Reduce unnecessary pretrial detention by supervising defendants who have been granted non-financial release (help alleviate risk factors by monitoring the defendant and referring the individual to treatment for any self-identified substance abuse, mental health or behavioral health issues)
- Provide release alternatives to the court (goal is to interview 99% of the felony arrestees booked into the jail and provide a written report to the court at the time of the scheduled initial appearance)
- Release at least 50% of the judicial precinct misdemeanor arrests eligible for post-booking release
- Ensure at least 80% of those defendants released by Pretrial Services make their next scheduled court appearance
- Reduce the rate of bench warrants issued from the arraignment hearing by half of the prior warrant issue rate
- Enter initial appearance information into department database by noon of the next business day (data entry error rate remains less than 3%)

Program Performance Measures	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Estimated	Planned
Felony defendants presented at the jail	8,345	9,240	10,100
Initial appearance interview/reports rate	99%	99%	99%
Misdemeanor release rates	60%	45%	55%
Misdemeanor appearance rates	85%	80%	85%
Percent of municipal misdemeanor mental health defendants screened	99%	99%	99%

Program Summary

Department: Superior Court
Program: Pretrial Services

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	2,174,649	2,452,640	2,355,712
Operating Expenses	69,429	68,461	68,978
Total Program Expenditures	2,244,078	2,521,101	2,424,690
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	581	-	-
Operating Revenue Sub-Total	581	-	-
General Fund Support	2,243,497	2,521,101	2,424,690
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	2,244,078	2,521,101	2,424,690
<hr/>			
<u>Program Staffing FTEs</u>	48.00	48.00	48.00

Program Summary

Department: Superior Court

Program: Trial Services

Function Statement

Provide services to the judicial divisions of the court including case management information, interpretation services, jurors, court reporting, and statistical reports.

Description of Services

Provide a verbatim record of court proceedings via the use of specialized equipment and training, and provide transcripts from those hearings as requested. Deliver oral interpreting, written translation, and language services to over 46 court divisions and departments of Superior Court in 65 languages. Provide judges with technical assistance as required. Maintain and update Master Jury List, which consists of registered Pima County voters and persons licensed by the Arizona Department of Transportation. Summon enough prospective jurors to meet the needs of the Superior Court, Pima County Consolidated Justice Courts, Green Valley Justice Court, and Arizona State and Pima County Grand Juries. Provide prospective jurors with information about dates of jury service, rules of jury service, and jury service procedures. Provide orientation for jurors and oversee them in the jury assembly room. Assist the public with directions, case status, and court procedures. Schedule a variety of hearings and process paperwork needed by the division. Review imaging documents and perform required data entry. Print and review calendars to assure documents are as error free as possible. Coordinate court activities with other court departments. Process all arbitration cases. Monitor and dispose of cases on the inactive calendar. Review caseloads for compliance and update database as required. Reassign cases or events as needed. Write and implement policy and procedures to achieve efficient case flow management. Design and conduct qualitative and quantitative research projects and surveys necessary to measure the effectiveness and efficiencies of selected court operations and departments or procedures. Record, maintain, and report all relevant statistical data needed to comply with federal and state grant requirements for annual reports. Establish and monitor quality control policies and procedures to insure that the court's case management system (AGAVE) is managed effectively and efficiently.

Program Goals and Objectives

- Provide the required number of qualified jurors for all jury trials in Arizona Superior Court in Pima County, Pima County Consolidated Justice Courts, Green Valley Justice Court, and for State and County grand juries
- Maintain ratio of jurors reporting to jurors empanelled to the extent possible in order to minimize the number of jurors required to report
- Provide accurate oral interpretation for limited and non-English speaking court users
- Provide for interpretation and translation services in 100% of cases
- Produce management reports used in identifying strengths or weaknesses in the Court's case flow systems in a timely manner
- Provide court reporter coverage for all hearings statutorily requiring a court reporter

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Jurors reporting	26,788	29,000	27,000
Events per interpreter	1,110	1,073	1,180
Jurors drawn on panels as a percentage of jurors reporting	93%	93%	90%
Percentage of total events complete	92%	90%	90%
Management reports submitted on time	92%	100%	100%
Mandated court reporter hearing coverage	100%	100%	100%

Program Summary

Department: Superior Court

Program: Trial Services

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	2,221,388	2,549,611	2,688,719
Operating Expenses	59,483	71,626	71,333
Total Program Expenditures	2,280,871	2,621,237	2,760,052
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	272	-	-
Operating Revenue Sub-Total	272	-	-
General Fund Support	2,280,599	2,621,237	2,760,052
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	2,280,871	2,621,237	2,760,052
<hr/>			
<u>Program Staffing FTEs</u>	47.00	47.00	47.00

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Expenditures
<u>HEALTH SERVICES</u>			
<u>Environmental Quality</u>			
Administration	-	19,763	19,763
Air	-	2,872,641	2,872,641
Communications and Outreach	-	231,862	231,862
Enforcement	-	256,086	256,086
Solid Waste Management	1,365,904	-	1,365,904
Tire Recycling Program	-	1,222,987	1,222,987
Water and Waste	-	898,537	898,537
Total Environmental Quality	1,365,904	5,501,876	6,867,780
<u>Health</u>			
Chief Medical Officer	-	1,332,533	1,332,533
Clinical & Nutritional Services	-	8,426,110	8,426,110
Community Health Services	-	6,770,726	6,770,726
Community Surveillance & Investigation	-	3,945,888	3,945,888
Health Director	-	350,487	350,487
Pima Animal Care Center	-	8,452,217	8,452,217
Records & Administration	-	2,530,984	2,530,984
Total Health	-	31,808,945	31,808,945
<u>Office of Medical Services</u>			
Behavioral Health	10,238,099	116,571	10,354,670
Health Mandates	13,710,923	-	13,710,923
Research & Planning	16,200,000	-	16,200,000
Restoration to Competency	1,998,099	-	1,998,099
Total Office of Medical Services	42,147,121	116,571	42,263,692
TOTAL HEALTH SERVICES	43,513,025	37,427,392	80,940,417

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Revenues
<u>HEALTH SERVICES</u>			
<u>Environmental Quality</u>			
Administration	-	15,000	15,000
Air	-	2,220,052	2,220,052
Communications and Outreach	-	192,000	192,000
Enforcement	-	7,050	7,050
Tire Recycling Program	-	1,108,000	1,108,000
Water and Waste	-	791,850	791,850
Total Environmental Quality	-	4,333,952	4,333,952
<u>Health</u>			
Clinical & Nutritional Services	-	4,701,849	4,701,849
Community Health Services	-	3,954,545	3,954,545
Community Surveillance & Investigation	-	2,399,927	2,399,927
Pima Animal Care Center	-	6,302,375	6,302,375
Records & Administration	-	1,873,000	1,873,000
Total Health	-	19,231,696	19,231,696
<u>Office of Medical Services</u>			
Behavioral Health	-	116,571	116,571
Health Mandates	69,765	-	69,765
Total Office of Medical Services	69,765	116,571	186,336
TOTAL HEALTH SERVICES	69,765	23,682,219	23,751,984

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area / Department / Program	FTEs
<u>HEALTH SERVICES</u>	
<u>Environmental Quality</u>	
Administration	5.00
Air	21.83
Communications and Outreach	2.88
Enforcement	6.00
Solid Waste Management	3.00
Water and Waste	6.73
Total Environmental Quality	45.44
<u>Health</u>	
Chief Medical Officer	12.00
Clinical & Nutritional Services	99.05
Community Health Services	72.40
Community Surveillance & Investigation	58.00
Health Director	5.00
Pima Animal Care Center	86.00
Records & Administration	37.00
Total Health	369.45
<u>Office of Medical Services</u>	
Behavioral Health	3.00
Restoration to Competency	6.00
Total Office of Medical Services	9.00
TOTAL HEALTH SERVICES	423.89

Environmental Quality

Expenditures: 6,867,780

FTEs 45.44

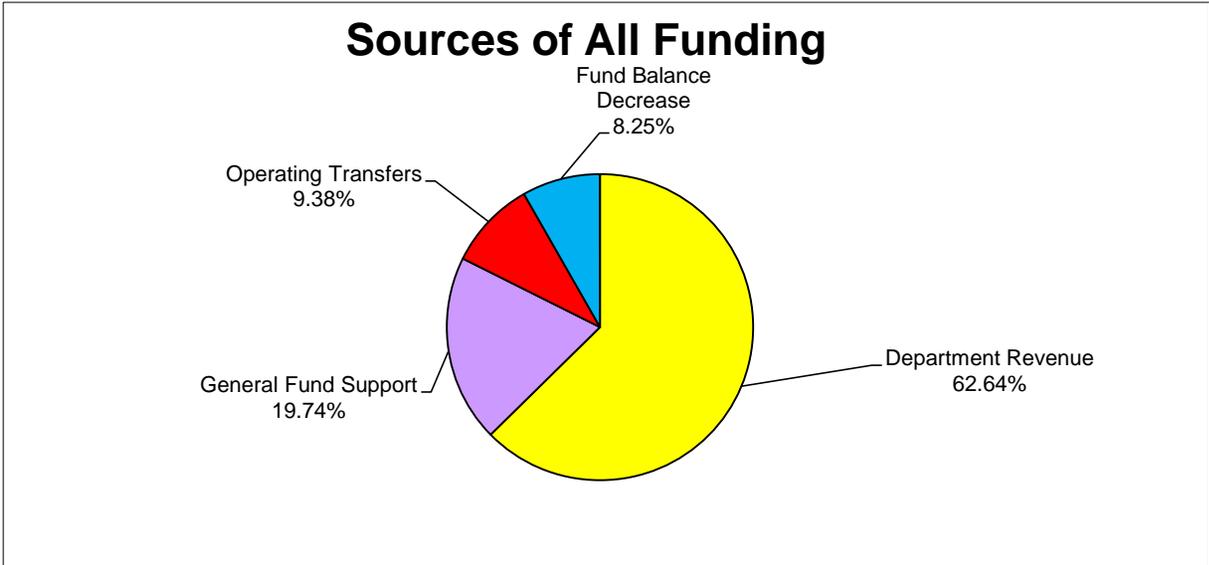
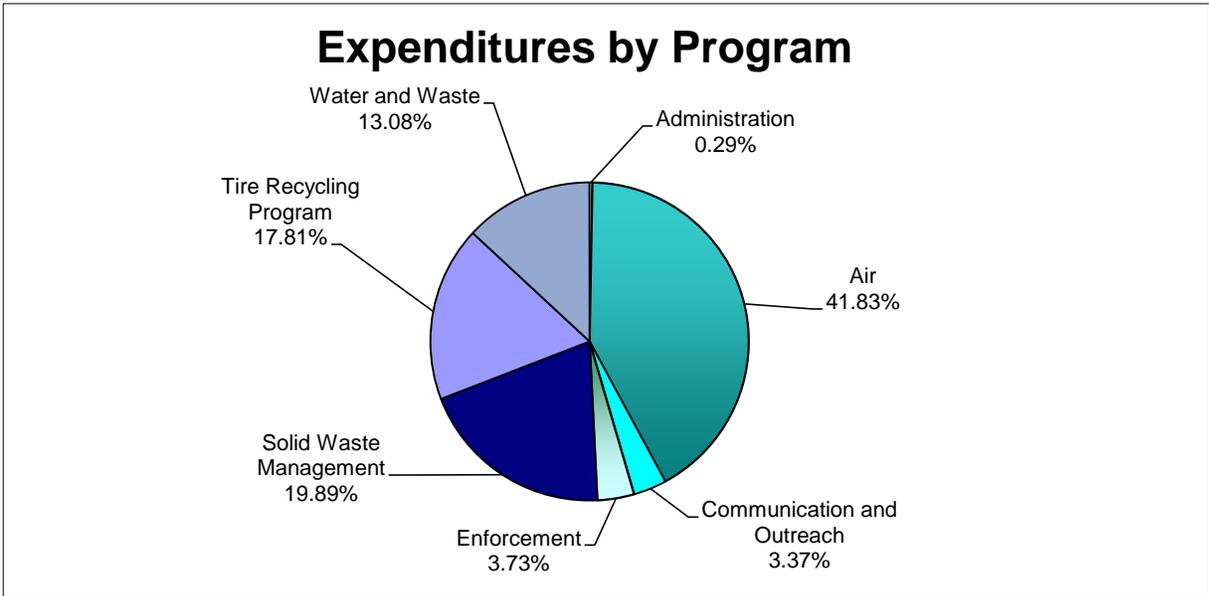
Revenues: 4,333,952

Function Statement:

Preserve and protect the environment of Pima County for the long term benefit of the residents' health, welfare, safety, and quality of life. Identify and respond to environmental issues by providing services including monitoring, enforcement, information, and education. Solid Waste Management, Tire Recycling Program and Wildcat Dumping Program have been added to the Environmental Quality Department.

Mandates:

ARS Title 11, Chapter 2: Board of Supervisors, Article 4: Powers and Duties, 11-269: Recycling and Waste Reduction; Title 49, Chapter 3: Air Quality, Article 1: General Provisions, 49-402: State and County Control; Article 3: County Air Pollution Control; and Pima County Code Title 7: Environmental Quality; Title 13: Public Services; and Title 17: Air Quality Control; Title 49, Chapter 881, Administrative Rules R-18-13-201 through R18-13-2703; 40 CFR 258.1 through 258.75, Appendix I and Appendix II



Department Summary by Program

Department: Environmental Quality

	<u>FY 2012/2013</u> Actual	<u>FY 2013/2014</u> Adopted	<u>FY 2014/2015</u> Adopted
<u>Expenditures by Program</u>			
Administration	265,620	676,958	19,763
Air	2,146,946	2,363,397	2,872,641
Communications and Outreach	194,426	221,618	231,862
Enforcement	80,462	52,632	256,086
Solid Waste Management	4,386,251	5,816,236	1,365,904
Tire Recycling Program	1,240,358	1,085,259	1,222,987
Water and Waste	669,310	647,475	898,537
Total Expenditures	<u>8,983,373</u>	<u>10,863,575</u>	<u>6,867,780</u>
<u>Funding by Source</u>			
Revenues			
Administration	15,328	371,000	15,000
Air	2,460,915	1,839,329	2,220,052
Communications and Outreach	198,886	192,000	192,000
Enforcement	10,883	7,000	7,050
Solid Waste Management	3,521,866	3,455,000	-
Tire Recycling Program	1,250,222	1,138,000	1,108,000
Water and Waste	890,851	792,111	791,850
Total Revenues	<u>8,348,951</u>	<u>7,794,440</u>	<u>4,333,952</u>
General Fund Support	-	-	1,365,904
Net Operating Transfers In/(Out)	1,337,300	294,031	597,373
Fund Balance Decrease/(Increase)	(702,878)	2,775,104	570,551
Other Funding Sources	-	-	-
Total Program Funding	<u>8,983,373</u>	<u>10,863,575</u>	<u>6,867,780</u>
<u>Staffing (FTEs) by Program</u>			
Administration	5.00	5.00	5.00
Air	17.56	18.56	21.83
Communications and Outreach	2.68	2.88	2.88
Enforcement	4.00	4.00	6.00
Solid Waste Management	25.15	28.00	3.00
Tire Recycling Program	1.70	-	-
Water and Waste	7.63	6.73	6.73
Total Staffing (FTEs)	<u>63.72</u>	<u>65.17</u>	<u>45.44</u>

Program Summary

Department: Environmental Quality

Program: Administration

Function

Plan, organize, and direct activities of the department.

Description of Services

Develop and implement all administrative and policy activities of the department. Provide the County Administrator's office and elected officials with briefings, presentations, and testimony regarding department operations and activities. Develop departmental monitoring, permitting, outreach, and enforcement priorities. Represent the department at workshops, public meetings, and public hearings.

Program Goals and Objectives

- Provide for the timely, efficient, and cost effective delivery of departmental services
 - Have knowledgeable and professional employees
 - Develop and improve new and existing processes to meet customers' needs

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Training and development plans updated for all employees	100%	100%	100%
Monthly briefings of department finances and revenue	yes	yes	yes
Process improvements identified and implemented	yes	yes	yes
Administrative support and information provided to all department functions	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	608,020	570,666	346,113
Operating Expenses	(342,400)	106,292	(326,350)
Total Program Expenditures	<u>265,620</u>	<u>676,958</u>	<u>19,763</u>
<u>Program Funding by Source</u>			
Miscellaneous Revenue	478	356,000	-
Investment Earnings	14,850	15,000	15,000
Other Special Revenue Total	<u>15,328</u>	<u>371,000</u>	<u>15,000</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	246,379	-	-
Fund Balance Decrease/(Increase)	3,913	305,958	4,763
Other Funding Sources	-	-	-
Total Program Funding	<u>265,620</u>	<u>676,958</u>	<u>19,763</u>

Program Staffing FTEs	5.00	5.00	5.00
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Program Summary

Department: Environmental Quality

Program: Air

Function

Implement federal, state, and local air quality regulations within Pima County.

Description of Services

Develop air management strategies, issue permits to regulated facilities, conduct compliance activities, and monitor air quality for compliance with national air quality standards.

Program Goals and Objectives

- Maintain and protect the air quality of Pima County through research and regulation
 - Meet the National Ambient Air Quality Standards (NAAQS) for air pollutants
 - Meet or exceed the required air monitoring data recovery rate of 75%

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Air monitoring sites operational	42	42	42
Stationary source inspections	129	84	55
Stationary source permits issued with revisions	227	33	60
Activity permits issued	452	395	391
Average air monitoring data recovery rate	98%	98%	98%
NAAQS air pollutant standards met	yes	yes	yes

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,227,778	1,452,897	1,708,052
Operating Expenses	846,119	741,500	987,731
Capital Equipment > \$5,000	73,049	169,000	176,858
Total Program Expenditures	<u>2,146,946</u>	<u>2,363,397</u>	<u>2,872,641</u>
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	1,101,606	599,229	618,952
Miscellaneous Revenue	(300)	-	-
Grant Revenue Sub-Total	<u>1,101,306</u>	<u>599,229</u>	<u>618,952</u>
Revenues			
Licenses & Permits	1,346,660	1,230,000	1,591,000
Fines & Forfeits	1,925	-	-
Miscellaneous Revenue	11,024	10,100	10,100
Other Special Revenue Total	<u>1,359,609</u>	<u>1,240,100</u>	<u>1,601,100</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	398,293	411,507	403,214
Fund Balance Decrease/(Increase)	(712,262)	112,561	249,375
Other Funding Sources	-	-	-
Total Program Funding	<u>2,146,946</u>	<u>2,363,397</u>	<u>2,872,641</u>
<u>Program Staffing FTEs</u>	17.56	18.56	21.83

Program Summary

Department: Environmental Quality
Program: Communications and Outreach

Function

Assist in the implementation of federal, state, and local air quality, water quality, and waste management and disposal regulations in Pima County.

Description of Services

Develop and implement public education and outreach programs regarding mandated air quality, water quality, and waste reduction activities.

Program Goals and Objectives

- Maintain and protect the air quality of Pima County through business and community outreach and education events
- Maintain and protect the water quality of Pima County through business and community outreach and education events
- Reduce waste and encourage recycling through community outreach and education events
- Increase number of users of the Air Info Now website that is dedicated to providing current air quality information for the metropolitan Tucson area

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Community education events instituted	151	150	150
Informational materials distributed	55,615	40,000	40,000
Air Info Now website uses	1,094,381	900,000	900,000

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	133,624	127,305	120,255
Operating Expenses	60,802	94,313	111,607
Total Program Expenditures	<u>194,426</u>	<u>221,618</u>	<u>231,862</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Intergovernmental	197,761	192,000	192,000
Grant Revenue Sub-Total	<u>197,761</u>	<u>192,000</u>	<u>192,000</u>
Miscellaneous Revenue	125	-	-
Charges for Services	1,000	-	-
Other Special Revenue Total	<u>1,125</u>	<u>-</u>	<u>-</u>
General Fund Support	<u>-</u>	<u>-</u>	<u>-</u>
Net Operating Transfers In/(Out)	<u>312</u>	<u>-</u>	<u>-</u>
Fund Balance Decrease/(Increase)	<u>(4,772)</u>	<u>29,618</u>	<u>39,862</u>
Other Funding Sources	<u>-</u>	<u>-</u>	<u>-</u>
Total Program Funding	<u>194,426</u>	<u>221,618</u>	<u>231,862</u>

<u>Program Staffing FTEs</u>	<u>2.68</u>	<u>2.88</u>	<u>2.88</u>
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Program Summary

Department: Environmental Quality

Program: Enforcement

Function

Enforce federal, state, and local air quality, water quality, and solid waste enforcement regulations within Pima County.

Description of Services

Develop and conduct enforcement activities for air quality, water quality, and solid waste. Perform enforcement activities including tracking all violations; recommending, developing, and executing settlement agreements and consent orders; and developing requests for County Attorney action. Conduct investigations, surveillance, and enforcement activities regarding illegal dumping of solid waste within Pima County. Conduct illegal dumping remediation projects on public land when responsible party cannot be identified.

Program Goals and Objectives

- Investigate instances of illegal dumping in Pima County
- Initiate clean up and remediation on public lands affected by illegal dumping

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Illegal dumping sites investigated	371	390	367
Illegal waste removed from public lands (tons)	99	89	36

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	62,588	48,395	218,524
Operating Expenses	17,874	4,237	37,562
Total Program Expenditures	<u>80,462</u>	<u>52,632</u>	<u>256,086</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Miscellaneous Revenue	10,883	7,000	7,050
Other Special Revenue Total	<u>10,883</u>	<u>7,000</u>	<u>7,050</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	1,091	-	245,515
Fund Balance Decrease/(Increase)	68,488	45,632	3,521
Other Funding Sources	-	-	-
Total Program Funding	<u>80,462</u>	<u>52,632</u>	<u>256,086</u>

<u>Program Staffing FTEs</u>	4.00	4.00	6.00
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Program Summary

Department: Environmental Quality
Program: Solid Waste Management

Function

Plan, manage, and perform solid waste compliance, closure, temporary closure, and remediation activities. Comply with all environmental monitoring requirements for various permits. Closure of landfill facilities, or a portion of a landfill facility, that has reached capacity and stopped receiving waste, and at which disposal operations have ceased, with only post-closure activities for compliance. Conduct temporary closures of landfills with remaining capacity that may not receive waste for a period of time. Remediation includes investigation, design, and construction for remedial activities associated with waste sites.

Description of Services

Implement requisite facility development and interim closure activities at County landfills. Plan and manage remediation services to include investigation, design, and construction. Track waste management capacity and remediation services capability. Plan and manage the development, expansion, closure, temporary closure, and required remediation at County landfills. Manage County response to Arizona Department of Environmental Quality Superfund/Water Quality Assurance Revolving Fund activities. Conduct environmental compliance activities at County Solid Waste Facilities.

Note: The fiscal years 2012/13 and 2013/14 Solid Waste Management Adopted Budgets were based on the County providing direct solid waste services. The history of fiscal years 2012/13 and 2013/14 reflect the Solid Waste special revenue fund. After adoption of the fiscal year 2013/14 Budget, solid waste services were privatized. The expenditures budget was modified to \$1,876,965, for the last year of the Solid Waste special revenue fund, with no planned future expenditures and no revenues budgeted. The Board of Supervisors entered into a contract with Tucson Waste and Recycling Services to operate landfill and solid waste services for County residents. The Solid Waste Management division is responsible for managing the contract and ensuring environmental compliance.

Program Goals and Objectives

- Provide the mandated solid waste disposal facilities for county residents while maintaining environmental compliance with permit conditions
- Perform remedial activities when necessary at historical sites

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Landfill compliance monitoring (groundwater, landfill gas, stormwater and dust)	yes	yes	yes
Solid waste facility maintenance activities conducted as needed (landfill soil cover repair, well repair/replacement, stormwater conveyance repair)	yes	yes	yes
Solid waste facility operations contract managed and required records for waste volumes maintained	yes	yes	yes
Contract and/or perform required remedial actions for historical solid waste sites as necessary	yes	yes	yes

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,489,954	1,902,163	249,428
Operating Expenses	2,896,297	3,814,073	1,093,476
Capital Equipment > \$5,000	-	100,000	23,000
Total Program Expenditures	4,386,251	5,816,236	1,365,904

Program Funding by Source	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Miscellaneous Revenue	29,478	51,500	-
Investment Earnings	11,262	6,000	-
Charges for Services	3,481,126	3,397,500	-

Program Summary

Department: Environmental Quality

Program: Solid Waste Management

Other Special Revenue Total	3,521,866	3,455,000	-
General Fund Support	-	-	1,365,904
Net Operating Transfers In/(Out)	837,284	-	-
Fund Balance Decrease/(Increase)	27,101	2,361,236	-
Other Funding Sources	-	-	-
Total Program Funding	<u>4,386,251</u>	<u>5,816,236</u>	<u>1,365,904</u>
Program Staffing FTEs	25.15	28.00	3.00

Program Summary

Department: Environmental Quality
Program: Tire Recycling Program

Function

Oversee contract for the planning, management and compliance of the Tire Recycling Program.

Description of Services

Provide operations for waste tire collection and recycling.

Program Goals and Objectives

- Provide long term tire tonnage recycling

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Tire tonnage recycled	yes	yes	yes
Tire facility operations contract managed and required records maintained	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	86,225	25,910	44,285
Operating Expenses	1,154,133	1,059,349	1,178,702
Total Program Expenditures	<u>1,240,358</u>	<u>1,085,259</u>	<u>1,222,987</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Intergovernmental	1,146,476	1,050,000	1,100,000
Miscellaneous Revenue	(362)	800	-
Investment Earnings	8,029	6,000	8,000
Charges for Services	96,079	81,200	-
Other Special Revenue Total	<u>1,250,222</u>	<u>1,138,000</u>	<u>1,108,000</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(9,864)	(52,741)	114,987
Other Funding Sources	-	-	-
Total Program Funding	<u>1,240,358</u>	<u>1,085,259</u>	<u>1,222,987</u>

Program Staffing FTEs	1.70	-	-
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Program Summary

Department: Environmental Quality

Program: Water and Waste

Function

Implement federal, state, and local regulations regarding water, wastewater, onsite disposal systems, and solid waste within Pima County. Implement storm water management programs and conduct storm water sampling pursuant to Pima County's Municipal Separate Storm Sewer System NPDES permit.

Description of Services

Issue approvals for the construction or modification of water, wastewater, and onsite disposal systems and conduct compliance activities. Conduct compliance activities for solid and liquid waste haulers. Implement storm water management, monitoring, and education activities as required by Pima County's federal storm water permit. Conduct private well testing in the Environmental Protection Agency superfund area.

Program Goals and Objectives

- Ensure the proper construction and operation of water, wastewater, and onsite disposal systems
- Comply with Arizona Department of Environmental Quality permit requirements for the Municipal Separate Storm Sewer System permit
- Educate and inform small privately owned water companies of water programs and water quality issues

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Septic site suitability and final inspections performed	344	393	434
Water and wastewater plans reviewed	182	256	230
Private wells in superfund area tested to meet funding conditions	7	7	7
Resource Conservation and Recovery Act inspections	25	33	30
Sanitary surveys conducted	59	89	50
Plans reviewed within licensing timeframe	100%	100%	100%
Required number of samples obtained for storm water events	yes	yes	yes

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	441,162	552,479	619,901
Operating Expenses	228,148	94,996	278,636
Total Program Expenditures	669,310	647,475	898,537

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Intergovernmental	(39,803)	16,111	-
Grant Revenue Sub-Total	(39,803)	16,111	-
Revenues			
Intergovernmental	-	-	16,110
Licenses & Permits	931,703	774,700	774,700
Miscellaneous Revenue	(1,049)	1,300	1,040
Other Special Revenue Total	930,654	776,000	791,850

Program Summary

Department: Environmental Quality

Program: Water and Waste

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(146,059)	(117,476)	(51,356)
Fund Balance Decrease/(Increase)	(75,482)	(27,160)	158,043
Other Funding Sources	-	-	-
Total Program Funding	<u>669,310</u>	<u>647,475</u>	<u>898,537</u>
Program Staffing FTEs	7.63	6.73	6.73

Health

Expenditures: 31,808,945

FTEs 369.45

Revenues: 19,231,696

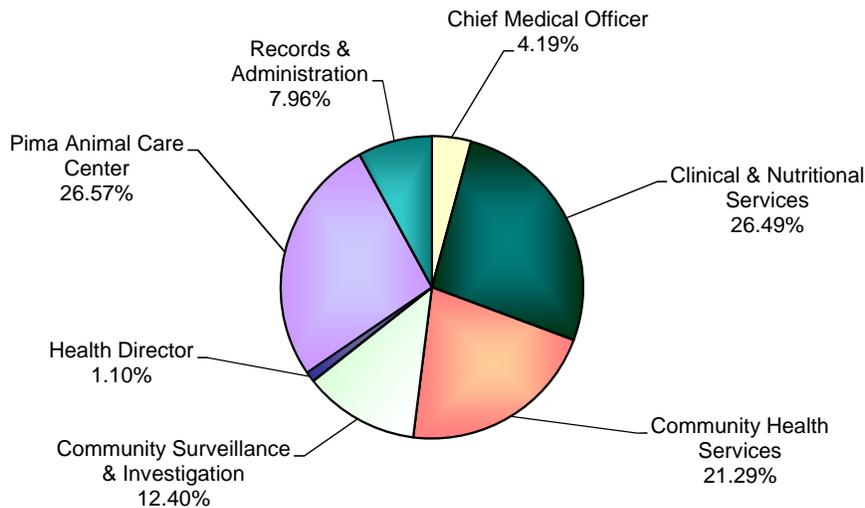
Function Statement:

Monitor, protect, and improve the community's health by conducting and coordinating a balanced program of primary, secondary, and tertiary prevention aimed at health promotion, disease prevention, and early, prompt medical treatment. Ensure establishments comply with consumer health and food safety standards. Provide animal care and emergency preparedness/response services.

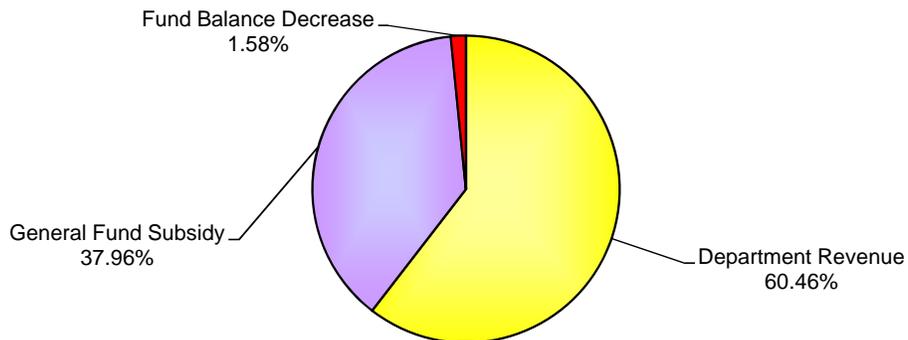
Mandates:

ARS Title 11, Chapter 7: Intergovernmental Operations, Article 6: Animal Control; ARS Title 36, Chapter 1: State and Local Boards and Departments of Health, Chapter 3: Vital Records and Public Health Statistics, and Chapter 6: Public Health Control; Pima County Code, Title 6: Animals, Title 8: Health and Safety, and Title 9: Public Peace, Morals and Welfare

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Health

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Chief Medical Officer	854,136	1,492,175	1,332,533
Clinical & Nutritional Services	7,018,252	7,329,240	8,426,110
Communities Putting Prevention to Work	454,821	-	-
Community Health Services	5,975,111	5,887,576	6,770,726
Community Surveillance & Investigation	3,579,217	3,550,974	3,945,888
Health Director	369,032	463,562	350,487
Pima Animal Care Center	6,319,953	7,446,943	8,452,217
Records & Administration	3,071,250	3,241,206	2,530,984
Total Expenditures	<u>27,641,772</u>	<u>29,411,676</u>	<u>31,808,945</u>
<u>Funding by Source</u>			
Revenues			
Chief Medical Officer	990	-	-
Clinical & Nutritional Services	4,839,247	4,793,210	4,701,849
Communities Putting Prevention to Work	785	-	-
Community Health Services	2,505,287	3,024,520	3,954,545
Community Surveillance & Investigation	2,488,595	2,535,767	2,399,927
Health Director	7,711	-	-
Pima Animal Care Center	5,341,826	5,486,629	6,302,375
Records & Administration	1,712,093	1,873,000	1,873,000
Total Revenues	<u>16,896,534</u>	<u>17,713,126</u>	<u>19,231,696</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	11,686,725	11,683,977	12,075,758
Fund Balance Decrease/(Increase)	(941,487)	14,573	501,491
Other Funding Sources	-	-	-
Total Program Funding	<u>27,641,772</u>	<u>29,411,676</u>	<u>31,808,945</u>
<u>Staffing (FTEs) by Program</u>			
Chief Medical Officer	7.15	13.00	12.00
Clinical & Nutritional Services	114.92	112.00	99.05
Community Health Services	74.68	70.50	72.40
Community Surveillance & Investigation	52.55	52.00	58.00
Health Director	5.00	7.00	5.00
Pima Animal Care Center	79.00	79.00	86.00
Records & Administration	23.50	34.00	37.00
Total Staffing (FTEs)	<u>356.80</u>	<u>367.50</u>	<u>369.45</u>

Program Summary

Department: Health

Program: Chief Medical Officer

Function

Provide chlamydia testing in target populations. Focus program on indentifying and increasing screening of all eligible clients beginning in 2012 and continue increasing the target populations to test as additional risk factors are identified. Improve testing compliance across all of the risk categories in the 2015 Folate Program (FP) project.

Test all tuberculosis clients for diabetes mellitus (if not already done in the hospital) with a glucose measurement on all diabetic patients. Check HgA1c (hemoglobin) every three months. Check fingerstick glucose every visit. Develop a series of brief educational tools for use by the outreach workers with delivering TB meds. Address diabetes at every clinic visit and coordinate with the patient's primary care physician or diabetes provider.

Description of Services

Provide medical services in the Tuberculosis, Sexually Transmitted Diseases, Family Planning, Well Woman Healthcheck and wound care clinics. Provide medical direction for disease control activities and outbreak investigations; chair the clinical Quality Assurance Committee. Provide standing orders and medical back up for Public Health Nursing immunization clinics and other activities, participate in public health response to emergencies, and provide overall medical direction to the Health Department.

Program Goals and Objectives

- Improve chlamydia testing compliance across all risk categories in the Family Planning Program
 - Simplify documentation for chlamydia testing
 - Establish regular checks to monitor progress
- Improve diabetic control in TB patients
 - Discuss diabetes mellitus control and TB cure with each TB patient that has diabetes including the importance of good diet control
 - Consult/collaborate with diabetes providers

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Chlamydia testing compliance across all risk categories in the Family Planning Program	50%	70%	90%
Random or fasting glucose measurements within target range for at least 25% of patients who did not begin in that range by the end of TB therapy	40%	50%	60%

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	874,455	1,460,236	1,332,533
Operating Expenses	(20,319)	31,939	-
Total Program Expenditures	854,136	1,492,175	1,332,533

Program Funding by Source

Revenues	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Miscellaneous Revenue	990	-	-
Other Special Revenue Total	990	-	-

Program Summary

Department: Health

Program: Chief Medical Officer

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	822,214	1,227,671	1,319,232
Fund Balance Decrease/(Increase)	30,932	264,504	13,301
Other Funding Sources	-	-	-
Total Program Funding	<u>854,136</u>	<u>1,492,175</u>	<u>1,332,533</u>

<u>Program Staffing FTEs</u>	7.15	13.00	12.00
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Program Summary

Department: Health

Program: Clinical & Nutritional Services

Function

Provide for and ensure client centered, competent, professional clinical services which promote wellness in children and adults, optimal nutrition, family planning, and the prevention of disease morbidity and mortality.

Description of Services

Operate the Women, Infants, & Children (WIC) Program, the AZ Farmer's Market Nutrition Program (FMNP), the Breastfeeding Education Support Team (BEST), the Folate Program (FP), and the Commodity Supplemental Food Program (CSFP). Provide nutrition education and "checks" to purchase nutritional foods designed to supplement the family food budget. Provide low-income pregnant women, new mothers, infants and children nutrition education through a group or individually, screening for nutritional risks, and growth monitoring. Provide coupons that can be used to buy fresh, unprepared fruits and vegetables from state-approved farmers, farmer's markets and roadside stands. Provide encouragement and support to low-income pregnant and postpartum women to help them achieve their personal breastfeeding goals. Provide breastfeeding information and guidance individually or in group classes. Provide multivitamins containing folic acid, a B-Vitamin, to low-income childbearing women. Administer FOOD Plus, the Commodity Supplemental Food Program funded through the USDA that provides eligible families with a food package rich in protein, calcium, iron and Vitamins A & C.

Provide Family Planning and Women's Health services on vital health issues including reproductive health and breast and cervical cancer. Provide services and resources of the HIV/STD Control Program to prevent the transmission of sexually transmitted diseases including HIV. Provide dental sealants in selected schools. Identify and treat individuals with active TB Disease; identify contacts to active cases, test and treat if appropriate; and identify high-risk populations and screen for TB Infection and/or disease.

Program Goals and Objectives

- Deliver clinical services that are professional, accessible and meet the needs of our community
 - Improve the professionalism, appearance and accessibility of clinical sites
 - Expand/re-evaluate clinical hours to better serve the public
 - Cross-train staff between clinical programs
 - Increase number of clients served
 - Support the development and implementation of an electronic health record
 - Provide Community Nutrition Program caseload stability
 - Retain caseload at 1 year certification to 5 years of age and identify and enroll children ages 1-5 who are not currently on WIC
 - Increase caseload to meet contractual requirements
 - Meet or exceed HIV/STD/TB program deliverables
 - Increase the percentage of patients completing treatment for TB within one year
 - Increase the percentage of primary and secondary syphilis patients treated within 7 and 14 days of specimen collection
 - Increase the percentage of new HIV surveillance cases closed within 30 days
 - Increase community awareness about the importance and benefits of good oral health care
 - Increase community awareness about dental health and oral health program
 - Increase the number of 2nd and 6th grade children who receive dental sealants by 5%
 - Meet or exceed Family Planning/WWHC program deliverables
 - Increase number of unduplicated clients served to meet contractual requirements
 - Increase number of client visits seen by a nurse
-

Program Summary

Department: Health
Program: Clinical & Nutritional Services

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Number of community events (PTA, Health Fairs,) for the Oral Health Program	5	5	6
Contractual caseload of 12,900 as measured by monthly participation reports	0	12,900	12,900
Unduplicated FP clients to 7,077 per Arizona Family Health Partnership Centralized Database	6,500	7,000	7,077
HIV surveillance cases closed within 30 days as measured by state surveillance tracking system	82%	90%	95%
TB treatment completion within one year per completion and submission of RVCT	80%	85%	93%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	4,878,037	5,269,645	6,249,012
Operating Expenses	2,123,747	2,057,594	2,177,098
Capital Equipment > \$5,000	16,468	2,001	-
Total Program Expenditures	<u>7,018,252</u>	<u>7,329,240</u>	<u>8,426,110</u>

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Intergovernmental	4,458,922	4,388,475	4,367,114
Miscellaneous Revenue	68,860	70,000	-
Investment Earnings	198	-	-
Grant Revenue Sub-Total	<u>4,527,980</u>	<u>4,458,475</u>	<u>4,367,114</u>
Miscellaneous Revenue	1,223	-	-
Charges for Services	310,044	334,735	334,735
Other Special Revenue Total	<u>311,267</u>	<u>334,735</u>	<u>334,735</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	1,829,452	3,041,443	2,754,804
Fund Balance Decrease/(Increase)	349,553	(505,413)	969,457
Other Funding Sources	-	-	-
Total Program Funding	<u>7,018,252</u>	<u>7,329,240</u>	<u>8,426,110</u>

<u>Program Staffing FTEs</u>	114.92	112.00	99.05
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Program Summary

Department: Health

Program: Community Health Services

Function

Work with communities to solve public health concerns and to create solutions that will improve the health of Pima County residents. Provide individuals, families and the community with services that promote health and prevent disease. Promote healthy behaviors which impact preconception health as identified in the Arizona Preconception Health Strategic Plan (2011 - 2015). Assure that licensed child care centers and child care group homes are compliant with state immunization statutes for enrolled children. Increase capacity with community organizations and agencies to train facilitators in the Tobacco and Chronic Disease Prevention program and have these facilitators lead Healthy Living programs. Provide nursing health and wellness assessments and interventions in libraries identified as most in need and expand the program into other district libraries. Maintain a qualified workforce that is able to meet the needs of Pima County residents. Conduct quality assurance activities to assure that staff is providing high quality services that meet the needs of the community.

Description of Services

Offer immunizations for children birth through age 18 and for adults as well as International Travel Immunizations. Maintain the Medical Records of Health Department Clients. Provide free health and safety-related consultation, staff training and referral to child care centers, child care homes, and other group care programs such as training of Child Care Health Consultants.

Utilize community health workers through the Health Start Program to provide education, support, and advocacy services to pregnant/postpartum women and their families in targeted communities in Pima County. Provide home visits and case management with oversight by nurses and social workers, through the enrolled child's second year of life. Connect pregnant women with prenatal care providers to receive on-going education about fetal development and health behaviors that can impact birth outcomes. Provide referrals to community services as needed and assisted in accessing those services. Educate parents about child development, immunizations, home and vehicle safety. Screen each child to identify potential developmental delays and refer the family to the appropriate provider. Provide Health Start at no charge to eligible families.

Develop partnerships and collaborations to promote a comprehensive approach to address tobacco and chronic disease.

Program Goals and Objectives

- Health Start will assist with the evaluation process of Arizona Department of Health Services (ADHS) Every Woman Arizona preconception/inter-conception materials
 - Provide any woman receiving a negative pregnancy test at least 10 minutes of education on one or more preconception/inter-conception topics and complete a survey form.
 - Provide all Health Start clients receiving a Family Follow-up Visit inter-conception care education on one or more topics during their enrollment using Every Woman Arizona materials. The Health Start client will be asked to complete a survey form
- Reduce incomplete vaccination data in ASIIS
 - Review 100% of encounter forms with vaccination data that have been entered into ASIIS and check Mainframe to see if other vaccinations were given that were not entered into ASIIS and if so, enter vaccination(s) into ASIIS
- Complete client satisfaction surveys a minimum of one time per year so that data obtained may be used to make changes/improvements to programs as needed
- Increase the number of agencies trained as site managers in the The Tobacco and Chronic Disease Prevention Program
 - Recruit and train 20 agencies as site managers for Arizona Smokers Helpline
- Increase by 50% the number of children receiving screening by Child Care Health Consultants through direct screening of children and train child care staff on how to conduct screening

Program Summary

Department: Health

Program: Community Health Services

- Improve safety for all in the library setting and to reduce the number of inappropriate 911 calls through staff education and patron assessment
 - Provide Library staff with training related to management of acute behavioral health issues encountered during the course of daily operation
 - Assess program benefits by survey for both staff and patrons
 - Expand the program to provide Public Health Nurses to additional libraries in Pima County by conducting needs assessments to determine appropriate interventions
- Implement and assess quality management efforts and activities and revise as needed
 - Evaluate effectiveness of tools and training currently used to orient new staff and for ongoing assessment of staff skills
- Provide at least 85% of children aged 24 to 35 months age-appropriate vaccinations
 - Assess the immunization coverage levels of children between the ages of 24 to 35 months of age; design a plan to increase coverage levels and implement activities that will aid in improving vaccination rates of children in this age group
- Provide health maintenance, health promotion, and screening services to elderly populations including blood pressure screening services provided by public health nurses at six community centers
 - Conduct Annual Survey of at least 75% of clients seen in Senior Wellness program

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Number of staff completing required on-line or in-person trainings/assessments, skills checklists completed and participating in drills or exercises.	86	94	150
Percentage of vaccination encounters reviewed.	70%	75%	90%
Percentage of clients satisfied with the services.	87%	85%	100%
Number of Pima County children between the ages of 24 to 35 months of age with age appropriate vaccinations.	68%	70%	85%
Scheduled PHN sessions increased at the Public Libraries	yes	yes	yes

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	3,940,270	3,948,310	4,467,887
Operating Expenses	2,034,841	1,938,066	2,302,839
Capital Equipment > \$5,000	-	1,200	-
Total Program Expenditures	5,975,111	5,887,576	6,770,726

Program Funding by Source

Revenues

Intergovernmental	2,003,446	2,473,520	3,403,545
Miscellaneous Revenue	16,682	-	-
Grant Revenue Sub-Total	2,020,128	2,473,520	3,403,545
Miscellaneous Revenue	86,602	-	-
Charges for Services	398,557	551,000	551,000
Other Special Revenue Total	485,159	551,000	551,000

Program Summary

Department: Health

Program: Community Health Services

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	2,039,103	3,068,258	2,845,815
Fund Balance Decrease/(Increase)	1,430,721	(205,202)	(29,634)
Other Funding Sources	-	-	-
Total Program Funding	5,975,111	5,887,576	6,770,726

<u>Program Staffing FTEs</u>	74.68	70.50	72.40
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Program Summary

Department: Health

Program: Community Surveillance & Investigation

Function

Protect the public from threats of disease or injury at public places such as food service establishments, housing, medical, and recreational facilities. Provide inspection and remediation services to mitigate potential sources of public health hazards in Pima County.

Description of Services

Inspect and investigate complaints concerning food service establishments, swimming pools, and housing. Provide food services certification and pool certification classes. Conduct vector and mosquito control activities. Identify community health problems; compile the Pima County Health Status Report; and develop appropriate intervention programs and strategies. Engage in collaborative, community focused emergency health planning to address biological, chemical, radiological, or natural disaster events that result in public health threats or emergencies.

Program Goals and Objectives

- Ensure retail food inspection staff (Sanitarians) have the knowledge, skills, and ability to adequately perform their required duties
 - Complete the FDA Standardization Process
 - Evaluate 100% of CHFS field staff during at least one inspection using the FDA Assessment Needs Training tool
 - Develop and implement trainings to address areas identified during evaluation inspections as needing improvement
- Decrease the incidence and severity of norovirus outbreaks by any measurable degree
 - Develop historical account of past five years of norovirus outbreaks by 100% of Long Term Care Facilities in Pima County and record number of cases and length of each outbreak
 - Visit 100% of Long Term Care Facilities in Pima County that had a norovirus outbreak during calendar year 2013 and provide on-site education and norovirus prevention materials.
 - Develop an After Action Report that details the historical account of past five years of norovirus outbreaks, the facilities that received on-site training, and recommendations for future norovirus outbreaks in Long Term Care Facilities
- Increase competency level incident management training among public health department staff by 50% in FY 2014-2015
 - Develop an incident management manual, training tools, and web-based training schedule for implementation in FY 2014-2015
 - Update Pima County Health Department Standard Operating Procedures for employee incident management training to reflect changes in employee training schedule and certificate collection measure
 - Assign incident management roles to Pima County Health Department employees and schedule trainings according to incident command system roles
 - Implement a schedule of employee incident management trainings (both classroom and web-based) that will certify employee competency in incident management
 - Complete training for identified Health Department employees in incident management training
 - Participate in a simulated exercise in the incident command system roles in which staff were trained to demonstrate competence

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Percentage of Consumer Health and Food Safety (CHFS) Sanitarian Supervisors completing the FDA Standardization Process	90%	90%	100%
Percentage of CHFS field staff evaluated during at least one inspection using the FDA Assessment Needs Training tool	92%	96%	100%
Standard Operating Procedures for employee incident management training updated	no	no	yes
Schedule of employee incident management trainings implemented	no	no	yes
Simulated exercise in the incident command system completed	no	yes	yes

Program Summary

Department: Health
Program: Community Surveillance & Investigation

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	2,888,040	2,988,964	3,339,645
Operating Expenses	691,177	559,010	606,243
Capital Equipment > \$5,000	-	3,000	-
Total Program Expenditures	<u>3,579,217</u>	<u>3,550,974</u>	<u>3,945,888</u>
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	1,072,346	1,210,193	1,074,353
Grant Revenue Sub-Total	<u>1,072,346</u>	<u>1,210,193</u>	<u>1,074,353</u>
Revenues			
Licenses & Permits	1,411,066	1,325,574	1,325,574
Miscellaneous Revenue	520	-	-
Charges for Services	4,663	-	-
Other Special Revenue Total	<u>1,416,249</u>	<u>1,325,574</u>	<u>1,325,574</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	785,906	1,154,355	1,141,865
Fund Balance Decrease/(Increase)	304,716	(139,148)	404,096
Other Funding Sources	-	-	-
Total Program Funding	<u>3,579,217</u>	<u>3,550,974</u>	<u>3,945,888</u>
<u>Program Staffing FTEs</u>	52.55	52.00	58.00

Program Summary

Department: Health
Program: Health Director

Function

Promote an active network of public health and safety professionals and community-based organizations. Act as the community voice of public health based on collective knowledge, experience, skills and accessibility. Provide timely and efficient services in support of the Health Department's multiple programs, and conduct an evaluation of service quality every six months.

Description of Services

Collect, assemble, analyze and distribute information on the health of the community, including statistics on health status, community health needs, inspections, and epidemiologic and investigations of other health problems. Provide timely and efficient services in support of the Health Department's multiple programs. Ensure that the programs operate in a manner that maximizes their resources.

Program Goals and Objectives

- Provide timely and efficient services in support of the Health Department's multiple programs, and in order to meet that goal, conduct an evaluation of service quality every six months
- Distribute the web-based satisfaction/feedback survey on administrative services offered by Health and other Departments to identify progress made in areas of concern
- Disseminate a summary of baseline information with new data from October 2013 survey and April 2014 survey, with progress made in addressing identified areas of concern

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Distribute the web-based satisfaction/feedback survey on administrative services	yes	yes	yes
Disseminate a summary of baseline information and new data from surveys, as well as progress made in addressing identified areas of concern	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	308,912	439,941	313,926
Operating Expenses	60,120	23,621	36,561
Total Program Expenditures	<u>369,032</u>	<u>463,562</u>	<u>350,487</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Miscellaneous Revenue	21	-	-
Investment Earnings	7,690	-	-
Other Special Revenue Total	<u>7,711</u>	<u>-</u>	<u>-</u>
General Fund Support	<u>-</u>	<u>-</u>	<u>-</u>
Net Operating Transfers In/(Out)	<u>422,844</u>	<u>391,184</u>	<u>349,800</u>
Fund Balance Decrease/(Increase)	<u>(61,523)</u>	<u>72,378</u>	<u>687</u>
Other Funding Sources	<u>-</u>	<u>-</u>	<u>-</u>
Total Program Funding	<u>369,032</u>	<u>463,562</u>	<u>350,487</u>

Program Staffing FTEs	5.00	7.00	5.00
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Program Summary

Department: Health

Program: Pima Animal Care Center

Function

Protect public health and safety through education and enforcement of animal control laws and ordinances. Protect the welfare of animals through enforcement of animal welfare and cruelty laws and ordinances, and sheltering abandoned animals.

Description of Services

Enforce the ordinances and statutes pertaining to animal care and control. Conduct zoonosis surveillance. Administer the Pima County dog licensing program. Shelter stray and abandoned animals. Provide adoption services for unwanted animals. Educate the public on animal care issues.

Program Goals and Objectives

- Reduce animal bites per capita.
 - Increase outreach education events to educate 25,000 new and prospective owners
- Increase live release rate by 10% from 80% to 90%
 - Increase funding to spay/neuter programs by 200%
 - Reduce animals impounded by 10% through owner education and assistance
 - Increase the number of pets saved by 11% (to 15,500) in FY 2014-2015
- Increase dog licensing to 60% (130,000) by fiscal year end
 - Increase outreach education events to educate 17,000 new and prospective owners

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Animals saved	12,404	13,940	15,500
Animals impounded	26,593	24,260	22,000
Dog licenses sold	111,681	110,000	130,000
Enforcement calls completed	31,738	30,000	30,000
Owners educated	15,226	16,700	17,000

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	4,309,879	4,603,382	5,008,727
Operating Expenses	2,010,074	2,843,561	3,443,490
Total Program Expenditures	<u>6,319,953</u>	<u>7,446,943</u>	<u>8,452,217</u>

Program Funding by Source

<u>Revenues</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Intergovernmental	3,730,603	3,831,381	4,515,152
Licenses & Permits	814,607	884,627	885,000
Fines & Forfeits	160,765	125,970	124,769
Miscellaneous Revenue	428,502	436,772	577,233
Investment Earnings	595	-	-
Charges for Services	206,754	207,879	200,221
Other Special Revenue Total	<u>5,341,826</u>	<u>5,486,629</u>	<u>6,302,375</u>

Program Summary

Department: Health
Program: Pima Animal Care Center

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	2,585,299	1,945,741	2,116,786
Fund Balance Decrease/(Increase)	(1,607,172)	14,573	33,056
Other Funding Sources	-	-	-
Total Program Funding	<u><u>6,319,953</u></u>	<u><u>7,446,943</u></u>	<u><u>8,452,217</u></u>

<u>Program Staffing FTEs</u>	79.00	79.00	86.00
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Program Summary

Department: Health
Program: Records & Administration

Function

Record births and deaths in Pima County and provide County residents with timely and accurate birth and death certificates; manage the Department's budget in conjunction with Grants, PACC, and Departmental Analysis.

Description of Services

Register birth certificates, death certificates, and fetal death certificates. Provide certified copies of birth and death certificates to residents. Provide computer generated birth and death certificates to residents. Provide budget updates to Division Managers.

Program Goals and Objectives

- Manage the Department's expenses, considering revenues and grants, so as to not overspend

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Monthly budget updates sent to division managers	0	8	12
Monthly progress meetings with Grants Management	0	6	12

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	1,982,686	2,019,841	1,411,303
Operating Expenses	1,088,564	1,221,365	1,119,681
Total Program Expenditures	<u>3,071,250</u>	<u>3,241,206</u>	<u>2,530,984</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Intergovernmental	7	-	-
Grant Revenue Sub-Total	<u>7</u>	<u>-</u>	<u>-</u>
Miscellaneous Revenue	5,167	3,000	3,000
Charges for Services	1,706,919	1,870,000	1,870,000
Other Special Revenue Total	<u>1,712,086</u>	<u>1,873,000</u>	<u>1,873,000</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	3,237,518	855,325	1,547,456
Fund Balance Decrease/(Increase)	(1,878,361)	512,881	(889,472)
Other Funding Sources	-	-	-
Total Program Funding	<u>3,071,250</u>	<u>3,241,206</u>	<u>2,530,984</u>

<u>Program Staffing FTEs</u>	23.50	34.00	37.00
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Office of Medical Services

Expenditures: 42,263,692

Revenues: 186,336

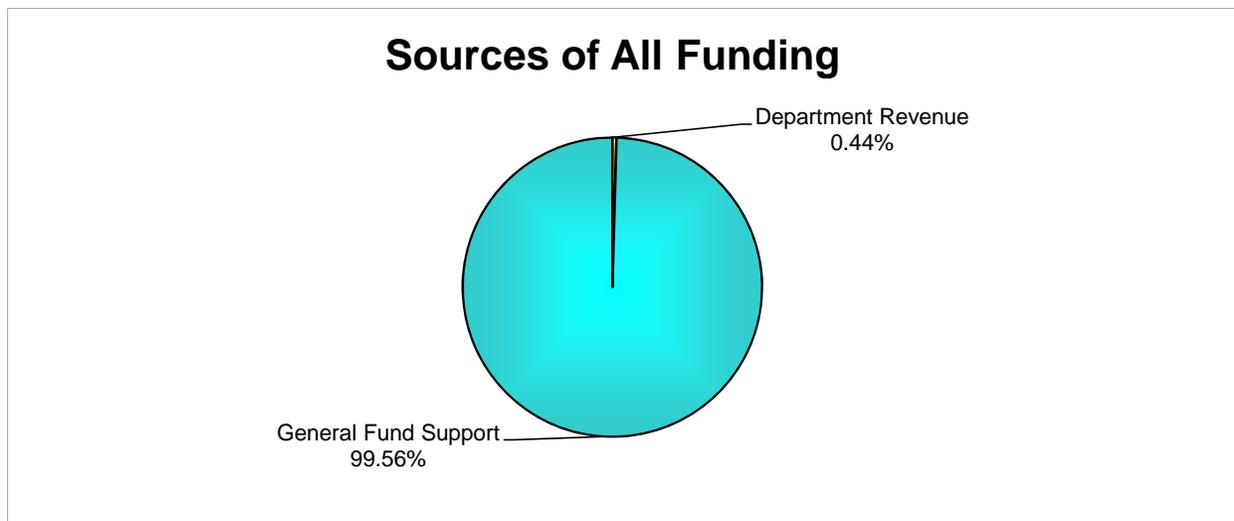
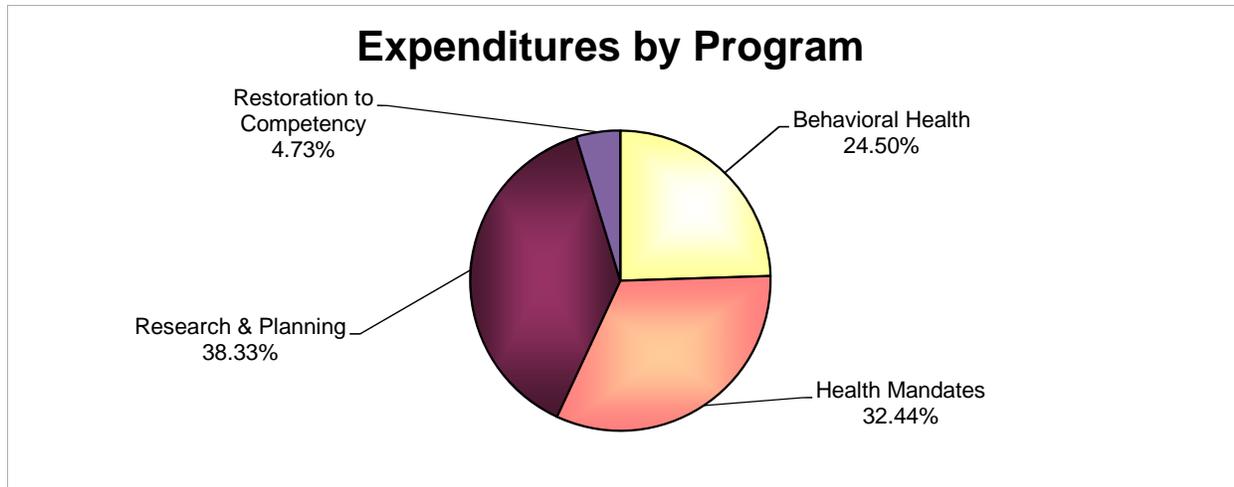
FTEs 9.00

Function Statement:

Oversee the health care services provided to the populations at the County's adult and juvenile detention centers by monitoring the performance of health care providers under contract to provide such services ensuring the provision of quality health care and the reduction of County liability. Ensure the County's compliance with statutory obligations regarding health care and mental health care by funding of, and adjudicating claims for, the County's Title 36 mental health responsibilities. Provide technical assistance and other support to County administration regarding the County's health care components including operational audits, feasibility studies, revenue maximization, and cost reduction. Provide lease oversight of University of Arizona Medical Center - South Campus. Fund and administer the Pima County Restoration to Competency Program housed at the Pima County Adult Detention Center and fund services provided for program patients at the Arizona State Hospital.

Mandates:

ARS Title 11, Chapter 2: Board of Supervisors, Article 7: Medical Facilities and Care of Indigents; ARS Title 13, Chapter 14: Sexual Offenses, Section 13-1414: Expenses of Investigation and Chapter 41: Incompetence to Stand Trial, Section 13-4512: Treatment Order; Commitment; ARS Title 31, Chapter 1: Jails, Article 4: Inmate Health Care; ARS Title 36, Chapter 5: Mental Health Services



Department Summary by Program

Department: Office of Medical Services

	<u>FY 2012/2013</u> <u>Actual</u>	<u>FY 2013/2014</u> <u>Adopted</u>	<u>FY 2014/2015</u> <u>Adopted</u>
<u>Expenditures by Program</u>			
Behavioral Health	-	10,552,174	10,354,670
Health Mandates	-	13,128,337	13,710,923
Research & Planning	-	15,480,381	16,200,000
Restoration to Competency	-	1,997,911	1,998,099
Total Expenditures	-	41,158,803	42,263,692
<u>Funding by Source</u>			
Revenues			
Behavioral Health	-	408,522	116,571
Health Mandates	-	69,765	69,765
Research & Planning	-	11,859	-
Total Revenues	-	490,146	186,336
General Fund Support	-	40,761,614	42,077,356
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	(92,957)	-
Other Funding Sources	-	-	-
Total Program Funding	-	41,158,803	42,263,692
<u>Staffing (FTEs) by Program</u>			
Behavioral Health	-	3.00	3.00
Research & Planning	-	5.00	-
Restoration to Competency	-	6.00	6.00
Total Staffing (FTEs)	-	14.00	9.00

Program Summary

Department: Office of Medical Services

Program: Behavioral Health

Function

Fund and administer the County's payments to behavioral health systems; oversee and fund the County's responsibilities related to involuntary commitment statutes.

Description of Services

Pay the County's mandated payments to the State Seriously Mentally Ill (SMI) system pursuant to ARS 11-297.A.2., as well as the County's mandated payments regarding Sexually Violent Persons (SVP) pursuant to the Arizona Community Protection and Treatment Center (ACPTC) program; provide behavioral health coordination and input in the County's responsibilities such as correctional health care, and fund and administer the County's Department of Justice 2nd Chance ReEntry Grant.

Program Goals and Objectives

- Emphasize better coordination of care and diversion out of the involuntary commitment process by analyzing data and trends and working with Community Partnership of Southern Arizona (CPSA) and local providers to streamline related processes and divert inappropriate referrals to the involuntary commitment process
- Review and coordinate with Superior Court and Arizona Department of Health Services (ADHS) regarding County behavioral health matters

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Timely processing of mandated payments to state	n/a	24	24
Monthly audits of reports related to involuntary commitment contract	n/a	12	12
Timely payment of Mandated Payments to the state for SMI and SVP	n/a	100%	100%

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	-	367,692	358,070
Operating Expenses	-	10,184,482	9,996,600
Total Program Expenditures	-	10,552,174	10,354,670

Program Funding by Source

Revenues	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Intergovernmental	-	408,522	116,571
Grant Revenue Sub-Total	-	408,522	116,571
General Fund Support	-	10,236,609	10,238,099
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	(92,957)	-
Other Funding Sources	-	-	-
Total Program Funding	-	10,552,174	10,354,670

Program Staffing FTEs	-	3.00	3.00
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Program Summary

Department: Office of Medical Services

Program: Health Mandates

Function

Fund and administer the County's contributions to state health programs. Fund and administer the County's contracts for correctional healthcare and forensic examination mandates. Adjudicate correctional health care claims to minimize County liability.

Description of Services

Pay the County's contribution to AHCCCS; contract for and fund provision of the County's mandated responsibilities for forensic evidence collection and provision of correctional health care services to those detained at the Pima County Adult and Juvenile Detention facilities; adjudicate correctional health care claims to limit County liability by diverting to other potential payers and contracting with AHCCCS for Federal Financial Participation on eligible claims.

Program Goals and Objectives

- Avoid sanctions and penalties through timely payment of the County's contributions to State health care delivery systems
- Limit County liability by aggressively adjudicating correctional health care claims for appropriate payment
- Ensure compliance with mandates regarding collection of forensic evidence in cases of abuse or sexual assault through contracts with local agencies
- Ensure effective and efficient provision of mandated health services to detainees at the Pima County Adult and Juvenile Detention facilities through contract audit and supervision

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Bi-monthly review of forensic exam services contracts and payments	n/a	24	24
Timely payments of County AHCCCS contributions	n/a	12	12
Bi-monthly audits on contract staffing levels in correctional health care contract	n/a	24	24
Performance indicators and other liquidated damages are examined for assessment on a bi-monthly basis	n/a	24	24

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Program Expenditures by Object</u>			
Operating Expenses	-	13,128,337	13,710,923
Total Program Expenditures	-	13,128,337	13,710,923
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	-	69,765	69,765
Operating Revenue Sub-Total	-	69,765	69,765
General Fund Support	-	13,058,572	13,641,158
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	-	13,128,337	13,710,923

Program Summary

Department: Office of Medical Services

Program: Research & Planning

Function

Administer the County's Intergovernmental Agreement (IGA) with Arizona Board of Regents (ABOR) on behalf of University of Arizona Medical Center -South Campus (formerly University Physicians Healthcare Hospital) for its lease and operation.

Description of Services

Monitor and/or audit the lease contract between Pima County and ABOR for compliance to terms of the lease and related payments, and support of hospital inventory functions for the Behavioral Health Pavilion.

Program Goals and Objectives

- Ensure compliance with terms of the lease contract between Pima County and ABOR including related payments and inventory functions
- Ensure that County funding is at an appropriate level to continue operation of the hospital under the terms approved by the Board of Supervisors
- Monitor hospital services pursuant to the terms of the lease agreement to ensure the availability of a range of hospital services on Tucson's south side

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Contractor submits financial and narrative reports on a timely basis per lease agreement	n/a	yes	yes
Funding is at an appropriate level for the continued operation of the hospital	n/a	yes	yes
Established hospital lines of business remain in place and viable	n/a	yes	yes
Payment to contractor are made on a timely basis	n/a	yes	yes

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	-	480,381	-
Operating Expenses	-	15,000,000	16,200,000
Total Program Expenditures	-	15,480,381	16,200,000

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Investment Earnings	-	11,859	-
Operating Revenue Sub-Total	-	11,859	-
General Fund Support	-	15,468,522	16,200,000
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	-	15,480,381	16,200,000

Program Staffing FTEs	-	5.00	-
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Program Summary

Department: Office of Medical Services

Program: Restoration to Competency

Function

Administer the County's responsibility regarding Restoration to Competency (RTC) in conjunction with Superior Court, Arizona State Hospital, and Pima County Adult Detention Complex.

Description of Services

Administer and fund the County's local RTC program housed in the Pima County Adult Detention Complex; fund out of custody restoration as ordered by Superior Court; and fund services provided for RTC at Arizona State Hospital as needed.

Program Goals and Objectives

- Monitor and fund the County's Restoration to Competency program and related responsibilities to ensure services are appropriate and to conserve taxpayer funds
- Minimize referrals of RTC patients to Arizona State Hospital (ASH) to less than three patients per month while not exceeding the budget funding for the RTC program

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Timely payment made for out of custody RTC services	n/a	100%	100%
Fewer than three RTC patients per month referred to ASH	n/a	yes	yes

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	-	592,666	593,099
Operating Expenses	-	1,405,245	1,405,000
Total Program Expenditures	-	1,997,911	1,998,099

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
General Fund Support	-	1,997,911	1,998,099
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	-	1,997,911	1,998,099

Program Staffing FTEs	-	6.00	6.00
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SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	Special Revenue	Capital Projects	Enterprise Funds	Total Expenditures
<u>PUBLIC WORKS</u>				
<u>Capital Projects</u>				
Capital Projects	-	145,815,785	-	145,815,785
Total Capital Projects	-	145,815,785	-	145,815,785
<u>Development Services</u>				
Permitting	-	-	3,865,121	3,865,121
Planning	-	-	2,688,683	2,688,683
Support	-	-	416,131	416,131
Total Development Services	-	-	6,969,935	6,969,935
<u>Public Works Administration</u>				
Administration	-	-	-	-
Real Property	-	-	-	-
Total Public Works Administration	-	-	-	-
<u>Regional Flood Control District</u>				
Canoa Ranch In-Lieu Fee	1,050,000	-	-	1,050,000
Capital Improvement	822,881	-	-	822,881
Flood Control Support	4,331,919	-	-	4,331,919
Hazard Mitigation	1,452,671	-	-	1,452,671
Infrastructure	6,437,340	-	-	6,437,340
Regulatory	1,603,242	-	-	1,603,242
Riparian Protection	1,398,675	-	-	1,398,675
Total Regional Flood Control District	17,096,728	-	-	17,096,728
<u>Regional Wastewater Reclamation</u>				
Administration	-	-	77,240,420	77,240,420
Conveyance System	-	-	19,209,551	19,209,551
Planning & Engineering	-	-	5,861,889	5,861,889
Treatment Operations	-	-	59,955,496	59,955,496
Total Regional Wastewater Reclamation	-	-	162,267,356	162,267,356
<u>Transportation</u>				
Support Services Group	8,983,825	-	-	8,983,825
System Ops and Maintenance	27,442,355	-	-	27,442,355
Transportation - Infrastructure	2,755,633	-	-	2,755,633
Transportation Grants	5,460,236	-	-	5,460,236
Total Transportation	44,642,049	-	-	44,642,049
TOTAL PUBLIC WORKS	61,738,777	145,815,785	169,237,291	376,791,853

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	Special Revenue	Capital Projects	Enterprise Funds	Total Revenues
<u>PUBLIC WORKS</u>				
<u>Capital Projects</u>				
Capital Projects	-	30,756,351	-	30,756,351
Total Capital Projects	-	30,756,351	-	30,756,351
<u>Development Services</u>				
Permitting	-	-	6,516,220	6,516,220
Planning	-	-	260,780	260,780
Support	-	-	15,000	15,000
Total Development Services	-	-	6,792,000	6,792,000
<u>Regional Flood Control District</u>				
Canoa Ranch In-Lieu Fee	3,000,000	-	-	3,000,000
Flood Control Support	20,601,120	-	-	20,601,120
Hazard Mitigation	40,000	-	-	40,000
Riparian Protection	97,747	-	-	97,747
Total Regional Flood Control District	23,738,867	-	-	23,738,867
<u>Regional Wastewater Reclamation</u>				
Administration	-	-	180,913,965	180,913,965
Total Regional Wastewater Reclamation	-	-	180,913,965	180,913,965
<u>Transportation</u>				
Support Services Group	49,443,393	-	-	49,443,393
System Ops and Maintenance	350,969	-	-	350,969
Transportation - Infrastructure	1,184,000	-	-	1,184,000
Transportation Grants	21,313,851	-	-	21,313,851
Total Transportation	72,292,213	-	-	72,292,213
TOTAL PUBLIC WORKS	96,031,080	30,756,351	187,705,965	314,493,396

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

<u>Functional Area / Department / Program</u>	<u>FTEs</u>
<u>PUBLIC WORKS</u>	
<u>Capital Projects</u>	
Capital Projects	6.00
Total Capital Projects	6.00
<u>Development Services</u>	
Permitting	37.00
Planning	22.00
Support	4.00
Total Development Services	63.00
<u>Public Works Administration</u>	
Administration	9.00
Real Property	18.00
Total Public Works Administration	27.00
<u>Regional Flood Control District</u>	
Capital Improvement	4.00
Flood Control Support	12.00
Hazard Mitigation	5.00
Infrastructure	16.00
Regulatory	21.00
Riparian Protection	8.00
Total Regional Flood Control District	66.00
<u>Regional Wastewater Reclamation</u>	
Administration	104.00
Conveyance System	128.00
Planning & Engineering	72.00
Treatment Operations	171.00
Total Regional Wastewater Reclamation	475.00
<u>Transportation</u>	
Support Services Group	26.26
System Ops and Maintenance	184.76
Transportation - Infrastructure	95.50
Total Transportation	306.52
TOTAL PUBLIC WORKS	<u><u>943.52</u></u>

Capital Projects

Expenditures: 145,815,785

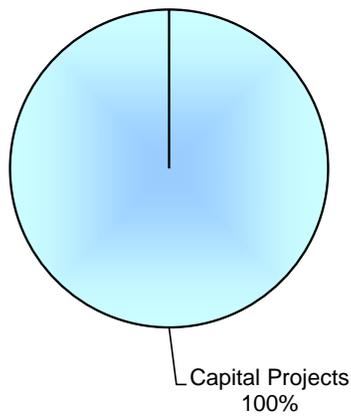
FTEs 6.00

Revenues: 30,756,351

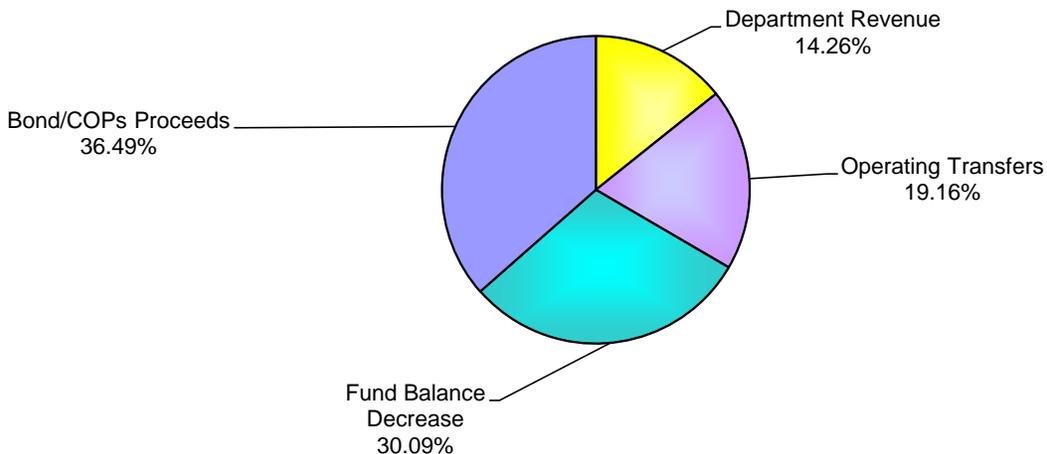
Function Statement: The Capital Projects budget reflects anticipated funding for the construction of Pima County capital improvement projects with a value of \$100,000 or more (excluding Wastewater Reclamation enterprise fund projects and internal service fund projects for Telecommunications and Fleet Services), as detailed in the proposed Fiscal Year 2015/19 Five Year Capital Improvement Plan.

Mandates: Pima County Code Title 3: Revenue and Finance, Chapter 3.06: Bonding Disclosure, Accountability, and Implementation

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Capital Projects

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Expenditures by Program</u>			
Capital Projects	174,975,845	182,441,811	145,815,785
Total Expenditures	<u>174,975,845</u>	<u>182,441,811</u>	<u>145,815,785</u>
<u>Funding by Source</u>			
Revenues			
Capital Projects	41,473,551	37,372,695	30,756,351
Total Revenues	<u>41,473,551</u>	<u>37,372,695</u>	<u>30,756,351</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	36,688,546	49,169,468	(28,511,480)
Fund Balance Decrease/(Increase)	(33,361,252)	1,899,648	64,889,914
Other Funding Sources	130,175,000	94,000,000	78,681,000
Total Program Funding	<u>174,975,845</u>	<u>182,441,811</u>	<u>145,815,785</u>
<u>Staffing (FTEs) by Program</u>			
Capital Projects	5.00	6.00	6.00
Total Staffing (FTEs)	<u>5.00</u>	<u>6.00</u>	<u>6.00</u>

Program Summary

Department: Capital Projects

Program: Capital Projects

Function

The Project Management Office (PMO) provides two basic functions: program oversight and project control, and project management capacity. The second function is used to augment the capital department's existing resources or is applied to specific projects as directed.

Description of Services

The budgeted amount of \$ 145,815,785 has been based on the following:

- Transportation \$ 62,056,308
- Facilities Management \$ 33,915,787
- Regional Flood Control \$ 15,138,247
- Open Spaces \$ 10,404,623
- Natural Resources, Parks & Recreation \$ 8,767,599
- Information Technology \$ 5,345,240
- Sheriff \$ 4,561,707
- Community Development & Neighborhood Conservation \$ 2,621,164
- Finance \$ 1,000,000
- Office of Sustainability and Conservation \$ 905,110
- Elections \$ 750,000
- Environmental Quality \$ 350,000

Total Capital Projects Fund \$ 145,815,785

Program Goals and Objectives

- Provide project/program oversight through the gate process
- Assist departments as needed with project challenges, documentation of gate activities and program performance
- Deliver the capital program on schedule and within budget

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Bond Update Reports produced by due dates	100%	100%	100%
Completed Projects Report produced by due date	100%	100%	100%
Bond Ordinance Amendments produced by due dates	100%	100%	100%
Soft cost expenditures, and construction completion targets	yes	yes	yes

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	146,409	3,080	136,602
Operating Expenses	(14,208)	-	(136,602)
Capital Projects	174,843,271	182,438,731	145,815,785
Debt Service	373	-	-
Total Program Expenditures	174,975,845	182,441,811	145,815,785

Program Funding by Source

Revenues	FY 2012/2013	FY 2013/2014	FY 2014/2015
Intergovernmental	33,358,559	33,862,369	27,028,377
Miscellaneous Revenue	2,811,222	1,133,459	481,180
Investment Earnings	533,499	-	243,494

Program Summary

Department: Capital Projects

Program: Capital Projects

Charges for Services	4,770,271	2,376,867	3,003,300
Total Revenues	41,473,551	37,372,695	30,756,351
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	36,688,546	49,169,468	(28,511,480)
Fund Balance Decrease/(Increase)	(33,361,252)	1,899,648	64,889,914
Other Funding Sources	130,175,000	94,000,000	78,681,000
Total Program Funding	174,975,845	182,441,811	145,815,785
<u>Program Staffing FTEs</u>	5.00	6.00	6.00

Pima County FY 2014/2015 Adopted Budget

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2014/2015**

For a comprehensive list of the active and new projects comprising the fiscal year 2015/19 Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects.

<u>Department/Project</u>	<u>FY 2014/15 Adopted</u>
<u>Transportation</u>	
Valencia Road Alvernon Way to Wilmot	\$ 14,750,000
Valencia Road Mark Road to Wade Road	10,970,834
Hughes Access Road Relocation	6,955,000
Magee Road La Canada Drive to Oracle Road	6,153,275
Pavement Preservation Program fiscal year 2014/15	5,000,000
Kinney Road Ajo Way to Bopp Road	2,813,087
Sunset Road Silverbell Road to I-10 to River Road	2,400,000
Colossal Cave Road Success Drive & Ruthrauff Culvert	1,661,877
Houghton Road I-10 to Golf Links Road	1,250,000
Old Tucson Nogales Hwy Summit Neighborhood	932,150
Camino Verde Brightwater Way to Valencia	855,000
Harrison Greenway at DMAFB	821,954
Lambert Lane Thornydale to Camino de la Tierra	750,000
HSIP Project Holding Account	750,000
Safety Improvements 1997 Bond Funded	610,000
Harrison Road Bike Lanes	557,305
La Canada River Road to Ina Road	500,000
La Cholla Blvd Magee Road to Overton Road	478,683
Rillito Riverpath & Camino de la Tierra Bicycle & Pedestrian	455,097
Orange Grove Road Camino de la Tierra La Cholla Blvd	331,774
Manzanita Elementary Safe Routes to School Design Project	304,605
Orange Grove TWLTL & Bike Lanes La Canada Road to Oracle Road	301,792
Cortaro Farms Road Camino de Oeste to Thornydale	279,000
Centennial Elementary School Safe Routes	250,000
Coronado School Cougars	241,816
Mt Lemmon Retaining Wall 65B Repair	219,466
Julian Wash I-10 to Campbell West	165,243
Julian Wash I-10 to Campbell Middle	159,811
Tanque Verde Road at Emily Gray Junior High School HAWK	140,150
Bowes Road @ Sabino High School HAWK	138,687
Square Tube Breakaway Sign Posts	125,000
Intelligent Transport System Signals Coord & Cab Upgrade	100,000
Old Vail Middle School Safe Route to School	85,000
Wilmot Road North of Sahuarita Road	75,000
Summit View Elementary Safe Routes to School	65,000
Julian Wash I-10 to Campbell Ramps	50,502
Ina Road at Oracle Road Intersection	50,000
Palo Verde HAWKS @ Alvord & Milton	50,000
Misc Bike Safety Improvement Projects	50,000
Safety Management Systems & Program Development	50,000
Orange Grove Bike Lanes Oracle Road to Camino La Zorrola	48,607
ADA Pedestrian Improvements	31,427
Silverbell Road Grant Road to Goret Road	26,738
Country Club Road Bike Lane Irvington to Valencia Road	15,792
Mary Ann Cleveland Way @ Kush Canyon Lane HAWK	10,636
Mission Road Paved Shoulder	10,000
Magee Road Cortaro Farms Road Thornydale Road to Mona Lisa	10,000
Valencia Road Wilmot Road to Kolb Road	5,000
Magee Road Cortaro Farms Road Thornydale Road to Mona Lisa	1,000
<u>Transportation Total</u>	\$ 62,056,308

Pima County FY 2014/2015 Adopted Budget

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2014/2015**

For a comprehensive list of the active and new projects comprising the fiscal year 2015/19 Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects.

<u>Department/Project</u>	<u>FY 2014/15 Adopted</u>
<u>Facilities Management</u>	
Downtown Court Complex	\$ 30,000,000
Roy Place Bldg Facade Restoration Completion	690,000
Legal Services Building Lighting Retrofit	500,000
Mission Library Interior Enhancements	315,000
Main Jail Tower Strobic Fan Replacement	300,000
Juvenile Courts Roofing Replacement	250,000
Library Sustainable Landscaping Improvements	250,000
Adult Detention Center Electrical and Plumbing Improvements	225,000
Demolition of Theresa Lee Clinic	200,000
Administration East Bldg 4th Floor Improvements	199,148
Geasa Marana Library Interior Enhancements	196,000
Theresa Lee Health Clinic	170,000
El Presidio Parking Garage Lighting Retrofit	165,000
El Presidio Parking Garage Emergency Generator Replacement	150,000
Accelerate Abrams Level 4 Phase 2	130,000
Sheriff Administration Roof Replacement	125,000
Psychiatric Hospital	39,784
Fort Lowell Acquisition	10,855
<u>Facilities Management Total</u>	<u>\$ 33,915,787</u>
<u>Regional Flood Control District</u>	
SCR Flood Control Erosion Control & Linear Park Ajo to 29th Street	\$ 4,000,000
CDO Pathway La Cholla to La Canada	2,467,300
Urban Drainage	2,000,000
El Corazon de los Tres Rios Del Norte	2,000,000
TV Creek Sabino Canyon to Craycroft USACOE	1,666,000
Floodprone Land Acquisition Program	1,000,000
Pantano Wash Ft Lowell Park to Tanque Verde Road	565,600
Pasqua Yaqui Tribe Black Wash Urban Drainage Improvement	472,347
Tohono O'Odham Nation Drainage	400,000
Arroyo Chico Detention Basin USACOE	317,000
Green Valley Drainage Way 6 Repairs	200,000
Airport Wash - Economic Development Zone	50,000
<u>Regional Flood Control District Total</u>	<u>\$ 15,138,247</u>
<u>Open Spaces</u>	
Painted Hills	\$ 7,563,446
Town of Sahuarita Priorities	1,441,177
Tucson Mountain Park	1,300,000
Raytheon Buffer Arizona Department of Transportation Parcel	100,000
<u>Open Spaces Total</u>	<u>\$ 10,404,623</u>
<u>Natural Resources, Parks & Recreation</u>	
Northside Community Park	\$ 4,130,000
Pantano Path Broadway to Kenyon	1,230,149
SE Community Park	870,842
SCR Park Irvington to Valencia	723,926
Catalina Community Park	620,686
Pantano Infill 5th Street to Speedway	579,000

Pima County FY 2014/2015 Adopted Budget

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2014/2015**

For a comprehensive list of the active and new projects comprising the fiscal year 2015/19 Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects.

Department/Project	FY 2014/15 Adopted
Bicycle Lane on Sahuarita Road	283,545
Rillito River Park Right-of-Way	250,000
Pathway Signage and Markings	64,000
Tortolita Trail System	13,451
Small River Park Improvements	2,000
<u>Natural Resources, Parks & Recreation</u>	\$ 8,767,599
<u>Information Technology</u>	
Data Center Storage Growth	\$ 2,000,000
Public Works Land & Permits Management System	1,969,734
Infrastructure Security Monitoring	457,600
Consumer Health & Food Safety Licensing Software	271,207
Physical Server Replacement	254,800
Library Shoretel	211,170
Infrastructure Management Tools	174,000
Mobility Implementation Proof of Concept	6,729
<u>Information Technology Total</u>	\$ 5,345,240
<u>Sheriff</u>	
Regional Public Safety Communications System	\$ 4,561,707
<u>Sheriff Total</u>	\$ 4,561,707
<u>Community Development & Neighborhood Conservation</u>	
Housing Reinvestment 2004 Authorization	\$ 1,142,487
Neighborhood Reinvestment 2004 Authorization	888,237
5 Points Business Coalition	398,440
SALT Corona Road Estates	139,000
CAH Alvord Court Rental Housing Project	53,000
<u>Community Development & Neighborhood Conservation Total</u>	\$ 2,621,164
<u>Finance</u>	
AMS v.3.10 Upgrade	\$ 1,000,000
<u>Finance Total</u>	\$ 1,000,000
<u>Office of Sustainability and Conservation</u>	
Anza Trail - Los Morteros Campsite	\$ 340,799
Anza Trail - Llano Grande Campsite	181,996
Fort Lowell Acquisition - Atkins Steel Acquisition	132,559
Canoa Ranch Buildings Rehabilitation	104,000
Anza Trail - Oit Pars Campsite	95,756
Tumamoc Hill Acquisition	30,000
Dakota Wash Site Acquisition	20,000
<u>Office of Sustainability and Conservation Total</u>	\$ 905,110
<u>Elections</u>	
Elections System Upgrades	\$ 750,000
<u>Elections Total</u>	\$ 750,000
<u>Environmental Quality</u>	
Environmental Remediation - El Camino del Cerro Landfill	\$ 350,000
<u>Environmental Quality Total</u>	\$ 350,000

Pima County FY 2014/2015 Adopted Budget

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2014/2015**

For a comprehensive list of the active and new projects comprising the fiscal year 2015/19 Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects.

<u>Department/Project</u>	<u>FY 2014/15 Adopted</u>
<u>Telecommunications</u>	
VoIP Phone System - Telecom	\$ 856,078
PoE Switches & UPS Devices - Telecom	423,340
Data Center Communications Upgrade - Telecom	112,400
Wireless Network Expansion - Telecom	105,000
Analog Line Replacement for VoIP Project - Telecom	55,060
<u>Telecommunications Total</u>	\$ 1,551,878
<u>Fleet Services</u>	
New Services Facilities	\$ 5,217,819
Mission Rd Complex Fuel Island	1,390,000
Fleet Services Fuel Management System	216,148
<u>Fleet Services Total</u>	\$ 6,823,967
<u>Regional Wastewater Reclamation</u>	
Minor Rehabilitation Projects fiscal year 2014/15	\$ 9,995,000
South Rillito West Central Interceptor Rehab	8,758,801
North Rillito Interceptor Rehabilitation	7,929,000
Conveyance Rehab Program	6,999,000
Side Stream Treatment	5,487,012
Roger Road WWTP Clean Closure	5,000,000
North Rillito Interceptor Relief Sewer	3,962,765
Addition to RWRD Central Laboratory	3,621,962
Biogas Sales and Utilization	3,140,642
SE Interceptor Augmentation	3,134,724
Green Valley WRF - Future Development Plan FY13/14	2,700,000
Conveyance SCADA System Upgrade Richey Road to Ina Road	2,481,581
ADOT West Ajo Way & I-19 Sewer Modifications	1,800,000
ROMP SCADA	1,607,053
CRRPS Facility Modifications	1,551,212
System Wide Treatment Rehabilitation & Enhancement	1,500,000
Harrison Road - Millmar Road to Escalante Road	1,098,360
Green Valley WRF SCADA & Automation Improvements	1,095,883
Sabino Creek Pump Station	1,022,000
Sewer Manhole Rehabilitation # 5	999,000
Tangerine Road Force Main Relocation	803,000
Corona de Tucson WRF SCADA & Operations Upgrade	764,615
System-wide Odor Control Capital Program	700,000
Helen Street to Elm Street 6th Ave to 1st Ave	692,717
Hanson Software Upgrade to Version 8	665,780
22nd to Congress Street Osborne to Toole	591,026
Mt Lemmon WRF SCADA & Automation Improvements	559,055
Ina Road WPCF Class A Biosolids Improvements	508,201
SE Houghton Area Recharge Project	450,000
Ina Road WRF Primary Clarifier Concrete Repair	400,000
System-Wide Sewer Conveyance Augmentation Program	350,000
Sub-Regional Facilities Security Improvements	289,685
ROMP 32 MGD Reclamation Campus	267,000
Continental Ranch Regions Pump Station Security Improvement	255,377
SE Interceptor Subsurface Biofilter Vapor Treatment Unit	254,513

Pima County FY 2014/2015 Adopted Budget

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2014/2015**

For a comprehensive list of the active and new projects comprising the fiscal year 2015/19 Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects.

Department/Project	FY 2014/15 Adopted
Green Valley WRF Security Improvements	237,284
Grant Road Corridor Improvement Sewer Utility	231,000
Prince Road & I-10 ADOT Sewer Modifications	230,500
Corona de Tucson WRF Security Improvements	216,500
Minor Rehabilitation Projects FY 13/14	200,000
Avra Valley WRF - UV Channel Protective Shade Structure	195,000
Rio Nuevo CIPP 60" Rehabilitation Project	175,000
ADOT Ina Road & I-10 Sewer Modifications	150,000
ADOT West Ruthrauff Road & I-10 Sewer Modifications	150,000
Principal Pump Station	142,861
Ina Road WPCF SCADA Process Optimization	132,417
La Tierra Pump Station Conversion to Gravity Sewer	131,000
Sahuara Bio-Filter	119,000
Cardenal Pump Station	105,985
Houghton Road Broadway Blvd Intersection Improvement	100,000
Mission Pump Station Rehabilitation	99,000
Arivaca Pump Station	88,617
Kostka Ave Michigan to Pennsylvania	70,000
La Cholla Blvd Magee Road to Tangerine Road	60,000
Houghton Road I-10 to Valencia Road Sewer Utility	45,000
Rincon Valley Chemical Dosing Station	30,000
Ina Road WRF Rough Screens	29,030
ROMP Ina Road WPCF HPO Replacement	10,000
Ina Road WRF Emergency Overflow Basin Pump Replacement	5,000
Sewer Manhole Rehabilitation # 4	2,000
Wilmot Rd & I-10 Manhole Rehabilitation	1,000
ADOT SR86 Valencia Road to Kinney Road	1,000
<u>Regional Wastewater Reclamation Total</u>	<u>\$ 84,392,158</u>
Total Capital Improvement Projects	\$ 238,583,788
Less: Telecommunications	(1,551,878)
Less: Fleet Services	(6,823,967)
Less: Regional Wastewater Reclamation	<u>(84,392,158)</u>
Total FY 2014/15 Recommended Capital Projects Fund	\$ 145,815,785

Development Services

Expenditures: 6,969,935

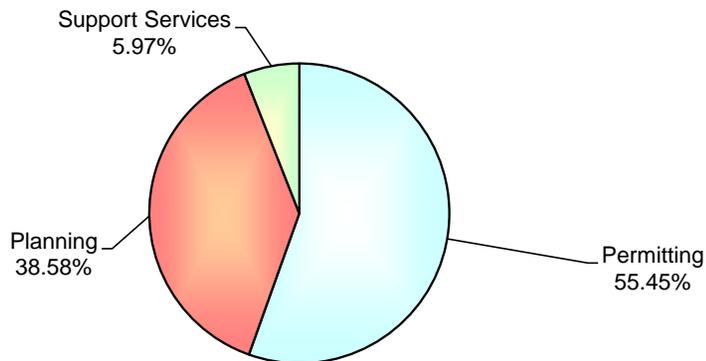
FTEs 63.00

Revenues: 6,792,000

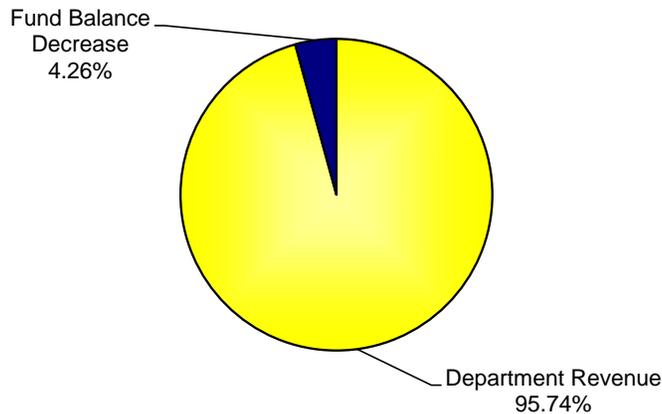
Function Statement: Provide land use planning, development, and permitting services. Administer the rezoning, comprehensive plan amendment, and land use appeals processes. Review subdivision plats and plans for commercial development for compliance with zoning and development regulations. Review plans, issue permits and perform inspections. Enforce zoning and building codes complaints. Assign addresses, approve new street names, and process street name changes. Provide green building/sustainability review and permitting services.

Mandates: ARS Title 11, Chapter 2: Board of Supervisors, Article 9: Building Permits; Chapter 6: County Planning and Zoning; Chapter 8: Development Fees; and Chapter 9: Protected Development Rights; and Pima County Code Title 15: Buildings and Construction; and Title 18: Zoning

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Development Services

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Expenditures by Program</u>			
Development Review	460,163	398,023	-
Permitting	2,809,899	3,041,412	3,865,121
Planning	2,017,156	2,972,149	2,688,683
Support	1,576,979	332,274	416,131
Total Expenditures	<u>6,864,197</u>	<u>6,743,858</u>	<u>6,969,935</u>
<u>Funding by Source</u>			
Revenues			
Development Review	237,831	320,000	-
Permitting	6,011,271	5,340,500	6,516,220
Planning	327,320	158,500	260,780
Support	20,886	17,700	15,000
Total Revenues	<u>6,597,308</u>	<u>5,836,700</u>	<u>6,792,000</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(15,660)	(441,203)	(124,551)
Fund Balance Decrease/(Increase)	282,549	1,348,361	302,486
Other Funding Sources	-	-	-
Total Program Funding	<u>6,864,197</u>	<u>6,743,858</u>	<u>6,969,935</u>
<u>Staffing (FTEs) by Program</u>			
Development Review	5.25	4.00	-
Permitting	30.75	28.00	37.00
Planning	22.75	25.00	22.00
Support	3.25	4.00	4.00
Total Staffing (FTEs)	<u>62.00</u>	<u>61.00</u>	<u>63.00</u>

Program Summary

Department: Development Services

Program: Development Review

Function

(Note: Beginning in fiscal year 2014/15, Development Review functions, goals and performance measures have been incorporated into the Permitting program.)

Description of Services

Review subdivision tentative and final plats, and development plans. Review improvement plans for grading, paving, and hydrology engineering design. Coordinate with Regional Wastewater Reclamation District on review and approval of sewer layout and improvement plans. Prepare reports and studies.

Program Goals and Objectives

- Provide timely and accurate processing of development plan, subdivision plat, and improvement plan applications

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Development concept permits, tentative plats & final plats approved within 6 months	46%	75%	n/a
Development concept permits, tentative plats & final plats approved by the 3rd submittal	84%	80%	n/a
Sewer improvement plans approved within 6 months	87%	90%	n/a
Sewer improvement plans approved prior to the 3rd submittal	83%	85%	n/a

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	374,180	319,627	-
Operating Expenses	85,983	78,396	-
Total Program Expenditures	460,163	398,023	-
<u>Program Funding by Source</u>			
Charges for Services	237,831	320,000	-
Operating Revenue Sub-Total	237,831	320,000	-
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	222,332	78,023	-
Other Funding Sources	-	-	-
Total Program Funding	460,163	398,023	-
<u>Program Staffing FTEs</u>	5.30	4.00	-

Program Summary

Department: Development Services

Program: Permitting

Function

Ensure building safety and sustainability through the review of construction plans and inspections. Ensure compliance with zoning code and other applicable regulations. Review subdivision plats, commercial development concept plans, and site construction plans for conformity to Pima County codes and standards.

(Note: Beginning in fiscal year 2014/15, Development Review functions, goals and performance measures have been incorporated into the Permitting program.)

Description of Services

Provide plan review and permitting services for commercial and residential structures. Make zoning determinations and verify permitted uses and adherence to adopted development standards. Issue addresses and street names. Review permit applications and plans for required approvals, issue construction permits and collect fees. Schedule inspection requests and maintain construction records. Provide on-site inspections for code compliance. Apply standards for hillside development, grading, landscaping and native plant preservation. Provide green building/sustainability review and permitting services. Ensure consistent, comprehensive, and timely implementation of flood control, wastewater, septic and transportation requirements related to building permitting. Implement processes and procedures to enforce rules, codes and ordinances. Review subdivision tentative and final plats. Review site construction plans for grading and paving requirements. Coordinate with Regional Wastewater Reclamation, Regional Flood Control District, Department of Transportation, Environmental Quality, Natural Resources Parks and Recreation, the Office of Sustainability and Conservation/Cultural Resources, and outside utilities and service providers.

Program Goals and Objectives

- Provide timely processing of building permits and inspection requests
 - Increase to 88% or higher the percentage of permits approved within 5 working days from the date of initialization, with a long-term goal of 95% approved within 5 working days
- Perform 100% of building inspections on the scheduled inspection date
 - Provide clear and accessible information to help customers understand and comply with requirements
 - Increase to 80% or higher the percent of building applicants who rate the overall quality of customer satisfaction highly
 - Increase to 80% or higher the percent of building inspection customers who rate the overall quality of customer satisfaction highly
- Provide timely and accurate processing of development plan, subdivision plat, and improvement plan applications
 - Approve at least 80% of development plans, tentative plats, and final plats within 6 months from the date of initialization
 - Approve at least 80% of development plans, tentative plats, and final plats prior to the 3rd submittal
 - Approve at least 80% of sewer improvement plans within 6 months from the date of initialization
 - Approve at least 80% of sewer improvement plans prior to the 3rd submittal
 - Approve at least 80% of paving and grading improvement plans within 6 months from the date of initialization
 - Approve at least 80% of paving and grading improvement plans prior to the 3rd submittal

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Permits approved within 5 working days from date of initialization	80%	80%	82%
Building applicants that rate the overall quality of customer satisfaction highly	82%	80%	80%
Building inspections performed on the scheduled inspection date	100%	100%	100%
Building inspection customers that rate the overall quality of customer satisfaction highly	78%	80%	80%
Development concept permits, tentative plats & final plats approved within 6 months	n/a	n/a	80%

Program Summary

Department: Development Services

Program: Permitting

Development concept permits, tentative plats & final plats approved by the 3rd submittal	n/a	n/a	80%
Sewer improvement plans approved within 6 months	n/a	n/a	80%
Sewer improvement plans approved prior to the 3rd submittal	n/a	n/a	80%
Site construction permits approved within 6 months	80%	83%	80%

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	2,251,014	2,323,636	2,787,580
Operating Expenses	558,885	717,776	1,077,541
Total Program Expenditures	<u>2,809,899</u>	<u>3,041,412</u>	<u>3,865,121</u>
<u>Program Funding by Source</u>			
Licenses & Permits	5,873,656	5,185,000	6,099,560
Miscellaneous Revenue	3,807	500	500
Charges for Services	133,808	155,000	416,160
Operating Revenue Sub-Total	<u>6,011,271</u>	<u>5,340,500</u>	<u>6,516,220</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(3,201,372)	(2,299,088)	(2,651,099)
Other Funding Sources	-	-	-
Total Program Funding	<u>2,809,899</u>	<u>3,041,412</u>	<u>3,865,121</u>
<u>Program Staffing FTEs</u>	30.80	28.00	37.00

Program Summary

Department: Development Services

Program: Planning

Function

Provide land use planning services related to the comprehensive plan, rezonings, land use appeals, Board of Adjustment, Design Review Committee, Hearing Administrator cases, zoning code text amendments, and code enforcement.

Description of Service

Update, amend, and maintain the comprehensive plan. Participate in regional and inter-jurisdictional planning efforts. Conduct special planning area studies. Prepare reports, notifications, and analyses on rezonings, specific plans, and special appeals. Update and maintain the official zoning maps and records. Review lot split requests. Coordinate land planning, infrastructure and environmental policy with other Public Works departments and perform related work. Review plat note modifications, plat waivers, and other modification requests. Prepare Planning & Zoning Commission, Board of Adjustment and Design Review Committee reports. Implement processes and procedures to administer and enforce adopted rules, codes and ordinances. Oversee and coordinate zoning code text amendments. Administer and staff the hearing officer process for code enforcement and prepare hearing officer appeal cases.

Program Goals and Objectives

- Meet statutory guidelines for completing comprehensive plan amendments
 - Ensure Board of Supervisors (BOS) act on the Annual Comprehensive Plan Amendment by December 31st
- Provide timely, accurate processing of rezoning applications, inspection requests, and code text amendments
 - Achieve at least 80% of the rezoning applications approved by Board of Supervisors within 8 months of application
- Provide clear and accessible information to help customers understand and comply with requirements
 - Achieve at least 80% of the rezoning customers who rate employees highly in terms of assisting customers in the rezoning process
 - Achieve at least 80% of the comprehensive plan amendment customers who rate employees highly in terms of assisting customers in the Comprehensive Plan Amendment process
- Improve the effectiveness of code text amendments
 - Achieve to at least 80% of the code text amendments approved/denied by the Board of Supervisors within eight months from the time of initiation
 - Improve communication so that 80% of the code implementers/interpreters rate the aggregate code amendments highly in terms of their effectiveness
 - Achieve at least 80% of the zoning, building and grading complaints and violators who rate employees highly in terms of assisting them in understanding the violation and remedy
- Improve the efficiency of code enforcement process
 - Resolve zoning code complaints within 100 working days

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Code complaints resolved within 100 working days	70%	75%	80%
Code complainants or violators who rate employees highly in terms of assisting them in understanding the violation and remedy	66%	68%	70%
Comprehensive Plan Amendment applications acted on by the BOS by December 31st of the application year	0%	100%	100%
Comprehensive Plan Amendment customers that rate the overall level of customer satisfaction highly	33%	50%	80%
Rezoning applications decided on by the BOS within 8 months from the time accepted by the planner on duty	100%	75%	80%
Rezoning customers that rate the overall level of customer satisfaction highly	60%	65%	80%
Code Text Amendments approved/denied by the BOS within 8 months from the time of public initiation or issuance of the case number, whichever occurs first	100%	80%	80%

Program Summary

Department: Development Services

Program: Planning

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	1,490,479	1,983,611	1,811,519
Operating Expenses	526,677	988,538	877,164
Total Program Expenditures	2,017,156	2,972,149	2,688,683
<u>Program Funding by Source</u>			
Miscellaneous Revenue	53,336	15,500	11,900
Charges for Services	273,984	143,000	248,880
Operating Revenue Sub-Total	327,320	158,500	260,780
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1,689,836	2,813,649	2,427,903
Other Funding Sources	-	-	-
Total Program Funding	2,017,156	2,972,149	2,688,683
<hr/>			
<u>Program Staffing FTEs</u>	22.80	25.00	22.00

Program Summary

Department: **Development Services**

Program: **Support**

Function

Provide strategic vision and leadership to the department; ensure compliance with mandates and Pima County administrative and fiscal policy/procedures. Establish performance goals. Pioneer the automation and deployment of technology throughout the department and its processes

Description of Services

Provide administrative, policy, financial, and organizational support and direction. Provide strategic planning and organizational development. Represent department to the public, customers, and the media. Set and lead efforts to achieve performance goals. Prepare and administer the budget for the department. Perform other functions as directed by the County Administrator and/or Deputy County Administrator. Ensure departmental operations have the needed information technology support.

Program Goals and Objectives

- Enhance financial stability
 - Increase the percent of department operating costs covered annually by generated revenue
- Provide excellent customer service
 - Increase the percent of customers who feel employees helped them fully understand and comply with regulatory policies and requirements
- Increase the number of core processes that achieve measurable process improvements in time, quality, and/or cost annually

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Department operating costs covered annually by generated revenue	96%	90%	90%
Core processes that achieved measurable process improvements in time, quality, and/or cost annually	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	927,041	82,452	201,024
Operating Expenses	649,938	249,822	215,107
Total Program Expenditures	<u>1,576,979</u>	<u>332,274</u>	<u>416,131</u>
 <u>Program Funding by Source</u>			
Miscellaneous Revenue	2,630	2,700	-
Investment Earnings	18,256	15,000	15,000
Operating Revenue Sub-Total	<u>20,886</u>	<u>17,700</u>	<u>15,000</u>
 General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(15,660)	(441,203)	(124,551)
Fund Balance Decrease/(Increase)	1,571,753	755,777	525,682
Other Funding Sources	-	-	-
Total Program Funding	<u>1,576,979</u>	<u>332,274</u>	<u>416,131</u>

<u>Program Staffing FTEs</u>	3.30	4.00	4.00
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Public Works Administration

Expenditures: 0

FTEs 27.00

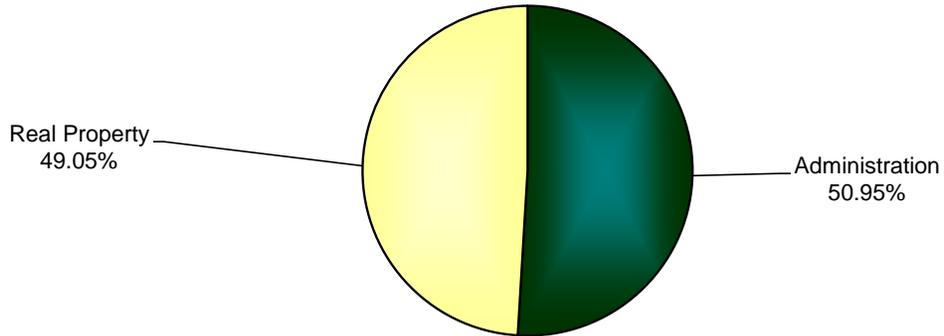
Revenues: 0

Function Statement: Provide administrative services, capital project management, and direct the real property activities for Pima County.

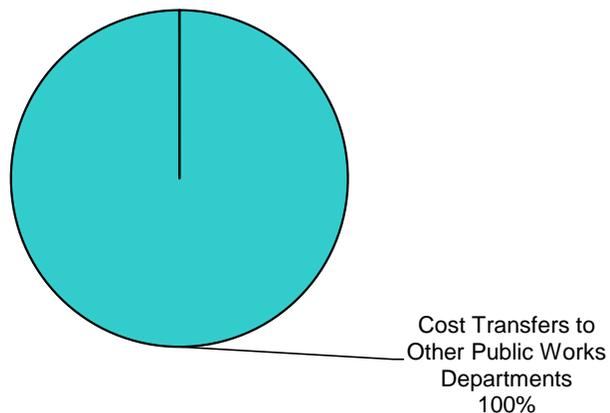
Mandates: None

Note: Expenditure percentages for Administration and Real Property are shown only for illustrative purposes, as all of the costs of these programs are transferred to other Public Works Departments. Cultural Resources program has moved to the Office of Sustainability and Conservation.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Public Works Administration

	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
<u>Expenditures by Program</u>			
Administration	8	-	-
Real Property	22	-	-
Total Expenditures	<u>30</u>	<u>-</u>	<u>-</u>
<u>Funding by Source</u>			
Revenues			
Real Property	19	-	-
Total Revenues	<u>19</u>	<u>-</u>	<u>-</u>
General Fund Support	11	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>30</u>	<u>-</u>	<u>-</u>
<u>Staffing (FTEs) by Program</u>			
Administration	4.00	4.00	9.00
Real Property	18.00	18.00	18.00
Total Staffing (FTEs)	<u>22.00</u>	<u>22.00</u>	<u>27.00</u>

Program Summary

Department: Public Works Administration

Program: Administration

Function

Provide administrative direction and support services to departments, primarily, within the Public Works functional area.

Description of Services

Manage capital projects and provide project management services. Provide administration, management, and planning support to Real Property Services, Geographic Information Services, Capital Improvement Program, and eight departments within the Public Works functional area. Oversee, guide, and direct as necessary the implementation of County policies, financial management of capital projects, and other administrative services.

(Note: The program's expenditures will be allocated in full to the other departments in the Public Works functional area. Therefore, all budgeted expenditures will net to zero.)

Program Goals and Objectives

- Ensure quality public service by providing efficient and effective management services to the Public Works departments
- Coordinate efforts of Public Works departments in support of the Public Works mission and vision
- Coordinate and facilitate the collaboration between the Public Works departments
 - Track the number of multi-department projects undertaken
 - Complete multi-department projects on schedule and within budget
- Manage Public Works departments to measurable progress in providing professional, progressive, fiscally responsible, and timely services to Pima County

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Reports obtained from each department detailing activities related to providing progressive, fiscally responsible, and timely services	12	12	12
Multi-department projects undertaken	5	5	3
Multi-department projects completed on schedule	5	5	3
Budget execution monitoring for all major organizational units	12	12	12

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	(132,826)	44,000	28,933
Operating Expenses	132,834	(44,000)	(28,933)
Total Program Expenditures	8	-	-

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
General Fund Support	8	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	8	-	-

Program Staffing FTEs	4.00	4.00	9.00
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Program Summary

Department: Public Works Administration

Program: Real Property

Function

Direct and administer the real property function for Pima County departments.

Description of Services

Provide appraisal, acquisition, relocation, property management, and property disposal services to Pima County departments. License the use of County rights-of-way, and review County and Regional Flood Control District property uses for encroachments. Manage utility licenses. Meet Pima County capital schedule and budget requirements for real property acquisitions and other property management services.

Note: It is intended that program expenditures will be allocated in full to the other departments in the Public Works and other functional areas. Therefore all budgeted expenditures net to zero.

Program Goals and Objectives

- Monitor all expenditures and charge expenditures to Public Works and other Pima County departments through management review and approval of all appraisals/nominals, acquisition, and property management activities. Work with the Information Technology Department to complete the Accela project. The fiscal year 2014/2015 Capital Improvement Program anticipates acquisition and/or relocation services on projects for Transportation, Regional Flood Control District, Regional Wastewater Reclamation District, Natural Resources, Parks and Recreation, and Facilities Management. A "project" could translate into one acquisition/lease/license/easement, etc., or multiple acquisitions, etc.

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Appraisals/Nominal's reviewed	206	210	270
Acquisition agreements reviewed	62	50	105
Escrow closings monitored	62	35	47

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	192,563	(44,000)	2,599
Operating Expenses	(192,541)	44,000	(2,599)
Total Program Expenditures	<u>22</u>	<u>-</u>	<u>-</u>

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Miscellaneous Revenue	19	-	-
Operating Revenue Sub-Total	<u>19</u>	<u>-</u>	<u>-</u>
General Fund Support	3	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>22</u>	<u>-</u>	<u>-</u>

<u>Program Staffing FTEs</u>	18.00	18.00	18.00
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Regional Flood Control District

Expenditures: 17,096,728

Revenues: 23,738,867

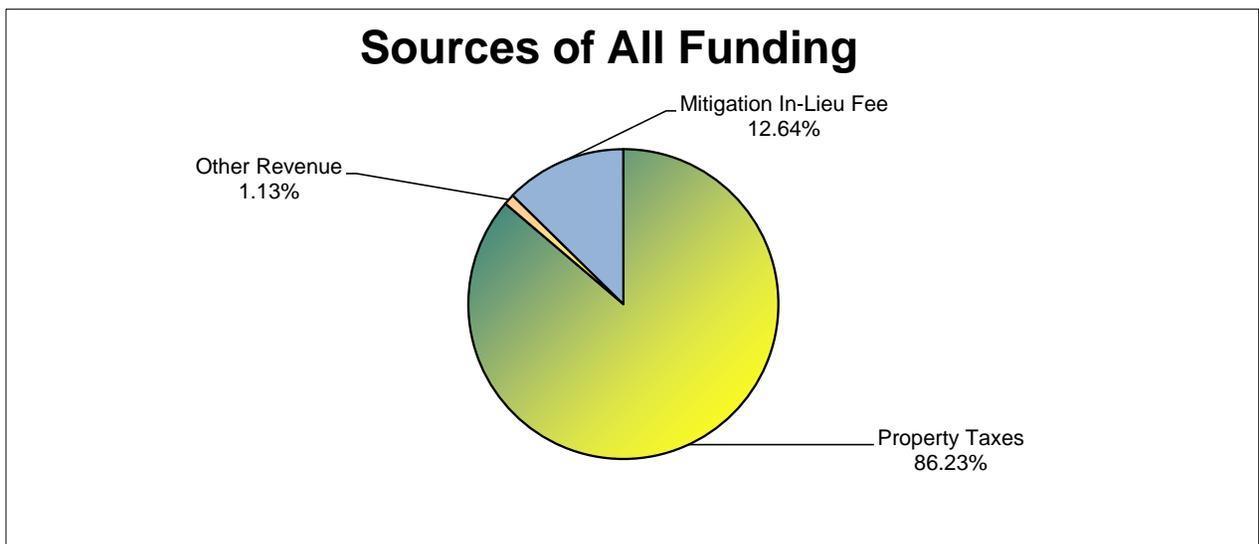
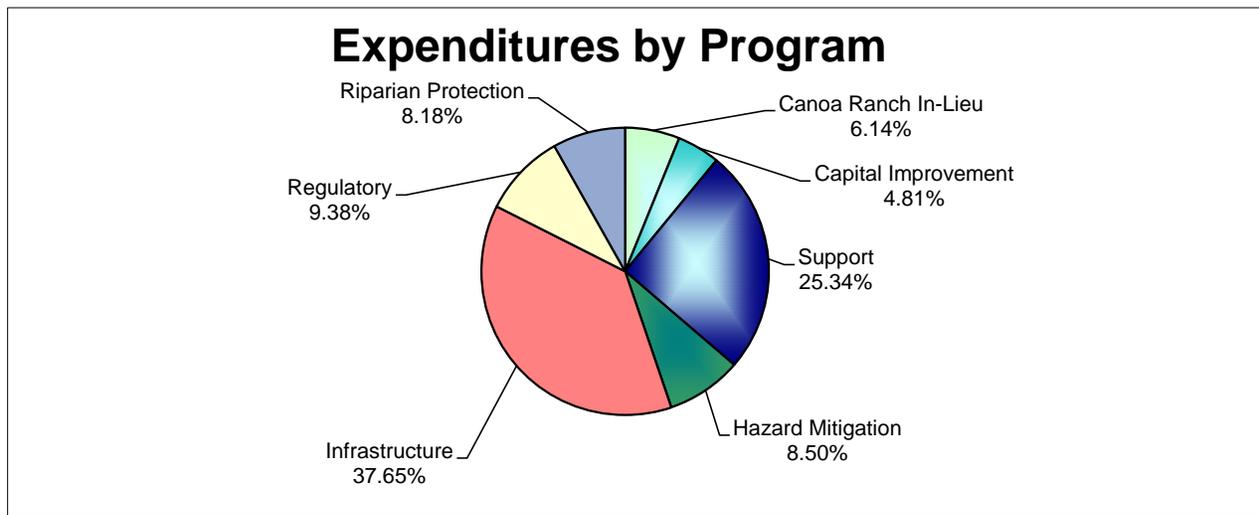
FTEs 66.00

Function Statement:

Protect public health, safety, and welfare by implementing structural flood control solutions and providing comprehensive non-structural flood prevention services and oversight of floodplain management requirements of the Federal Flood Insurance Program. Enhance natural floodplain characteristics and community environmental quality by preserving and protecting riparian habitat resources. Support Pima County's Section 10(a) permit application to the U.S. Fish and Wildlife Service and fulfill the mission pertaining to riparian elements set forth by the Board of Supervisors in the Sonoran Desert Conservation Plan.

Mandates:

ARS Title 11, Chapter 2: Board of Supervisors, Article 4: Powers and Duties; 11-257: Flood Water Control Works, Tax Levy; Title 48, Chapter 21: Flood Control Districts; and Pima County Code Title 16: Floodplain and Erosion Hazard Management



Department Summary by Program

Department: Regional Flood Control District

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Expenditures by Program</u>			
Canoa Ranch In-Lieu Fee	-	-	1,050,000
Capital Improvement	1,033,884	2,164,017	822,881
Flood Control Support	3,885,064	3,306,879	4,331,919
Hazard Mitigation	1,217,656	1,263,780	1,452,671
Infrastructure	2,296,165	3,220,482	6,437,340
Regulatory	1,166,082	1,181,546	1,603,242
Riparian Protection	1,626,690	1,487,324	1,398,675
Total Expenditures	<u>11,225,541</u>	<u>12,624,028</u>	<u>17,096,728</u>
<u>Funding by Source</u>			
Revenues			
Canoa Ranch In-Lieu Fee	-	-	3,000,000
Flood Control Support	19,479,167	18,328,414	20,601,120
Hazard Mitigation	2,974	-	40,000
Riparian Protection	70,919	87,475	97,747
Total Revenues	<u>19,553,060</u>	<u>18,415,889</u>	<u>23,738,867</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(9,922,773)	(6,267,102)	(10,365,509)
Fund Balance Decrease/(Increase)	1,595,254	475,241	3,723,370
Other Funding Sources	-	-	-
Total Program Funding	<u>11,225,541</u>	<u>12,624,028</u>	<u>17,096,728</u>
<u>Staffing (FTEs) by Program</u>			
Capital Improvement	8.00	9.00	4.00
Flood Control Support	5.00	7.00	12.00
Hazard Mitigation	12.00	11.00	5.00
Infrastructure	12.00	11.00	16.00
Regulatory	18.00	17.00	21.00
Riparian Protection	10.00	10.00	8.00
Total Staffing (FTEs)	<u>65.00</u>	<u>65.00</u>	<u>66.00</u>

Note: Pursuant to the Intergovernmental Agreement between Pima County and the Regional Flood Control District Cost Sharing Agreement for Cooperative Support Services Contract No. 01-9-P-1359889-0505 (dated May 3, 2005, recorded in Docket 12459 at Page 1313 on May 10, 2005), employees performing work for the Regional Flood Control District are Pima County employees assigned to do work for the Regional Flood Control District. For budgetary purposes only, these employees are shown as FTEs within the Regional Flood Control District. The actual status of these employees during the course of the Intergovernmental Agreement will continue to be as Pima County employees, subject to the Pima County Personnel Policies and Merit Rules. The Intergovernmental Agreement terminates on May 10, 2015.

Program Summary

Department: Regional Flood Control District

Program: Canoa Ranch In-Lieu Fee

Function

Enhance floodplain characteristics and ecosystem functions by preserving, protecting and restoring the natural resources within the Canoa Ranch In-Lieu Fee (ILF) project site, as described in the project development plan which will be approved by the United States Army Corps of Engineers (USACOE) and the Pima County Board of Directors. Restore riparian habitat and help improve water resources along the Santa Cruz River.

Description of Services

Administer and manage a compensatory mitigation in-lieu fee program in cooperation with the USACOE and the Tucson Audubon Society. Responsible for managing land acquisition and ownership; receiving 404 mitigation checks and depositing them into the ILF bank; planning, designing, constructing and maintaining ecosystem restoration; maintaining financial documentation for credits sold and project expenditures; monitoring and reporting on site conditions and the financial information of ILF bank; and, implementing adaptive management as warranted for a successful project.

Program Goals and Objectives

- Meet or exceed performance standards established in the Canoa Ranch development plan
- Complete all financial and operational reporting requirements established for the Canoa Ranch in-lieu fee project
- Plan, design, construct, and maintain a cost effective high valued riparian habitat ecosystem restoration project at Canoa Ranch

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Complete established development plan performance standards within 10 years (max 10% per year)	n/a	n/a	10%
Annual Financial & Biological reports submitted on time to the USACOE	n/a	n/a	100%

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	-	-	250,000
Operating Expenses	-	-	800,000
Total Program Expenditures	-	-	1,050,000

<u>Program Funding by Source</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Revenues			
Charges for Services	-	-	3,000,000
Operating Revenue Sub-Total	-	-	3,000,000
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	(1,950,000)
Other Funding Sources	-	-	-
Total Program Funding	-	-	1,050,000

Program Summary

Department: Regional Flood Control District

Program: Capital Improvement

Function

Manage the development and construction of Capital Improvement Program (CIP) projects for the Regional Flood Control District including initiating, planning, monitoring and control, executing and closing CIP projects. Coordinate District's participation in the river park multi-use pathway and flood control access system. Manage the planning, development and verification of the District Property Rights Program to insure ownership, land use rights and maintenance responsibilities.

Note: Beginning in fiscal year 2014/15, the Major Water Course Program is no longer included in this function.

Description of Services

Design and construct structural and non-structural improvements along the major watercourses including bank protection, levees, detention basins, ecosystem restoration, and river park improvements. Prepare feasibility studies/concept design reports for flood control and river park projects including reports and studies needed to obtain federal and state funds and grants for construction of major flood control, river park, and ecosystem restoration projects. Participate with other agencies and departments for the construction of major flood control projects, river parks and ecosystem restoration projects. Provide comprehensive review and monitoring of planning, design, and construction to ensure project quality and compliance with project specifications and goals. Plan, verify and develop District property rights program to insure ownership, maintenance responsibilities, access, and use of District lands and easements.

Program Goals and Objectives

- Lead and guide the progress of each CIP project to insure consistent project scope, completion on schedule and within budget as established for the fiscal year
- Coordinate with other departments and agencies to promote and develop the river park and flood control maintenance access system, and educate the public and others on river park multi-use pathway and flood control access system safety
- Ascertain where acquisitions in fee title are necessary for areas along the major watercourses to transfer river infrastructure lands from County to District and to evaluate areas of prior rights by utilities, other agencies, and other parties on District property

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Bond projects completed on schedule and budget	1	2	1
Number of non-bond CIP projects and studies completed	2	4	3
Number of Operating projects and studies completed	13	9	15
Projects constructed within 5% of engineer's cost estimate	3	3	3

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	856,893	989,017	512,881
Operating Expenses	176,991	1,175,000	310,000
Total Program Expenditures	<u>1,033,884</u>	<u>2,164,017</u>	<u>822,881</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1,033,884	2,164,017	822,881
Other Funding Sources	-	-	-
Total Program Funding	<u>1,033,884</u>	<u>2,164,017</u>	<u>822,881</u>

<u>Program Staffing FTEs</u>	8.00	9.00	4.00
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Program Summary

Department: Regional Flood Control District

Program: Flood Control Support

Function

Direct, lead, and support the district floodplain management and flood control activities in the incorporated and unincorporated areas of Pima County by maintaining a fiscally responsible, environmentally conscientious, and multi-objective approach to managing regional watercourses, floodplains, water resources, and riparian habitats.

Description of Services

Provide leadership, financial management, and personnel for district operations. Provide direction and set policies for short range and long range regional flood control planning. Provide administrative support services to procure, manage, and audit contracts and services for the district. Ensure that the district activities conform to federal and state laws, flood insurance standards, and floodplain management goals. Ensure the District meets the Federal Emergency Management Agency (FEMA) goals for local flood control activities and programs to prevent flood damage and mitigate potential flood hazards resulting in lower flood insurance rates to residents and businesses and making the community eligible for flood mitigation grants and disaster assistance.

Program Goals and Objectives

- Operate the District in a responsible manner that is protective of public safety, reduces future flood hazards, and meets National Flood Insurance Program goals
- Be rated as a top community, class 5 or better, in floodplain management and flood prevention as determined by FEMA Community Rating System allowing residents and businesses to obtain flood insurance premium discounts
- Conduct an outreach program to inform property owners about their susceptibility to flooding with the long-term goal to increase the number of flood insurance policies in Pima County to a minimum of 3,100
- Provide up-to-date, accurate floodplain information to the general public and municipalities in the County including providing digital mapping and GIS information on floodplains, water resources, and associated comprehensive planning data for flood control
- Provide a regional flood control plan and long-term flood prevention strategy and implementation plan

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Divisions that developed a one-year and five-year operating plan	5	5	5
FEMA's community class rating for Pima County	5	5	5
Total Flood Insurance policies in Pima County	2,593	2,600	2,650
Projects with no discrepancies in schedule or budget	70%	80%	80%
Savings on Flood Insurance premiums in Pima County	25%	25%	25%

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,896,159	1,274,662	1,865,623
Operating Expenses	1,988,905	2,032,217	2,466,296
Total Program Expenditures	3,885,064	3,306,879	4,331,919

Program Funding by Source	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Property Taxes	19,111,261	18,208,026	20,469,675
Intergovernmental	7,777	-	-
Licenses & Permits	1,125	-	1,100
Miscellaneous Revenue	68,226	60,388	55,345
Investment Earnings	126,105	35,000	35,000
Charges for Services	164,673	25,000	40,000
Operating Revenue Sub-Total	19,479,167	18,328,414	20,601,120

Program Summary

Department: **Regional Flood Control District**

Program: **Flood Control Support**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(9,894,273)	(6,267,102)	(10,365,509)
Fund Balance Decrease/(Increase)	(5,699,830)	(8,754,433)	(5,903,692)
Other Funding Sources	-	-	-
Total Program Funding	<u><u>3,885,064</u></u>	<u><u>3,306,879</u></u>	<u><u>4,331,919</u></u>

<u>Program Staffing FTEs</u>	5.00	7.00	12.00
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Program Summary

Department: Regional Flood Control District

Program: Hazard Mitigation

Function

Provide flood hazard mapping and information resources to protect Pima County residents from flooding and associated hazards. Conduct long-range planning services to promote wise and environmentally sound developments in and adjacent to flood hazard areas. Ensure compliance with federal, state, and local regulations for development projects impacting Pima County regional watercourses, floodplains, and riparian areas. Provide data and advice to communities and the general public to amend or modify FEMA mapped floodplains.

Description of Services

Provide compliance with floodplain management regulation and emergency preparedness as required by federal and state laws and local mandates. Review plans, issue permits, perform investigations, conduct hydrologic and hydraulic studies, interface with other governmental agencies, instill public awareness, and respond to flood events. Provide comprehensive planning and review of flood control infrastructure constructed by private development. Conduct comprehensive river and basin management studies and prepare financial program reports. Coordinate management of the Flood Insurance Rate Maps, the Community Rating System, and flood hazard mitigation and emergency repair activities with the Federal Emergency Management Agency (FEMA). Conduct and review flood insurance studies. Review development plans for compliance with FEMA. Provide data and advice to communities and the general public to amend or modify FEMA mapped floodplains. Maintain county-wide FEMA Repository. Coordinate FEMA approved mapping changes. Participate in the National Flood Insurance Program and the Community Rating Systems. Initiate flood education and awareness activities. Identify, plan, and study needs, prepare plans or studies, develop scopes of work, and oversee work to completion. Prepare the annual report and the Five Year Comprehensive Report.

Program Goals and Objectives

- Discourage development in flood and erosion hazard areas
- Encourage natural resource protection
- Continue participating in the Flood Insurance Program
- Identify cost-effective solutions to flood and erosion hazards
- Encourage interagency cooperation
- Meet or exceed state and federal requirements for preserving and protecting environmental resources including those mandated by the Threatened and Endangered Species Act and the Sonoran Desert Conservation Plan
- Maintain FEMA and local floodplain data in GIS library and provide public access to map change documents within one week of effective date of new data.
- Maintain and update digital floodplain map data.

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
FEMA reviews received, logged in, and reviewed within a four-week period	14	16	18
Floodplain residents that receive informational and/or educational materials, e.g. floodplain map change notices, educational brochures	39	300	300
Acres of watersheds studied annually to update flood hazard information	43,074	54,000	45,000
Rezoning and plans that provide for natural washes and preserve floodplains	3	2	2
Linear miles of rivers studied and reviewed annually	19	12	12
Development project plans received, logged in, and reviewed within time frame established by Pima County Development Services	95%	95%	100%

Program Summary

Department: Regional Flood Control District

Program: Hazard Mitigation

	<u>FY 2012/2013</u> <u>Actual</u>	<u>FY 2013/2014</u> <u>Adopted</u>	<u>FY 2014/2015</u> <u>Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	745,521	1,011,780	512,781
Operating Expenses	472,135	252,000	939,890
Total Program Expenditures	<u>1,217,656</u>	<u>1,263,780</u>	<u>1,452,671</u>
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	2,974	-	40,000
Operating Revenue Sub-Total	<u>2,974</u>	<u>-</u>	<u>40,000</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	(58,215)
Fund Balance Decrease/(Increase)	1,214,682	1,263,780	1,470,886
Other Funding Sources	-	-	-
Total Program Funding	<u>1,217,656</u>	<u>1,263,780</u>	<u>1,452,671</u>
<u>Program Staffing FTEs</u>	12.00	11.00	5.00

Program Summary

Department: Regional Flood Control District

Program: Infrastructure

Function

Protect the health, safety, and welfare of Pima County residents by providing comprehensive compliance plans and customer service programs through a balanced, fiscally responsible, multi-objective approach to managing local and regional watercourses, floodplains, and riparian resources.

Description of Services

Inspect, construct, and maintain flood control facilities. Develop operation and maintenance plans for flood control infrastructure including emergency preparedness and incorporating environmentally sensitive solutions for flood control. Coordinate County maintenance activities with other city, state, and federal departments and agencies. Develop and maintain an asset management program containing a complete inventory of all district flood control and related infrastructure including real property, bank protection, drainage ways, easements, and other flood conveyance structures. Develop plans for the operation and maintenance of the real property including coordination with other County departments and local, state, and federal agencies.

Program Goals and Objectives

- Establish data management procedures that provide support to the various programs within the District including data sources as well as geographic information data sources
- Provide inspection and maintenance of flood control improvements that embody sound maintenance principles in a cost effective manner

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Total assets inventoried	8,232	8,600	8,900
Infrastructure inventory inspected annually	60%	60%	60%
District property inventoried in geographical information system (GIS) database	95%	100%	100%
Infrastructure assets inventoried in GIS database	95%	100%	100%
Subdivision Release of Assurance inspections completed within 10 days of request	100%	100%	100%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	983,472	1,735,420	4,387,885
Operating Expenses	1,312,693	1,485,062	2,049,455
Total Program Expenditures	<u>2,296,165</u>	<u>3,220,482</u>	<u>6,437,340</u>

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(28,500)	-	-
Fund Balance Decrease/(Increase)	2,324,665	3,220,482	6,437,340
Other Funding Sources	-	-	-
Total Program Funding	<u>2,296,165</u>	<u>3,220,482</u>	<u>6,437,340</u>

<u>Program Staffing FTEs</u>	12.00	11.00	16.00
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Program Summary

Department: Regional Flood Control District

Program: Regulatory

Function

Protect the health, safety, and welfare of Pima County residents by providing comprehensive compliance plans and customer service programs through a balanced, fiscally responsible, multi-objective approach to managing local and regional watercourses, floodplains, and riparian resources.

Description of Services

Ensure compliance with floodplain management regulations as required by federal and state laws and local mandates governing floodplains. Implement a regulatory permitting and compliance program to provide information and outreach services that explain floodplain requirements. Review applications, plans, and engineering studies for conformance with standards and requirements, and issue permits if acceptable. Perform site investigations in order to verify that improvements were constructed in compliance with the Floodplain and Erosion Hazard Management Ordinance. Initiate enforcement activities for construction not in compliance. Conduct hydrologic and hydraulic studies. Interface with other governmental agencies, instill public awareness, and respond to flood events. Provide comprehensive planning and review of flood control infrastructure constructed by private development.

Program Goals and Objectives

- Meet or exceed federal and state requirements for floodplain management including those mandated for participation in the National Flood Insurance Program
- Ensure that development activities in flood hazard areas are in compliance with federal and state laws and the Floodplain Management Ordinance
- Provide floodplain management plans that embody sound engineering principles and preserve natural resources
- Provide consistent and comprehensive information regarding flood and erosion hazards, and impacts to riparian areas in order to assist in creating awareness of the issues, and promote development with the least impact within these areas

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Flood Hazard Information Sheets completed	1,326	1,500	1,500
Outreach events held to inform residents about flood hazards	11	10	10
Certified Floodplain Managers	22	22	22
Complaints responded to with 10 business days	82%	80%	80%
Completed Elevation Certificated returned	70%	80%	80%
Floodplain Use Permit applications initially reviewed within 15 business days	78%	80%	80%

Program Expenditures by Object	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	1,166,082	1,181,546	1,603,242
Total Program Expenditures	1,166,082	1,181,546	1,603,242

Program Funding by Source	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1,166,082	1,181,546	1,603,242
Other Funding Sources	-	-	-
Total Program Funding	1,166,082	1,181,546	1,603,242

Program Staffing FTEs	18.00	17.00	21.00
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Program Summary

Department: Regional Flood Control District

Program: Riparian Protection

Function

Enhance floodplain characteristics and ecosystem functions by preserving, protecting, and restoring the natural resources within Pima County including those activities mandated by federal, state, and local regulations. Fulfill the mission set forth by the Pima County Regional Flood Control District Board of Directors in the Sonoran Desert Conservation Plan (SDCP) as it pertains to riparian and water resource protection.

Description of Services

Manage and administer the riparian protection elements of the SDCP and the Floodplain and Erosion Hazard Management Ordinance (Floodplain Ordinance) through coordination, review, and enforcement of land use improvement plans for both private and public development. Develop, regulate, and enforce riparian measures that serve to preserve and protect valued ecosystem habitat. Oversee the planning, designing, constructing, and maintaining of riparian habitat ecosystem restoration projects. Evaluate and make recommendations on properties for flood-prone, riparian habitat, and open space acquisition. Manage Regional Flood Control District (RFCD) property including unique high value riparian preserves. Participate with other County departments, governmental and nongovernmental entities on riparian area needs, availability, and conservation. Identify concerns surrounding water usage and availability and develop policies that help address these issues. Coordinate with other agencies on the planning, design, construction, operation and maintenance of groundwater recharge projects associated with flood control projects. Review and comment on possible water resource impacts of a proposed development. Determine water needs for existing riparian habitat areas and RFCD ecosystem restoration projects. Maintain, operate, and expand the Automated Local Evaluation in Real Time (ALERT) system to ensure rainfall and stream flow is accurately measured and assessed in real-time. Monitor rainfall and stream flow runoff to determine potential flooding and coordinate with appropriate emergency response agencies during significant events. Provide timely storm related information and system analyses to County personnel and other emergency response agencies.

Program Goals and Objectives

- Support and ensure compliance with the Floodplain Ordinance and the SDCP as it applies to floodplains, riparian habitat, and RFCD property
- Manage RFCD property in a manner that protects and enhances natural resources
- Plan, design, construct, and maintain cost effective high valued riparian habitat ecosystem restoration projects
- Maintain and operate an integrated flood threat recognition and emergency response system in cooperation with federal, state, and local agencies

Program Performance Measures

	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Estimated	Planned
Riparian habitat mitigation plan permits inspected annually for regulatory compliance based on the total number of permits issued during the past 5 years	90%	90%	90%
Non-functional ALERT field sensor sites repaired or replaced within two weeks, weather, hardware, and access permitting	99%	95%	100%

Program Summary

Department: Regional Flood Control District

Program: Riparian Protection

	<u>FY 2012/2013</u> <u>Actual</u>	<u>FY 2013/2014</u> <u>Adopted</u>	<u>FY 2014/2015</u> <u>Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	1,354,678	1,282,479	1,213,783
Operating Expenses	242,187	204,845	184,892
Capital Equipment > \$5,000	29,825	-	-
Total Program Expenditures	<u>1,626,690</u>	<u>1,487,324</u>	<u>1,398,675</u>
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	55,496	87,475	67,747
Grant Revenue Sub-Total	<u>55,496</u>	<u>87,475</u>	<u>67,747</u>
Revenues			
Miscellaneous Revenue	15,423	-	-
Charges for Services	-	-	30,000
Operating Revenue Sub-Total	<u>15,423</u>	<u>-</u>	<u>30,000</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	58,215
Fund Balance Decrease/(Increase)	1,555,771	1,399,849	1,242,713
Other Funding Sources	-	-	-
Total Program Funding	<u>1,626,690</u>	<u>1,487,324</u>	<u>1,398,675</u>
<u>Program Staffing FTEs</u>	10.00	10.00	8.00

Regional Wastewater Reclamation

Expenditures: 162,267,356

Revenues: 180,913,965

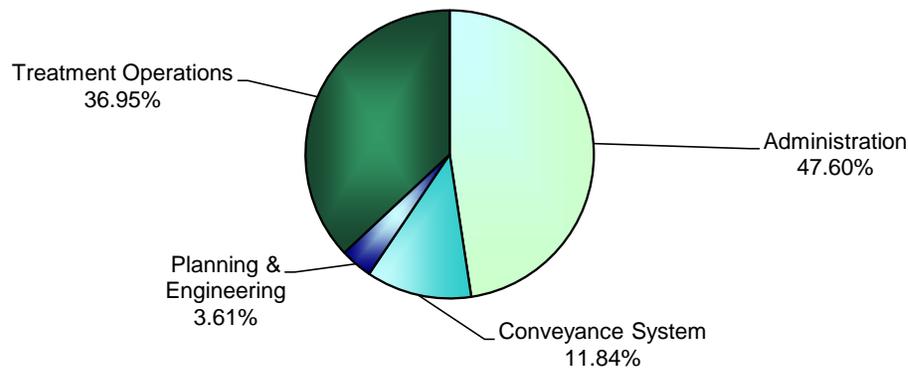
FTEs 475.00

Function Statement: Protect the public health, safety, and the environment by providing quality service, environmental stewardship, and renewable resources through proven wastewater, conveyance, treatment and reclamation processes, and short- and long-term planning.

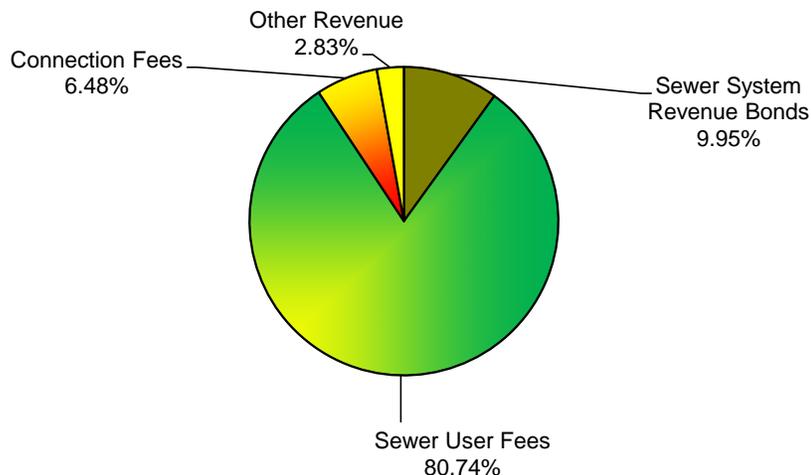
Mandates: ARS Title 11, Chapter 2: Board of Supervisors, 11-264: Authority to operate a sewage system; liens; sewage system fees; Title 14, Chapter 14: Sanitary Districts; and Pima County Code Title 7: Environmental Quality, 7.21: Liquid Waste

Note: This presentation does not include approximately \$84 million of capital projects for the fiscal year 2014/2015 which are listed in the Capital Improvement Program and which will have other specified Sources of Funding.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Regional Wastewater Reclamation

	FY 2012/2013	FY 2013/2014	FY 2014/2015
	Actual	Adopted	Adopted
<u>Expenditures by Program</u>			
Administration	52,782,608	105,245,279	77,240,420
Conveyance System	13,812,193	16,783,465	19,209,551
Planning & Engineering	8,593,630	5,790,553	5,861,889
Treatment Operations	65,532,833	88,432,051	59,955,496
Total Expenditures	<u>140,721,264</u>	<u>216,251,348</u>	<u>162,267,356</u>
<u>Funding by Source</u>			
Revenues			
Administration	165,290,073	182,932,350	180,913,965
Conveyance System	3,587,862	-	-
Planning & Engineering	3,079	-	-
Treatment Operations	(7,542,265)	-	-
Total Revenues	<u>161,338,749</u>	<u>182,932,350</u>	<u>180,913,965</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(1,308,107)	(36,827,737)	(27,700,014)
Fund Balance Decrease/(Increase)	(148,104,378)	146,735	(10,946,595)
Other Funding Sources	128,795,000	70,000,000	20,000,000
Total Program Funding	<u>140,721,264</u>	<u>216,251,348</u>	<u>162,267,356</u>
<u>Staffing (FTEs) by Program</u>			
Administration	103.70	109.80	104.00
Conveyance System	108.00	116.00	128.00
Planning & Engineering	96.80	72.00	72.00
Treatment Operations	198.00	197.00	171.00
Total Staffing (FTEs)	<u>506.50</u>	<u>494.80</u>	<u>475.00</u>

Program Summary

Department: Regional Wastewater Reclamation

Program: Administration

Function

Direct department operations and planning. Coordinate administrative support services for the department. Provide technical and regulatory compliance services for wastewater treatment facilities.

Description of Services

Supervise, monitor, and direct department operations, annual budget planning, strategic planning, and process improvement planning. Coordinate community services, facility security, quality control, sustainability/energy management, and employee services functions for the department. Conduct water policy analysis and develop plans and programs to respond to emerging water policy issues and challenges. Assist with the development of the department's financial plan and rate increase proposals, identify and secure alternative funding sources (grants or system development funds), and recommend funding needed from bond sales to ensure capital project construction is not compromised and the Regional Optimization Master Plan (ROMP) compliance schedule is met. Prepare annual operations and maintenance budget and provide supporting justification. Operate a state licensed laboratory to test samples for regulatory compliance. Collect samples and prepare requisite reports and submittals in accordance with federal and state permit requirements. Administer regulatory compliance and permitting programs including inspection of industrial sites requiring wastewater control. Conduct operational and technical training programs and activities. Approve administrative appeals, claims and other financial transactions.

Program Goals and Objectives

- Coordinate administrative and departmental employee services
- Categorize and make recommendations on the use of County water resources
- Meet federal and state permit reporting requirements for wastewater treatment facilities
- Obtain 24,000 quality assured regulatory compliance samples for the environmental laboratory

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Regulatory compliance analyses run	54,915	67,770	50,000
Permit reporting requirements met	100%	100%	100%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	9,651,527	10,911,401	9,116,479
Operating Expenses	(7,097,647)	13,451,307	16,675,500
Capital Equipment > \$5,000	(325,252)	28,000	224,400
Debt Service	22,613,872	62,657,098	30,864,693
Contra Assets	(1,582,803)	(28,000)	(224,400)
Depreciation	29,522,911	18,225,473	20,583,748
Total Program Expenditures	52,782,608	105,245,279	77,240,420

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Licenses & Permits	12,175	16,000	16,000
Fines & Forfeits	8,769	22,000	22,000
Miscellaneous Revenue	352,310	80,000	180,000
Investment Earnings	885,132	850,000	464,257
Gain or Loss on Disposal of Assets	7,502,511	-	-
Capital Contributions	(1)	5,000,000	5,000,000
Charges for Services	156,529,177	176,964,350	175,231,708
Other Revenue Total	165,290,073	182,932,350	180,913,965

Program Summary

Department: **Regional Wastewater Reclamation**

Program: **Administration**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(1,202,755)	(36,298,157)	(27,700,014)
Fund Balance Decrease/(Increase)	(240,099,710)	(111,388,914)	(95,973,531)
Other Funding Sources	128,795,000	70,000,000	20,000,000
Total Program Funding	<u><u>52,782,608</u></u>	<u><u>105,245,279</u></u>	<u><u>77,240,420</u></u>

<u>Program Staffing FTEs</u>	103.70	109.80	104.00
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Program Summary

Department: Regional Wastewater Reclamation

Program: Conveyance System

Function

Provide the community with an environmentally sound, effective, and efficient sanitary sewage conveyance system.

Description of Services

Provide required services to repair, rehabilitate and/or construct sanitary sewage collection, conveyance, treatment, disposal or reuse, and odor control facilities in compliance with federal, state, and local regulatory requirements. Maintain Best Management Practices to ensure that the highest operating standards in the quality of service, environmental protection, and occupational health and safety are continually met. Pursuant to the department's Capacity Management Operations and Maintenance (CMOM) Plan, maintain a comprehensive, proactive, preventive maintenance program for approximately 3,500 miles of public gravity sanitary sewers and 29 public wastewater pumping systems throughout the 420 square mile public sewerage service area of eastern Pima County. Provide project planning, management, oversight/coordination, and required construction services for the department's CIP and Rehabilitation Programs.

Program Goals and Objectives

- Operate the sanitary sewage conveyance system (gravity and pumping systems) effectively, efficiently, and in compliance with federal and state mandates and regulations
 - Continue to increase the production footage for preventative maintenance program for sewer lines
 - Operate and maintain 3 in-house Closed Circuit Televising (CCTV) units and administration of \$2.0 million CCTV service contract until Capacity, Management, Operations & Maintenance (CMOM) goals are obtained
- Respond efficiently and effectively to customer service requests
- Maintain an effective vector control program utilizing in-house and contract services, providing treatment applications to at least 50% of the conveyance system manholes annually
- Maintain an effective and efficient Odor Abatement Program to significantly minimize system wide odors (treatment facilities and conveyance system) through continuous improvement of odor control technologies, thereby reducing the number of odor complaints
- Develop, initiate, manage, and complete CIP conveyance projects efficiently and within 20% of budget
- Provide public sewage conveyance facilities (gravity and pumping) that are reliable and adequate to minimize the unintended/unauthorized releases of sewage to the environment (sanitary sewer overflow)
 - Reduce sanitary sewer overflows

Program Performance Measures

	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Sanitary sewer overflows	40	48	45
Feet of sewer system receiving preventative maintenance	11,806,080	12,200,000	12,700,000
Odor complaint phone calls	316	300	280
Information requests provided on the same day	100%	100%	100%
Projects completed within 20% of budget	80%	82%	100%

Program Expenditures by Object

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	6,257,170	6,951,688	7,768,245
Operating Expenses	6,491,344	8,882,984	10,381,395
Capital Equipment > \$5,000	138,408	208,586	537,980
Contra Assets	(92,702)	(208,586)	(537,980)
Depreciation	1,017,973	948,793	1,059,911
Total Program Expenditures	13,812,193	16,783,465	19,209,551

Program Summary

Department: Regional Wastewater Reclamation

Program: Conveyance System

Program Funding by Source

Revenues			
Miscellaneous Revenue	25,809	-	-
Gain or Loss on Disposal of Assets	(2,365)	-	-
Capital Contributions	3,564,418	-	-
Other Revenue Total	3,587,862	-	-
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(92,702)	-	-
Fund Balance Decrease/(Increase)	10,317,033	16,783,465	19,209,551
Other Funding Sources	-	-	-
Total Program Funding	<u>13,812,193</u>	<u>16,783,465</u>	<u>19,209,551</u>

<u>Program Staffing FTEs</u>	108.00	116.00	128.00
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Program Summary

Department: Regional Wastewater Reclamation

Program: Planning & Engineering

Function

Provide wastewater development review, engineering services, short and long range planning, and GIS mapping services.

Description of Services

Provide engineering review, inspection, and connection of sewerage and sewer service elements for new wastewater customers and manage sewerage design standards. Develop and maintain a regional long-range facility plan and provide project planning services and inspection for the department Capital Improvement Program. Provide conveyance capacity information from metering and hydraulic modelling and evaluate the availability of sewer capacity to serve new development. Develop GIS tools and maintain connection records and maps of the public sewer system.

Program Goals and Objectives

- Meet or exceed 11-1605 licensing time frames for all applicable permits
- Provide reviews for sewer utility plans within a maximum of 23 days
- Advance the use of electronic tools to improve the review process

<u>Program Performance Measures</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Estimated</u>	<u>FY 2014/2015 Planned</u>
Average number of days to complete a substantive review for capacity allocation requests	22	22	15
Average number of business days to complete administrative and substantive reviews of preliminary sewer layout plans as measured by regulatory compliance	20	20	18
Average number of business days to complete administrative and substantive reviews of sewer improvement plans as measure by regulatory compliance	25	18	17
Average number of days for sewer utility plan reviews completed within established timeframe	18	18	17
Average number of days for electronic reviews completed for connecting to existing infrastructure per regulatory compliance	0	10	10

<u>Program Expenditures by Object</u>	<u>FY 2012/2013 Actual</u>	<u>FY 2013/2014 Adopted</u>	<u>FY 2014/2015 Adopted</u>
Personnel Services	6,735,614	4,307,670	4,833,568
Operating Expenses	1,806,524	1,387,016	972,251
Capital Equipment > \$5,000	(1)	-	144,800
Contra Assets	-	-	(144,800)
Depreciation	51,493	95,867	56,070
Total Program Expenditures	<u>8,593,630</u>	<u>5,790,553</u>	<u>5,861,889</u>
Program Funding by Source			
Miscellaneous Revenue	3,079	-	-
Other Revenue Total	<u>3,079</u>	<u>-</u>	<u>-</u>
General Fund Support	<u>-</u>	<u>-</u>	<u>-</u>
Net Operating Transfers In/(Out)	<u>-</u>	<u>(529,580)</u>	<u>-</u>
Fund Balance Decrease/(Increase)	<u>8,590,551</u>	<u>6,320,133</u>	<u>5,861,889</u>
Other Funding Sources	<u>-</u>	<u>-</u>	<u>-</u>
Total Program Funding	<u>8,593,630</u>	<u>5,790,553</u>	<u>5,861,889</u>

Program Staffing FTEs	14-45	96.80	72.00	72.00
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Program Summary

Department: Regional Wastewater Reclamation

Program: Treatment Operations

Function

Protect the public health and the environment through the operation and maintenance of wastewater treatment facilities that comply with federal and state laws.

Description of Services

Operate and maintain wastewater treatment facilities to treat over 24 billion gallons of sanitary sewage annually including associated biosolid facilities. Implement, in partnership with the Compliance and Regulatory Affairs Office (CRAO), the Environmental Protection Agency (EPA) mandated industrial pretreatment program through permitting, inspection, sampling, and enforcement. Conduct investigations and studies on treatment related issues and concerns.

Program Goals and Objectives

- Generate and maximize utilization of renewable resources including biogas
- Treat over 24 billion gallons of sanitary sewage annually in compliance with federal and state laws
- Exceed the mandated biochemical oxygen demand removal rate of 93%
- Effectively operate the treatment facilities to ensure that permit limits are met
 - Prevent pass through, interference, and upset at the Publicly Owned Treatment Works (POTW)
 - Meet all regulatory compliance and reporting requirements for treatment and disposal of biosolids

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Cubic feet of methane converted to energy	275,148,000	70,000,000	230,000,000
Billion gallons of wastewater treated annually	24	23	24
Reportable environmental exceedences	21	20	11
Biochemical oxygen demand removal rate	97%	98%	99%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	12,319,642	12,425,859	12,045,076
Operating Expenses	17,675,223	18,779,913	20,920,343
Capital Equipment > \$5,000	1,517,835	31,510,574	595,177
Contra Assets	(12,650)	(2,045,468)	(595,177)
Depreciation	34,032,783	27,761,173	26,990,077
Total Program Expenditures	65,532,833	88,432,051	59,955,496

<u>Program Funding by Source</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Miscellaneous Revenue	4,605	-	-
Gain or Loss on Disposal of Assets	(7,546,870)	-	-
Other Revenue Total	(7,542,265)	-	-
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(12,650)	-	-
Fund Balance Decrease/(Increase)	73,087,748	88,432,051	59,955,496
Other Funding Sources	-	-	-
Total Program Funding	65,532,833	88,432,051	59,955,496

Program Staffing FTEs	198.00	197.00	171.00
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Transportation

Expenditures: 44,642,049

FTEs 306.52

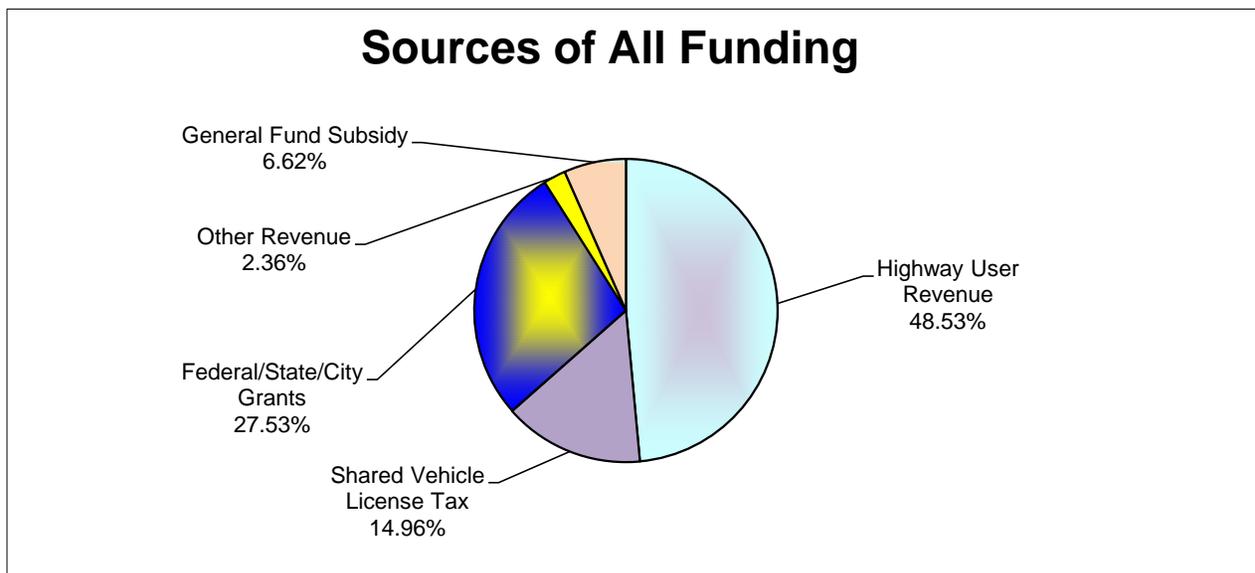
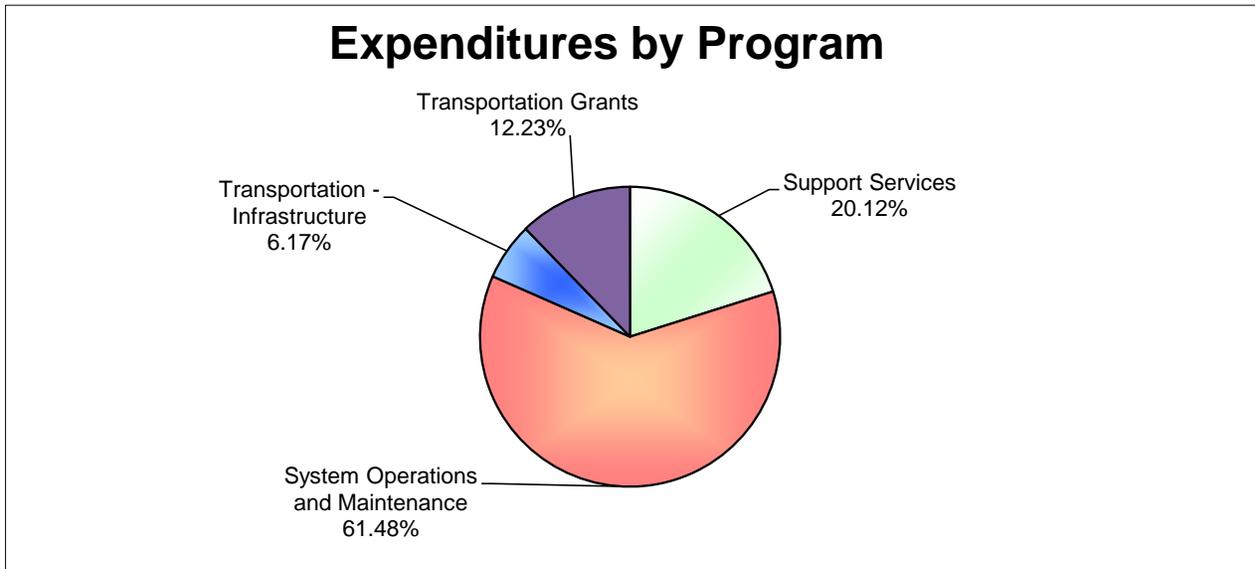
Revenues: 72,292,213

Function Statement:

Provide for the safe and efficient movement of people and goods. Maintain and rehabilitate Pima County's street and highway system. Review and regulate new land development relative to regional transportation plan considerations. Plan, design, and implement all transportation capital construction projects. Provide alternate modes of transportation. Develop, integrate, and maintain an automated mapping/facilities, management/geographic information system.

Mandates:

ARS Title 28, Chapter 19: County Highways; and Pima County Code Title 10: Traffic and Highways



Department Summary by Program

Department: Transportation

	<u>FY 2012/2013</u> Actual	<u>FY 2013/2014</u> Adopted	<u>FY 2014/2015</u> Adopted
<u>Expenditures by Program</u>			
Support Services Group	8,870,083	10,120,481	8,983,825
System Ops and Maintenance	24,933,982	27,245,156	27,442,355
Transportation - Infrastructure	1,236,970	2,911,630	2,755,633
Transportation Grants	825,351	754,152	5,460,236
Total Expenditures	<u>35,866,386</u>	<u>41,031,419</u>	<u>44,642,049</u>
<u>Funding by Source</u>			
Revenues			
Support Services Group	47,876,834	49,595,627	49,443,393
System Ops and Maintenance	780,695	156,450	350,969
Transportation - Infrastructure	1,239,396	1,124,800	1,184,000
Transportation Grants	7,259,690	16,033,094	21,313,851
Total Revenues	<u>57,156,615</u>	<u>66,909,971</u>	<u>72,292,213</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(22,980,165)	(49,300,931)	(37,891,639)
Fund Balance Decrease/(Increase)	1,689,936	23,422,379	10,241,475
Other Funding Sources	-	-	-
Total Program Funding	<u>35,866,386</u>	<u>41,031,419</u>	<u>44,642,049</u>
<u>Staffing (FTEs) by Program</u>			
Support Services Group	28.16	28.26	26.26
System Ops and Maintenance	173.01	182.76	184.76
Transportation - Infrastructure	96.50	95.50	95.50
Total Staffing (FTEs)	<u>297.67</u>	<u>306.52</u>	<u>306.52</u>

Program Summary

Department: **Transportation**

Program: **Support Services Group**

Function

Provide leadership and support to the department in the areas of strategic planning and capital programming, administration, intergovernmental relations, environmental compliance, finance, real property, and technical services.

Description of Services

Provide direction and leadership to organize, manage, and administer the activities of the department management and staff. Implement departmental procedures consistent with County ordinances, policies, and directives. Serve as a liaison between the department, County Administrator, Board of Supervisors, and taxpayers. Manage public education and the community relations activities of the department. Act as the primary liaison with the community, government agencies, neighborhood organizations, and special interest groups. Ensure intergovernmental document quality, coordination, department review, and comment on key state and federal legislation. Provide training and consultation on process improvement, planning, and organizational development. Ensure appropriate compliance of the department activities with federal, state, and local government requirements and regulations on environmental issues. Provide research, investigation, data collection, and advisory and defense support of departmental tort related claims and lawsuits. Provide Capital Improvement Plan (CIP) administrative management services including documentation of CIP project expenditures and project progress, development of reimbursement requests from federal, state, and local agencies, and compilation of audit files/audit capable documentation.

Program Goals and Objectives

- Develop and operate the department within the approved current fiscal year budget
 - Provide financial data for the County's CIP within four weeks of obtaining monthly actual expenditures
- Continue the development and implementation of a strategic plan ensuring alignment with the policies, ordinances, and directives of the Board of Supervisors, the County Administrator and the Deputy County Administrator for Public Works
 - Plan, schedule, and lead all department planning and Quality Council sessions
- Develop and retain a high performing workforce
 - Provide consistent technical and personal development skills training and coaching within the divisions throughout the year
- Meet customer requests by completing acquisitions and giving possession of property to customers for facility development
 - Track the number of appraisals and acquisitions per year
- Provide premier customer service by promptly responding to all constituent inquiries and concerns and requests from the Board of Supervisors, the County Administrator, and the Deputy County Administrator for Public Works
 - Track and respond to each inquiry, concern, or request received within 24 hours of receipt

<u>Program Performance Measures</u>	FY 2012/2013	FY 2013/2014	FY 2014/2015
	<u>Actual</u>	<u>Estimated</u>	<u>Planned</u>
Constituent inquiries and concerns received	7,120	7,100	7,200
Technical assistance and/or environmental documents reviewed annually	371	300	325
Constituent inquiries and concerns responded to or resolved within 24 hours of receipt	95%	96%	100%
Introduced Bills having an impact on the department that receive divisional review and are reported in writing to the Chief Deputy County Administrator	100%	100%	100%
Monthly financial data updates provided to the County's CIP unit within 4 weeks of obtaining the monthly actual expenditures	100%	100%	100%

Program Summary

Department: **Transportation**
Program: **Support Services Group**

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	4,686,828	4,272,951	2,880,169
Operating Expenses	4,144,428	5,847,530	6,103,656
Capital Equipment > \$5,000	38,827	-	-
Total Program Expenditures	8,870,083	10,120,481	8,983,825
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	47,532,248	49,233,840	49,149,349
Licenses & Permits	18,346	35,000	36,000
Miscellaneous Revenue	153,772	181,287	158,044
Investment Earnings	140,469	120,000	80,000
Gain or Loss on Disposal of Assets	20,332	-	-
Charges for Services	11,667	25,500	20,000
Operating Revenue Sub-Total	47,876,834	49,595,627	49,443,393
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(16,273,883)	(30,021,409)	(19,770,049)
Fund Balance Decrease/(Increase)	(22,732,868)	(9,453,737)	(20,689,519)
Other Funding Sources	-	-	-
Total Program Funding	8,870,083	10,120,481	8,983,825
<hr/>			
<u>Program Staffing FTEs</u>	28.16	28.26	26.26

Program Summary

Department: Transportation

Program: System Operations and Maintenance

Function

Operate and maintain a safe and efficient transportation system including roadway infrastructure, traffic control systems, bicycle and pedestrian facilities, Ajo airport, transit services, and engineering information management services.

Description of Services

Perform routine pavement maintenance to ensure safe driving surfaces for vehicles. Perform road grading, shoulder grading and repair, pothole patching, street sweeping, vegetation management, storm cleanup, snow and ice control, emergency response, and other incidental support functions. Provide roadway surface treatments to enhance, preserve, and improve the existing infrastructure. Provide drainage maintenance services under assignment from the Flood Control District. Install and maintain active traffic control systems (signing, striping, signals, and street lighting) to safely and efficiently control and monitor the traffic flow of vehicle drivers, pedestrians, and bicyclists. Respond to citizen traffic concerns with appropriate studies. Perform planning and design reviews for new roadway projects related to the County roadway network; partner with residents to minimize traffic impacts in neighborhoods; and actively participate in the regional Intelligent Transportation System (ITS) led by the Pima Association of Governments (PAG). Establish necessary safety projects; develop scope and program priority of projects; and send to Infrastructure Group for design and construction contracting. Administer Pima County impact fee program. Identify and implement bikeway and pedestrian projects; administer the county Safe Routes to School Program; and provide bicycle safety classes. Provide transportation review for proposed re-zonings and comprehensive plan amendments. Maintain the County's Major Streets and Scenic Routes Plan and provide long range transportation planning. Manage design and construction of projects using funding and priorities from the Department DOT-57 program, the PAG Regional Transportation Authority (RTA) program, and traffic and impact fees. Provide rural public transit and special needs services in Pima County. Identify, implement, and integrate automated systems and tools to facilitate department mandated functions. Provide Engineering Information Management services, data conversion and storage, along with related services and support to Pima County departments. Maintain a records modernization program.

Program Goals and Objectives

- Investigate, study, and respond to inquiries from internal and external customers in a timely manner regarding the safe and efficient traffic flow on the Pima County roadway network
 - Investigate citizen requests and take action to deliver appropriate services within eight weeks
 - Investigate Board of Supervisor (BOS) requests and take action to deliver appropriate services within four weeks
- Reduce stops and delays to drivers on Pima County arterial roadways in the County and across jurisdictional boundaries
- Make Pima County roads safer to walk, bicycle, and drive on
 - Reduce three year rolling average fatal crashes on Pima County roadway system each year
 - Coordinate engineering and enforcement functions through monthly meetings with Sheriff's Operations Bureau
 - Provide annual update to Safety Management System report by August 31 of each year
- Provide for the safe and efficient movement of people, goods, and services by performing routine roadway and bridge maintenance
 - Perform at least 65 percent of required routine maintenance such as road grading, shoulder grading, and street sweeping on regular established cycle times
 - Perform at least 16,000 sign item actions each year
 - Perform at least 800 sign maintenance service calls each year
- Preserve, improve, and extend the useful life of roadway facilities in such a manner that the facility is maintained in a condition as near as originally constructed as possible
 - Increase preventive surface treatments of roadway facilities every year
- Provide safe and reliable public transit in unincorporated Pima County

Program Summary

Department: Transportation

Program: System Operations and Maintenance

- Provide up-to-date, accurate engineering management information
 - Apply GIS data updates utilizing automated processes and modern spatial data technology within a month after logging data into the GIS project tracking system
 - Improve the accuracy and information content of GIS data layers through the integration of GPS and digital imagery by establishing and maintaining open relationship with GIS data providers within the region

<u>Program Performance Measures</u>	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
RTA and grant funding secured for bicycle/pedestrian facilities and safety programs	\$1,761,000	\$405,000	\$673,000
Signal maintenance service calls performed	973	800	900
Sign item actions performed	16,000	16,000	17,000
Routine roadway maintenance activities performed by established cycle times	60%	60%	60%
Safety Management System report updated by August 31	75%	100%	100%
Roadways receiving annual surface treatments	8%	2%	2%
Engineering and enforcement coordination meetings with Sheriff's Office Bureau conducted	83%	91%	91%

<u>Program Expenditures by Object</u>	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	9,714,384	10,592,878	10,855,655
Operating Expenses	14,520,540	15,154,278	15,565,150
Capital Equipment > \$5,000	699,058	1,498,000	1,021,550
Total Program Expenditures	<u>24,933,982</u>	<u>27,245,156</u>	<u>27,442,355</u>

Program Funding by Source

Revenues

Intergovernmental	556,257	-	174,358
Licenses & Permits	2,565	2,800	4,073
Miscellaneous Revenue	74,590	113,000	111,888
Charges for Services	147,283	40,650	60,650
Operating Revenue Sub-Total	<u>780,695</u>	<u>156,450</u>	<u>350,969</u>

General Fund Support

Net Operating Transfers In/(Out)	(4,126)	5,000,000	(152,599)
Fund Balance Decrease/(Increase)	24,157,413	22,088,706	27,243,985
Other Funding Sources	-	-	-
Total Program Funding	<u>24,933,982</u>	<u>27,245,156</u>	<u>27,442,355</u>

<u>Program Staffing FTEs</u>	173.01	182.76	184.76
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Program Summary

Department: Transportation

Program: Transportation - Infrastructure

Function

Plan, design, and construct transportation projects, including bicycle, pedestrian and transit facilities, in a cost-effective manner to provide for the safe and efficient transportation of people and goods.

Description of Services

Provide management, technical, and administrative support as well as coordination of services within the transportation systems division. Provide for the development of short and long range plans for the County roadway system in concert with other regional planning agencies; the programming of capital improvements on both a five-year and longer term time horizon; and allocating funding sources for projects including application for funds from regional and state sources. Provide right-of-way and roadway management functions and reporting required under various federal and state rules. Perform development review functions as the DOT interface for Development Services Department and other privately funded infrastructure components. Manage the planning and design of transportation projects including roadways, bridges, and roadway related drainage improvements. Prepare reports, plans, specifications, estimates and bid documents for transportation construction projects. Provide technical review of all local, County, and state projects that impact the county transportation system. Inspect, inventory, and maintain records on all bridge crossings. Perform land survey, construction inspection, material testing, and contract administration on department and other capital improvement construction projects. Perform inspection and material testing on all utility and private construction work in the public right-of-way. Attend capital improvement cash flow meetings. Prepare annual capital improvement budget.

Program Goals and Objectives

- Deliver the CIP as scheduled and budgeted in the 5-year plan
 - Complete at least 65% of the projects whose actual design completion dates are within 90 days of the adopted schedules
 - Complete at least 75% of the projects whose actual construction completion dates are within 90 days of the adopted schedule
 - Complete at least 85% of the survey requests by the proposed due date as agreed upon by both parties
 - Resolve right-of-way encroachments successfully prior to legal action
- Ensure federal and regional transportation funds are equitably allocated to projects in Pima County
- Manage, in a cost effective manner, the planning, design, and construction of the CIP 5-year plan
 - Manage at least 85% of the planned program expenditures to meet the fiscal year program adopted budget
 - Manage at least 55% of the large projects (>\$3 million) whose actual expenditures meet at least 85% of the adopted budget
- Minimize the number of negative findings from certification acceptance inspections and other quality audits
 - Achieve scores of 3 or greater for independent assurance samples
 - Ensure certification acceptance inspections and other audits result in no negative findings
- Ensure that Transportation Infrastructure operating and capital improvements budgets meet approved and planned work objectives by quarterly monitoring of revenues and expenditures to meet approved budget and service goals
- Ensure financial stability for capital improvements by providing regular financial forecasts, aggressively seeking alternative funding, and implementing project management strategies
- Provide leadership and direction to the Transportation Infrastructure Management Team to provide for annual work plans and long range plans to meet goals for finance, process improvement, innovation and learning, and customer service

Program Performance Measures	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Negative findings from certification acceptance inspections and other audits	0	0	0
Planned program expenditures meeting fiscal year program adopted budget	85%	99%	85%
Large projects (>\$3 million) whose actual expenditures meet at least 85% of adopted budget	55%	71%	55%

Program Summary

Department: Transportation

Program: Transportation - Infrastructure

Projects whose actual design completion dates are within 90 days of completion date as of FY start	51%	85%	65%
Projects whose actual construction completion dates are within 90 days of completion date as of FY start	38%	73%	75%
Survey requests completed by proposed due date as agreed upon by both parties	98%	98%	95%
Independent assurance samples that achieve scores of 3 or greater	88%	94%	90%
Right-of-way encroachments successfully resolved prior to legal action	100%	100%	100%

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	2,489,712	2,994,419	3,205,551
Operating Expenses	(1,308,896)	(82,789)	(521,805)
Capital Equipment > \$5,000	56,154	-	71,887
Total Program Expenditures	<u>1,236,970</u>	<u>2,911,630</u>	<u>2,755,633</u>
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	40,169	-	-
Licenses & Permits	1,029,323	1,073,000	1,079,000
Miscellaneous Revenue	152	7,000	14,000
Charges for Services	169,752	44,800	91,000
Operating Revenue Sub-Total	<u>1,239,396</u>	<u>1,124,800</u>	<u>1,184,000</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(2,426)	1,786,830	1,571,633
Other Funding Sources	-	-	-
Total Program Funding	<u>1,236,970</u>	<u>2,911,630</u>	<u>2,755,633</u>
<u>Program Staffing FTEs</u>	96.50	95.50	95.50

Program Summary

Department: Transportation

Program: Transportation Grants

Function

Protect the interests of the Transportation Department by affording centralized coordination of all grant financial activity.

Description of Services

Ensure intergovernmental financial document quality, coordination, department review, and compliance with State and Federal regulations. Provide Capital Improvement Plan (CIP) and Safe Routes to School programs financial services including documentation of project expenditures and project progress, development of reimbursement requests from federal, state, and local agencies, and compilation of audit files/audit capable documentation.

Program Goals and Objectives

- Develop and operate the department within the approved current fiscal year budget
- Provide financial reimbursements for the County Transportation grants within four weeks of submission of invoices
- Ensure Transportation grants are in compliance with Federal and State Regulations
- Ensure grants are in compliance throughout the year and ready for single audit
- Provide premier customer service by promptly responding to all program constituent inquiries and concerns
- Respond to each inquiry, concern, or request received with 24 hours of receipt

Program Performance Measures

	FY 2012/2013 Actual	FY 2013/2014 Estimated	FY 2014/2015 Planned
Reimbursements for the County's Safe Routes Program and CIP unit prepared within 4 weeks after month-end	90%	100%	100%
Constituent inquiries and concerns responded to or resolved within 24 hours of receipt	85%	95%	100%
CIP and Federal Highway Administration grant projects compliant with Federal and grantor regulations	yes	yes	yes

Program Expenditures by Object

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Personnel Services	98,214	66,302	149,540
Operating Expenses	727,137	687,850	5,310,696
Total Program Expenditures	825,351	754,152	5,460,236

Program Funding by Source

	FY 2012/2013 Actual	FY 2013/2014 Adopted	FY 2014/2015 Adopted
Revenues			
Intergovernmental	7,249,728	16,033,094	21,313,851
Miscellaneous Revenue	9,962	-	-
Grant Revenue Sub-Total	7,259,690	16,033,094	21,313,851
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(6,702,156)	(24,279,522)	(17,968,991)
Fund Balance Decrease/(Increase)	267,817	9,000,580	2,115,376
Other Funding Sources	-	-	-
Total Program Funding	825,351	754,152	5,460,236

PIMA COUNTY CAPITAL IMPROVEMENT PROGRAM SUMMARY

Introduction

Pima County's Fiscal Year 2014/15 Adopted Budget for its Capital Improvement Program (CIP) consists of fifteen categories: Transportation; Facilities Management; Regional Flood Control District; Natural Resources, Parks & Recreation; Open Spaces; Sheriff for the Regional Public Safety Communications System; Information Technology; Community Development & Neighborhood Conservation; Finance; Office of Sustainability and Conservation; Elections; Environmental Quality; Telecommunications; Fleet Services; and Regional Wastewater Reclamation.

Distinct from the CIP, Pima County's Capital Projects Fund includes the approved projects for all categories except Fleet Services, Telecommunications, and Regional Wastewater Reclamation. Because Fleet Services and Telecommunications are Internal Service Funds and Regional Wastewater Reclamation is an Enterprise Fund, their projects are accounted for within their operating funds, and expenses are capitalized according to generally accepted accounting principles. Fleet Services, Telecommunications, and Regional Wastewater Reclamation projects are included in the narrative section of this report, while the charts and tables address only the projects in the Capital Projects Fund.

This report provides an overview of Pima County's CIP for fiscal year 2014/15, summary data for projects that are part of the adopted Capital Projects Fund for fiscal year 2014/15, and projected operations and maintenance (O&M) data for fiscal year 2014/15 and the following five years.

Overview

In two special elections in 1997, Pima County voters approved \$711,980,000 in General Obligation, Sewer Revenue, and Highway User Revenue Fund (HURF) revenue bonds. In preparation for these bond elections, the Board of Supervisors approved two Bond Implementation Plan ordinances (Ordinance Numbers 1997-35 and 1997-80) that identified specific projects and the extent of those projects, bond allocations and other funding allocations, and implementation schedules. In a special election in 2004, Pima County voters approved \$732,250,000 in General Obligation and Sewer Revenue bonds. In preparation for this election, the Board of Supervisors approved another Bond Implementation Plan Ordinance (Number 2004-18). In a special election in 2006, Pima County voters approved \$54,000,000 in General Obligation bonds. In preparation for this election, the Board of Supervisors approved another Bond Implementation Plan Ordinance (Number 2006-29). The Bond Implementation Plan ordinances provide a framework for the development of a CIP budget. New projects (i.e., those not included in the 1997, 2004, and 2006 bond elections) are added to the CIP budget as infrastructure needs dictate and as funding availability permits. No CIP projects are undertaken without full funding.

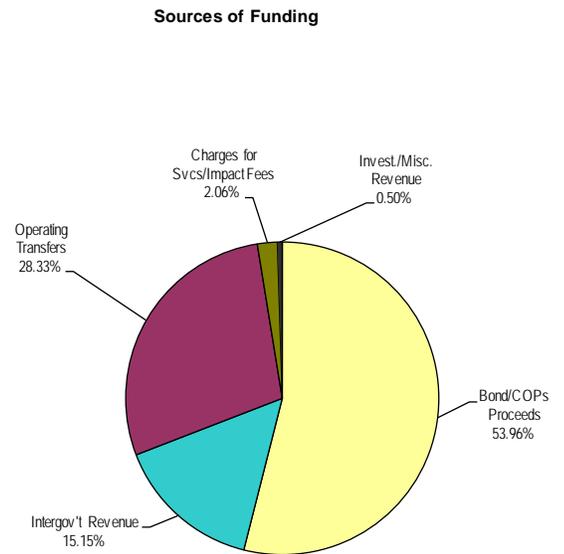
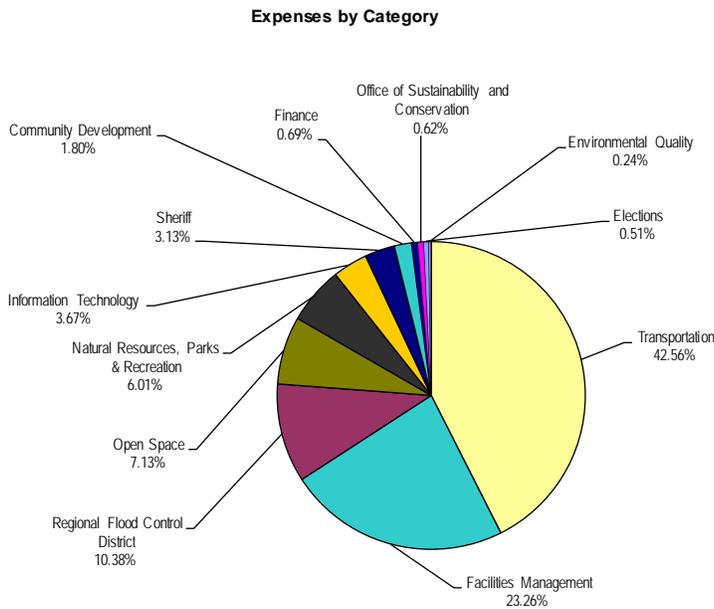
Regional Wastewater Reclamation is the largest component of the CIP in terms of budget, although it is budgeted separately from the Capital Projects Fund. Listed in descending order are the other budget categories: Transportation; Facilities Management – which manages projects related to County facilities as well as capital improvements for the Sheriff's Department, the Superior Court, Medical Services, Stadium District, and Community and Economic Development; Regional Flood Control District; Open Spaces – which is designated for open space acquisition; Natural Resources, Parks & Recreation; Sheriff Department's Regional Public Safety Communications System; Information Technology; Community Development & Neighborhood Conservation; Finance; Office of Sustainability and Conservation – which provides for acquisition and rehabilitation of historic structures and mitigation of archaeological resources; Elections; Environmental Quality – which consists of environmental remediation projects and solid waste infrastructure management; Telecommunications; and Fleet Services.

Pima County FY 2014/2015 Adopted Budget

The Regional Flood Control District has a number of projects being developed in cooperation with the United States Army Corps of Engineers (USACOE), which typically funds from two-thirds to three-quarters of project costs. The magnitude of the public improvements associated with the Regional Flood Control District's portion of budgeted CIP is much larger than the figures indicate, as the expenditures in the CIP budget include only the County's local cost sharing responsibilities.

The following charts provide summary information for Pima County's fiscal year 2014/15 adopted expenditures, revenues, and other funding sources for all Capital Projects Fund projects.

Pima County FY 2014/15 Capital Projects Fund¹



Expenses by Category

Transportation	\$ 62,056,308
Facilities Management	33,915,787
Regional Flood Control	15,138,247
Open Space	10,404,623
Parks and Recreation	8,767,599
Information Technology	5,345,240
Sheriff	4,561,707
Community Development	2,621,164
Finance	1,000,000
Office of Sustainability and Conservation	905,110
Elections	750,000
Environmental Quality	350,000
Total	\$145,815,785

Sources of Funding

Other Funding: Bond/COPs Proceeds	\$ 78,681,000
Intergovernmental Revenue	22,094,324
Other Funding: Operating Transfers	41,312,487
Charges for Services/Impact Fees	3,003,300
Investment & Miscellaneous Revenue	724,674
Total	\$ 145,815,785

¹ Capital Projects Fund only; does not include enterprise and internal services projects. Refer to the *Summary of Active Capital Improvement Projects* for a complete list of all projects, including enterprise and internal services projects and related expenditures.

Relationship Between Operating and Capital Budgets

A direct relationship exists between Pima County's CIP budget and its annual operating budget. Impacts on expenditure budgets and the availability of future revenues to support these new costs are and will continue to be an important factor in determining the timing of construction and origination of new projects.

Capital projects, when completed, tend to require increases in operating budgets to cover new upkeep, maintenance, security, and other costs. For some capital improvements, the incremental impact of completed projects on the County's operating budget is relatively small. For example, new or expanded roadways tend to have little impact on operating expenditures (if not decreasing expenditures due to maintenance savings). On the other hand, major Regional Wastewater Reclamation projects, although not scheduled to be completed for several years, will eventually require significant additional operations and maintenance (O&M) expenditures: increased personnel services expenditures for additional building maintenance staff, additional supplies and services, expenditures for utilities, general maintenance, etc.

When new projects are considered for funding in the County's budgeted CIP, increased operating costs are taken into consideration. Departments are required to project the impact of additional operating costs over the life of a project, and the analysis and eventual approval of Capital Projects takes these estimates into account. Additionally, in each annual budgeting cycle, General Fund departments submit supplemental budget requests to cover new operating costs resulting from projects whose completion will impact operating expenditures in the fiscal year under consideration, and non-General Fund departments add O&M estimates to their base budget requests. Information relating to additional funding needs for O&M is evaluated for accuracy, and expenditures and revenues resulting from the completed project are projected over a five-year period. These projections are included in departmental plans in the current year and in subsequent years.

More detailed information on the impact of completed capital projects on Pima County's fiscal year 2014/15 operating budget may be found in the final section of this report.

Capital Projects by Category: Summary

Transportation

The fiscal year 2014/15 CIP associated with Transportation consists of 49 projects with total expenditures of \$62.1 million. Major projects include \$14.7 million for the Valencia Road: Alvernon to Wilmot; \$10.9 million for the Valencia Road: Mark Road to Wade Road; \$6.9 million for Hughes Access Road Relocation; \$6.1 million for the Magee Road: La Canada Drive to Oracle Road project; \$5.0 million for the Pavement Preservation Program; \$2.8 million for Kinney Road: Ajo Way to Bopp Road; \$2.4 million for Sunset Road: Silverbell Road to I-10 to River Road; \$1.6 million for Colossal Cave Road: Success Drive & Ruthrauff Culvert; and \$1.2 million for Houghton Road: I-10 to Golf Links Road.

Facilities Management

Facilities Management manages projects related to County facilities and has 18 active projects in fiscal year 2014/15 and a budget of \$33.9 million. The major projects include \$30.0 million for the Downtown Court Complex project; \$690,000 for the Roy Place Building Facade Restoration Completion; and \$500,000 for the Legal Services Building Lighting Retrofit.

Pima County FY 2014/2015 Adopted Budget

Regional Flood Control District

The Regional Flood Control District has 12 active CIP projects in fiscal year 2014/15, with a total budget of \$15.1 million. Major projects include \$4.0 million for the Santa Cruz River (SCR) Flood Control Erosion Control & Linear Park: Ajo to 29th Street project; \$2.4 million for the CDO Pathway: LA Cholla to La Canada project; \$2.0 million for the Urban Drainage project; \$2.0 million for the El Corazon de los Tres Rios Del Norte project; \$1.6 million for the TV Creek: Sabino Canyon to Craycroft USACOE project; and \$1.0 million for the Floodprone Land Acquisition Program.

Open Spaces

In fiscal year 2014/15, \$10.4 million is designated for open space acquisitions with \$7.5 million budgeted for the Painted Hills Property Acquisition project; \$1.4 million for Town of Sahuarita Priorities; \$1.3 million for Tucson Mountain Park; and \$100,000 for the Raytheon Buffer.

Natural Resources, Parks & Recreation

There are 11 CIP projects in fiscal year 2014/15 for Parks and Recreation with a total budget of \$8.7 million. Major projects include \$4.1 million for the Northside Community Park; \$1.2 million for the Pantano Path: Broadway to Kenyon; \$870,842 for the Southeast Community Park; \$723,926 for the Santa Cruz River Park: Irvington to Valencia project; \$620,686 for the Catalina Community Park; and \$579,000 for the Pantano Infill: 5th Street to Speedway.

Sheriff's Department Regional Public Safety Communications System

The fiscal year 2014/15 CIP budget totals \$4.5 million for the Regional Public Safety Communications System.

Information Technology

The fiscal year 2014/15 CIP budget is \$5.3 million for eight projects. The major projects are \$2 million for Data Center Storage Growth and \$1.9 million for Public Works Permitting/Licensing Application.

Community Development & Neighborhood Conservation

There are five CIP projects, with total expenditures of \$2.6 million, scheduled for activity in fiscal year 2014/15. The major project is \$1.1 million for Housing Reinvestment 2004 Authorization.

Finance

The fiscal year 2014/15 CIP budget is \$1.0 million for the AMS v.3.10 Upgrade.

Office of Sustainability and Conservation

There are seven CIP projects, with total expenditures of \$905,110, scheduled for activity in fiscal year 2014/15.

Elections

The fiscal year 2014/15 CIP budget is \$750,000 for the Election System Upgrades.

Pima County FY 2014/2015 Adopted Budget

Environmental Quality

The fiscal year 2014/15 CIP budget is \$350,000 for Environmental Remediation/El Camino del Cerro Landfill project.

Telecommunications

The fiscal year 2014/15 CIP budget is \$1.5 million for five projects. The major project is \$856,078 for the VoIP Phone System.

Fleet Services

The fiscal year 2014/15 CIP budget is \$6.8 million for three projects. The major projects are \$5.2 million for the new Fleet Services Facility project and \$1.3 million for the Mission Road Complex Fuel Island.

Regional Wastewater Reclamation

The fiscal year 2014/15 CIP budget for Regional Wastewater Reclamation consists of 62 projects with total expenditures of \$84.3 million, including projects associated with the Regional Optimization Master Plan (ROMP). Major projects for fiscal year 2014/15 include \$9.9 million for the Minor Rehabilitation Projects; \$8.7 million for the South Rillito West Central Interceptor Rehabilitation project; \$7.9 million for the North Rillito Interceptor Rehabilitation project; and \$6.9 million for the Conveyance Rehabilitation Program. These four projects account for \$33.6 million, or 39.9%, of the \$84.3 million in total expenditures.

Complete FY 2014/15 Capital Project List

For a comprehensive list of the active and new projects comprising Pima County's fiscal year 2014/15 CIP budget refer to the *Summary of Active Capital Improvement Projects*.

Impact of Completed Capital Projects on Operations and Maintenance and Revenue: Fiscal Year 2014/15

During the budget cycle for fiscal year 2014/15, data concerning projected O&M expenditures was collected from departments. For Internal Service, Enterprise, and Special Revenue funds, the departments added the incremental O&M expenditure and revenue amounts to their base budget requests. For General Fund departments, O&M for completed capital projects and associated revenues were included in the form of supplemental requests or by adjustments to their existing departmental base budgets. The following two pages present the projected Operations and Maintenance (O&M) expenditures and revenues by project.

Pima County FY 2014/2015 Adopted Budget

**IMPACT OF COMPLETED CAPITAL PROJECTS ON OPERATIONS AND MAINTENANCE AND REVENUE
FISCAL YEARS 2014/2015 - 2018/2019**

Project Name	FY 2013/14 Adopted	Incr / (Decr) for FY 14/15	Incr / (Decr) for FY 15/16	Incr / (Decr) for FY 16/17	Incr / (Decr) for FY 17/18	Incr / (Decr) for FY 18/19
<u>Transportation</u>						
Coronado School Cougars		1,000			6,500	6,500
Harrison Greenway at DMAFB		1,000		500	500	
Ina Rd at Oracle Rd Intersection			1,000	1,000	1,000	
Julian Wash I-10 to Campbell Middle			1,000	1,000	1,000	
Julian Wash I-10 to Campbell Ramps			1,000		6,500	6,500
Julian Wash I-10 to Campbell West			1,000		6,500	6,500
La Canada River Rd to Ina Rd RTA11		1,000			6,500	
La Cholla Blvd Magee Rd to Overton Rd RTA04			1,000		6,500	
Magee Rd Cortaro Farms Rd Mona Lisa to La Canada RTA07			1,000		6,500	
Magee Rd La Canada Dr to Oracle Rd RTA 12			1,000		6,500	6,500
Mary Ann Cleveland Way @ Kush Canyon Ln HAWK				1,440	120	
Orange Grove Rd Cmno de la Tierra La Cholla Blvd			1,000		6,500	6,500
Valencia Rd Alvernon Way to Wilmot RTA24		1,000				
<u>Transportation Total</u>	0	2,000	8,000	3,440	47,620	26,000
<u>Facilities Management</u>						
Downtown Court Complex	238,134	353,148	318,006	186,237		
<u>Facilities Management Total</u>	238,134	353,148	318,006	186,237	0	1,095,525
<u>Regional Flood Control</u>						
Arroyo Chico Detention Basin USACOE	4,260	360	360	360	360	360
<u>Regional Flood Control Total</u>	4,260	360	360	360	360	360
<u>Information Technology</u>						
Citrix Delivered Application Virtualization		50,000				
Infrastructure Management Tools			40,000	4,000	4,400	4,880
Infrastructure Security Monitoring					80,000	8,000
Justware Server and Storage Replacement			45,000	4,500	4,950	5,445
Library ShoreTel		7,600				
Mobility Implementation Proof of Concept		9,000				
PimaCore Server and Storage Replacement			45,000	4,500	4,950	4,445
Public Works Permitting Licensing Application		300,048	104,000			
<u>Information Technology Total</u>	0	366,648	234,000	13,000	94,300	22,770
<u>Sheriff Department</u>						
Regional Public Safety Communications System	58,878	466,871				
<u>Sheriff Department Total</u>	58,878	466,871	0	0	0	0
<u>Telecommunications</u>						
Data Center Communications Upgrade - Telecom		22,000	11,000	11,000		
PoE Switches & UPS Devices - Telecom		7,500	188	200	197	202
Wireless Upgrade and Refresh - Telecom		10,250	256	263	269	266
<u>Telecommunications Total</u>	0	39,750	11,444	11,463	466	468

Pima County FY 2014/2015 Adopted Budget

**IMPACT OF COMPLETED CAPITAL PROJECTS ON OPERATIONS AND MAINTENANCE AND REVENUE
FISCAL YEARS 2014/2015 - 2018/2019**

Project Name	FY 2013/14 Adopted	Incr / (Decr) for FY 14/15	Incr / (Decr) for FY 15/16	Incr / (Decr) for FY 16/17	Incr / (Decr) for FY 17/18	Incr / (Decr) for FY 18/19
<u>Regional Wastewater Reclamation</u>						
Avra Valley WRF - UV Channel Protective Shade Structure				250	8	7
Continental Ranch Regions Pump Station Security Imprvmt					500	
Corona de Tucson WRF Security Improvements		18,000	9,760	247	255	262
Dodge Blvd Security Improvements				5,000	(4,500)	
Green Valley WRF SCADA & Automation Improvements				5,500		
Green Valley WRF Security Improvements			5,500	(4,985)	15	16
Hanson Software Upgrade to Version 8		45,000				
Ina Rd Existing Plant SCADA Upgrades				5,000	(4,750)	(462)
Ina Rd WPCF SCADA Process Optimization				5,000	(4,850)	5
La Tierra Pump Station Conversion to Gravity Sewer				(6,400)		
Mission Pump Station Rehabilitation			(6,400)			
North Rillito Interceptor Rehabilitation				5,000	(4,925)	(462)
Randolph Pk WRF & Pump Station Security Improvements				18,000	(9,500)	
Rincon Valley Chemical Dosing Station			183,000	(177,510)	165	169
ROMP 32 MGD Reclamation Campus		8,981,209				
ROMP Ina Rd WPCF HPO Replacement		14,657,683				
Safe Flush Tanks for Low-Flow Sewers			10,000			
SCADA Emergency Operations Center				5,000	(4,250)	(462)
SCADA WAN Infrastructure Upgrade				500		
SE Interceptor Subsurface Biofilter Vapor Treatment Unit			14,700	(6,900)		
Side Stream Treatment			561,000	(544,170)	505	520
State Prison Pump Station Rehabilitation FY13/14					350	
<u>Regional Wastewater Reclamation Total</u>	0	23,701,892	777,560	(690,468)	(30,977)	(407)
Total O&M Expenditures	301,272	24,930,669	1,349,370	(475,968)	111,769	1,144,716
O&M Revenue						
<u>Facilities Management</u>						
Downtown Court Complex		657,165	1,577,192	920,028		
<u>Facilities Management Total</u>	0	657,165	1,577,192	920,028	0	0
Total O&M Revenue	0	657,165	1,577,192	920,028	0	0

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Prior Years Expenditures	FY 2014/15 Adopted	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	Total
Transportation								
1st Ave Orange Grove Rd to Ina Rd RTA13							7,256,000	7,256,000
22nd St I-10 to Tucson Blvd Improvements			4,961,750	4,250,000				10,000,000
ADA Pedestrian Improvements	788,250	31,427						364,870
Bowes Rd @ Sabino High School HAWK	333,443	138,687	5,973					165,160
Broadway Blvd Euclid to Campbell RTA17	20,500							165,160
Camino Verde Brightwater Way to Valencia	1,347,247			5,000,000	5,500,000	6,000,000	7,152,753	25,000,000
Centennial Elementary School Safe Routes	310,000	855,000	200,000					1,365,000
Colossal Cave Rd Acacia School to Old Vail Rd	557,897	250,000						807,897
Colossal Cave Rd Success Dr & Ruthrauff Culvert	1,487,939						4,615,000	6,102,939
Coronado School Cougars	407,679	1,661,877	150,000					2,219,556
Cortaro Farms Rd Camino de Oeste to Thornydale	148,000	241,816		41,566				431,382
Country Club Rd Bike Ln Irvington to Valencia Rd	956,949	279,000	5,492,000	7,296,547	2,500,000			16,524,496
Drexel Rd Tucson Blvd to Alvernon Way	208	15,792						16,000
Harrison Greenway at DMAFB	42,580						307,462	350,042
Harrison Rd Bike Lanes	369,201	821,954						1,191,155
Houghton Rd I-10 to Golf Links Rd RTA 32	267,322	557,305	2,840					827,467
HSIP Project Holding Account	5,854,510	1,250,000					25,729,444	32,833,954
Hughes Access Road Relocation		750,000	750,000	750,000	750,000			3,000,000
Ina Rd at Oracle Rd Intersection	4,147,454	6,955,000		1,597,546				12,700,000
Intelligent Transport Sys Signals Coord & Cab Upgrade	6,028,000	50,000						6,078,000
Julian Wash I-10 to Campbell Middle	1,343,678	100,000	100,000	100,000	100,000	100,000	100,000	1,943,678
Julian Wash I-10 to Campbell Ramps	692,417	159,811						852,228
Julian Wash I-10 to Campbell West	276,291	50,502						326,793
Kinney Rd Ajo Way to Bopp Rd	108,945	165,243						274,188
Kolb Rd Sabino Canyon Rd to Sunrise Dr	3,369,980	2,813,087		6,283,042	7,919,500			20,385,609
La Canada River Rd to Ina Rd RTA11	2,872,054						10,970,947	13,843,001
La Cholla Blvd Magee Rd to Overton Rd RTA04	26,629,770	500,000	4,197,993					31,327,763
Lambert Lane Thornydale to Camino de la Tierra	25,492,280	478,683		1,610,896				27,581,859
Magee Rd Cortaro Farms Rd Mona Lisa to La Canada RTA07		750,000	1,600,628	250,000				2,600,628
Magee Rd Cortaro Farms Rd Thornydale Rd to Mona Lisa	23,969,513	1,000	10,000					23,980,513
Magee Rd La Canada Dr to Oracle Rd RTA 12	23,383,435	10,000	95,600					23,489,035
Mainsail Blvd & Twin Lakes Dr 27 Wash Vicinity	10,095,125	6,153,275	1,250,000					17,498,400
Manzanita Elem Safe Routes to School Design Proj	247,386						7,152,280	7,399,666
Mary Ann Cleveland Way @ Kush Canyon Ln HAWK	148,442	304,605	11,526					464,573
Misc Bike Safety Improvement Projects	17,364	10,636	218,000					246,000
Mission Rd Paved Shoulder	137,808	50,000	236,192					424,000
Mt Lemmon Retaining Wall 65B Repair		10,000	40,000					50,000
Old Tucson Nogales Hwy Summit Neighborhood	119,734	219,466						339,200
Old Vail Middle School Safe Route to School	624,735	932,150	120,000					1,676,885
Orange Grove Bike Lanes Oracle to Camino La Zorrora	80,000	85,000	266,622					431,622
Orange Grove Rd Camino de la Tierra La Cholla Blvd	812,413	48,607						861,020
Orange Grove TWLTL & Bike Lanes La Canada Rd to Oracle Rd	6,762,324	331,774	362,215					7,456,313
Palo Verde HAWKS @ Alvord & Milton	572,939	301,792						874,731
Pavement Preservation Program FY2014	355,001	50,000	48,999					454,000
Rillito Riverpath & Camino de la Tierra Bicycle & Pedest	7,247,379	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	37,247,379
Safety Improvements 1997 Bond Funded	196,907	455,097	351,996					1,004,000
	859,931	610,000	780,000	290,000	450,000	500,000	7,257,341	10,747,272

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Prior Years Expenditures	FY 2014/15 Adopted	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	Total
Safety Management Systems & Program Development	850,988	50,000	50,000	50,000	50,000	50,000	50,000	1,150,988
Silverbell Rd at Blanco Brawley Washes	416,637						2,092,264	2,508,901
Silverbell Rd: Grant Rd to Goret Rd	111,262	26,738						138,000
Square Tube Breakaway Sign Posts	1,005,258	125,000	125,000	125,000	125,000	125,000	125,000	1,755,258
Summit View Elementary Safe Routes to School	42,368	65,000	61,752					169,120
Sunset Rd Silverbell Rd to I-10 to River Rd RTA08	1,611,713	2,400,000	13,631,000	1,000,000	2,313,286			20,955,999
Tanque Verde Rd at Emily Gray JHS HAWK	21,915	140,150	11,935					174,000
Thornydale Rd Cortaro Farms Rd to Linda Vista Blvd	953,412		909,755	8,000,000	10,800,000			20,663,167
Valencia Rd - Wilmot Rd to Kolb Rd RTA24 & 36	1,799,196	5,000						1,804,196
Valencia Rd Alvernon Way to Wilmot RTA24	16,679,203	14,750,000	3,754,540	2,531,137				37,714,880
Valencia Rd Mark Rd to Wade Rd RTA21	4,910,326	10,970,834	3,480,000	1,563,000				20,924,160
Valencia Rd Mt Eagle Rd to Ajo Highway RTA21							14,000,000	14,000,000
Valencia Rd Wade Rd to Mt Eagle Rd RTA21			500,000	6,000,000	7,500,000	2,000,000		16,000,000
Wilmot Rd North of Sahuarita Rd RTA33	808,063	75,000	8,282,605	1,174,332				10,340,000
Transportation Total	188,693,371	62,056,308	57,058,921	52,913,066	43,007,786	13,775,000	91,808,491	509,312,943
Facilities Management								
160 N. Stone Building Renovation			750,000	2,250,000				3,000,000
Accelerate Abrams Level 4 Phase 2	550,000	130,000						680,000
Administration East 2nd Floor TI	180,000		1,820,000					2,000,000
Administration East Bldg 4th Floor Improvements	1,800,852	199,148						2,000,000
Administration West 5th Floor Improvements	5,000		2,995,000					3,000,000
Adult Detention Center Electrical and Plumbing Improvements		225,000						225,000
Ajo Way Corridor Building Exterior Enhancement Program			170,000					170,000
ARC Flash Study at Main Jail			200,000					200,000
B of A 15th Floor Renovation			250,000	1,450,000				1,700,000
Building & Grounds Security	100,000		200,000	100,000	100,000	100,000		600,000
Building Roof Replacement			1,000,000					1,000,000
Combined Heating & Power Installation at Main Jail	379,629							379,629
Demolition of Theresa Lee Clinic		200,000						200,000
Downtown Complex Bldg Sealing				1,000,000				1,000,000
Downtown Court Complex	104,406,582	30,000,000	13,093,418					147,500,000
El Presidio Parking Garage Emergency Generator Replacement		150,000						150,000
El Presidio Parking Garage Lighting Retrofit		165,000						165,000
Elevator Life Safety Additions				250,000				250,000
Exterior Painting & Common Space Improv of PWB				475,000				475,000
Facilities Management ADA Studies					500,000			500,000
Flowing Wells Branch Library Addition	1,632				769,730	2,178,638	250,000	3,200,000
Fort Lowell Acq	1,066,192	10,855						1,077,047
Geasa Marana Library Interior Enhancements		196,000						196,000
JIC/BOOS Hearing Room AV			300,000					300,000
Juvenile Courts Roofing Replacement		250,000						250,000
Legal Services Bldg & B of A Interior Enhancement Program			250,000					250,000
Legal Services Bldg 3rd Floor Improvements			2,500,000					2,500,000
Legal Services Bldg Lighting Retrofit		500,000						500,000
Legal Services Bldg Lobby Improvements	300,000		450,000					750,000
Library Sustainable Landscaping Improvements		250,000						250,000
Main Jail Tower Strobic Fan Replacement		300,000						300,000

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Prior Years Expenditures	FY 2014/15 Adopted	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	Total
Mission Library Interior Enhancements		315,000						315,000
MSF Roof Mechanical Replacement	400,000							400,000
Psychiatric Hospital	42,979,853	39,784						43,019,637
Repave Non-Park Facility Parking Lots	660,719		200,000	200,000	200,000			1,260,719
Roy Place Bldg Facade Restoration Completion	310,000	690,000						1,000,000
Sheriff Administration Roof Replacement		125,000						125,000
Superior Court 9th Floor Renovation			4,250,000					4,250,000
Theresa Lee Hlth Clinic	1,699,453	170,000						1,869,453
University of Arizona South Campus Parking Garage	304,185		10,695,815					11,000,000
Upgrade EMCS & Replace VAV Boxes at 33 N Stone			300,000					300,000
Facilities Management Total	155,144,097	33,915,787	39,424,233	5,725,000	1,569,730	2,278,638	250,000	238,307,485
Regional Flood Control District								
Airport Wash - Economic Development Zone	450,000	50,000						500,000
Arroyo Chico Detention Basin US Army Corps of Engineers (USACOE)	14,510,994	317,000						14,827,994
CDO Pathway La Cholla to La Canada	1,729,713	2,467,300						4,197,013
Diablo Village Regional Detention Basins	1,452,657				1,000,000			2,452,657
El Corazon de los Tres Rios Del Norte	4,835,836	2,000,000	2,000,000			4,840,000	16,964,913	30,640,749
Floodprone Land Acq Program	22,943,215	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	28,943,215
Green Valley Drainage Way 6 Repairs	555,255	200,000						755,255
Pantano - Rincon Ecosystem Restoration						1,000,000		1,000,000
Pantano Wash Ft Lowell Park to Tanque Verde Road	930,974	565,600	4,078,000	2,001,000				7,575,574
Pantano Wash Ft Lowell to Craycroft			466,000	564,300				1,030,300
Pasqua Yaqui Tribe Black Wash Urban Drainage Imprvmt	527,653	472,347						1,000,000
Roger Rd & I-10 Drainage Improvement	646,530		367,627	1,203,000	2,774,470			4,991,627
SCR Flood Control Erosion Control & Linear Pk Ajo to 29	4,208,609	4,000,000	5,000,000	809,834				14,018,443
Tohono O'Odham Nation Urban Drainage	606,489	400,000	493,511					1,500,000
Tres Rios del Norte USACOE Study	1,600,799		50,000					
Tanque Verde Creek Sabino Canyon to Craycroft USACOE	1,232,072	1,666,000	3,173,000	3,469,000	2,196,000	3,418,000	8,114,000	23,268,072
Urban Drainage	4,772,315	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	16,772,315
Regional Flood Control District Total	61,003,111	15,138,247	18,628,138	11,047,134	8,970,470	12,258,000	28,078,913	153,473,214
Open Spaces								
Painted Hills	28,265	7,563,446						7,591,711
Raytheon Buffer Arizona Department of Transportation Parcel	10,000	100,000						110,000
Town of Sahuarita Priorities	38,238	1,441,177						1,479,415
Tucson Mountain Park	25,000	1,300,000						1,325,000
Open Spaces Total	101,503	10,404,623	0	0	0	0	0	10,506,126
Natural Resources, Parks & Recreation								
36th Street Trailhead Relocation			250,000					250,000
Bicycle Ln on Sahuarita Rd	1,216,455	283,545						1,500,000
Catalina Community Park	379,314	620,686						1,000,000
Mary Henderson Desert Center			260,000	1,412,000	578,000			2,250,000
Northside Community Park	914,599	4,130,000	455,401					5,500,000
Pantano Infill 5th St to Speedway	195,198	579,000	45,235					819,433
Pantano Path Broadway to Kenyon	635,851	1,230,149	120,000					1,986,000
Pathway Signage and Markings	50,000	64,000						114,000

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**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Prior Years Expenditures	FY 2014/15 Adopted	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	Total
Rillito River Park Right-of-Way	26,223	250,000	25,777					302,000
River Park Expansion and Enhancement Initiative			1,100,000					1,100,000
SCR Park Irvington to Valencia	201,074	723,926	275,000					1,200,000
SE Community Park	5,129,158	870,842						6,000,000
Small River Park Improvements	248,935	2,000						250,935
Splashpads Programs			3,500,000					3,500,000
Tortolita Trail System	1,186,549	13,451						1,200,000
<u>Natural Resources, Parks & Recreation Total</u>	10,183,356	8,767,599	6,031,413	1,412,000	578,000	0	0	26,972,368
<u>Information Technology</u>								
Citrix Delivered Application Virtualization			450,000					450,000
Consumer Health & Food Safety Licensing Software		271,207	314,842					586,049
Data Center OS Upgrade			177,100		122,100			299,200
Data Center SQL Server Upgrade			312,000					312,000
Data Center Storage Growth	858,000	2,000,000	858,000	858,000	858,000	858,000		6,290,000
External SharePoint Environment			178,200					178,200
GIS Server and Storage Replacement			189,400					189,400
Infrastructure Management Tools		174,000						174,000
Infrastructure Security Monitoring		457,600						457,600
JustWare Server and Storage Replacement			269,200					269,200
Library ShoreTel		211,170						211,170
Mobility Implementation Proof of Concept	97,303	6,729						104,032
Physical Server Replacement		254,800	254,800	254,800	254,800	254,800		1,274,000
PimaCore Server and Storage Replacement			696,000					696,000
Public Works Permitting Licensing Application	3,798,694	1,969,734						5,768,428
<u>Information Technology Total</u>	4,753,997	5,345,240	3,699,542	1,112,800	1,234,900	1,112,800	0	16,809,279
<u>Sheriff</u>								
Regional Public Safety Communications System	60,980,933	4,561,707						65,542,640
<u>Sheriff Total</u>	60,980,933	4,561,707	0	0	0	0	0	65,542,640
<u>Community Development & Neighborhood Conservation</u>								
5 Points Business Coalition	93,455	398,440						491,895
CAH Alvord Court Rental Housing Project	59,000	53,000						112,000
Housing Reinvestment 2004 Authorization		1,142,487						1,142,487
Neighborhood Reinvestment 2004 Authorization		888,237						888,237
SALT Corona Road Estates	101,000	139,000						240,000
<u>Community Development & Neighborhood Conservation Total</u>	253,455	2,621,164	0	0	0	0	0	2,874,619
<u>Finance</u>								
AMS v.3.10 Upgrade		1,000,000						1,000,000
<u>Finance Total</u>	0	1,000,000	0	0	0	0	0	1,000,000
<u>Office of Sustainability and Conservation</u>								
Anza Trail - Llano Grande Campsite	168,704	181,996	371,232					721,932
Anza Trail - Los Morteros Campsite	752,760	340,799						1,093,559
Anza Trail - Oit Pars Campsite	21,366	95,756	389,878					507,000
Canoa Ranch Buildings Rehabilitation	888,980	104,000						992,980

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Prior Years Expenditures	FY 2014/15 Adopted	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	Total
Dakota Wash Site Acq	580,000	20,000						600,000
Fort Lowell Acq - Atkins Steel Acq	1,407,782	132,559						1,540,341
Tumamoc Hill Acq	1,307,074	30,000						1,337,074
<u>Office of Sustainability and Conservation Total</u>	5,126,666	905,110	761,110	0	0	0	0	6,792,886
<u>Elections</u>								
Election System Upgrades		750,000	434,440					1,184,440
<u>Elections Total</u>	0	750,000	434,440	0	0	0	0	1,184,440
<u>Environmental Quality</u>								
El Camino del Cerro LOU Project	256,681							256,681
Environmental Remediation - El Camino del Cerro Landfill	3,700,580	350,000	350,000	350,000				4,750,580
Tangerine Closure					9,760,753			9,760,753
Waste Tire Collection Site Relocation	983,975				296,396			1,280,371
<u>Environmental Quality Total</u>	4,941,236	350,000	350,000	350,000	10,057,149	0	0	16,048,385
<u>Telecommunications</u>								
10 Gig Downtown Distribution Upgrade - Telecom				270,000	270,000	270,000		810,000
Analog Line Replacement for VoIP Project - Telecom	248,656	55,060	55,060	10,224				369,000
Data Center Communications Upgrade - Telecom	260,792	112,400	112,400	112,400	112,400	112,400		822,792
Disaster Recovery - Telecom	499,786							
PoE Switches & UPS Devices - Telecom	574,554	423,340	401,739					1,399,633
VoIP Phone System - Telecom	1,159,808	856,078	1,272,540					3,288,426
Wireless Upgrade and Refresh - Telecom		105,000	105,000					210,000
<u>Telecommunications Total</u>	2,743,596	1,551,878	1,946,739	392,624	382,400	382,400	0	6,899,851
<u>Fleet Services</u>								
Fleet Services Fuel Management System	588,048	216,148						804,196
Mission Rd Complex Fuel Island	10,000	1,390,000						1,400,000
New Services Facilities	13,331,181	5,217,819						18,549,000
<u>Fleet Services Total</u>	13,929,229	6,823,967	0	0	0	0	0	20,753,196
<u>Regional Wastewater Reclamation</u>								
22nd St Alvernon Way to Swan Rd Augmentation				181,000	2,200,000	4,000		2,385,000
22nd to Congress Osborne to Toole	3,823	591,026						594,849
Addition to RWRD Central Laboratory	2,458,038	3,621,962						6,080,000
ADOT Ina Rd & I-10 Sewer Modifications		150,000	1,800,000					1,950,000
ADOT W Ajo Way & I-19 Sewer Modifications	150,000	1,800,000						1,950,000
ADOT SR86 Valencia Rd to Kinney Rd	2,018,834	1,000						2,019,834
ADOT W Ruthrauff Rd & I-10 Sewer Modifications		150,000	1,800,000					1,950,000
Arivaca Pump Station	469,383	88,617						558,000
Avra Valley WRF - UV Channel Protective Shade Structure		195,000	30,000					225,000
Avra Valley WRF SCADA & Automation Impr FY 17/18					614,000			614,000
Biogas Sales and Utilization	1,337,159	3,140,642						4,477,801
Cardenal Pump Station	353,015	105,985						459,000
Continental Ranch Regions Pump Station - Second Force Main				610,000	6,330,000	6,696,000	10,000	13,646,000
Continental Ranch Regions Pump Station Security Imprvmt	43,658	255,377						299,035
Conveyance Rehab - 12th-4th-36th-Ajo							271,000	271,000

15-12

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Prior Years Expenditures	FY 2014/15 Adopted	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	Total
Conveyance Rehabilitation Program		6,999,000	1,000					7,000,000
Conveyance SCADA System Upgrade Richey Rd to Ina Rd	776,998	2,481,581						3,258,579
Corona de Tucson WRF SCADA & Operations Upgrade	170,000	764,615						934,615
Corona de Tucson WRF Second Fine Screen	103,551							
Corona de Tucson WRF Security Improvements	1,049,500	216,500						1,266,000
Corona de Tucson WWTF UV Disinfection & Filtration			1,000,000					1,000,000
COTDOT 22nd St I-10 to Tucson Blvd Sewer Utility				15,000	1,162,000			1,177,000
COTDOT Broadway Blvd Euclid-Campbell Ave Sewer Utility				110,900	4,100			115,000
COTDOT Grant Rd Corridor Improvement Sewer Utility	220,000	231,000	243,000					694,000
COTDOT Houghton Rd I-10 to Valencia Rd Sewer Utility	10,000	45,000	50,000					105,000
CRRPS Facility Modifications	359,845	1,551,212	964,443					2,875,500
DMAFB Flow Meter Station	33,822		303,178					
Dodge Blvd Security Improvements	69,092		332,908					402,000
Green Valley WRF - Future Development Plan FY13/14	4,000,000	2,700,000						6,700,000
Green Valley WRF SCADA & Automation Improvements	318,117	1,095,883						1,414,000
Green Valley WRF Security Improvements	1,412,716	237,284						1,650,000
Hanson Software Upgrade to Version 8		665,780						665,780
Harrison Rd - Millmar Rd to Escalante Rd	1,363,203	1,098,360						2,461,563
Helen St to Elm St 6th Ave to 1st Ave	4,407	692,717						697,124
Houghton Road Broadway Blvd Intersection Improve COTDOT		100,000	37,827					137,827
Ina Rd Existing Plant SCADA Upgrades			720,000					720,000
Ina Rd WPCF Class A Biosolids Improvements	2,141,585	508,201	2,427,291	8,609,290	1,977,960			15,664,327
Ina Rd WPCF SCADA Process Optimization	655,560	132,417						787,977
Ina Rd WRF Emergency Overflow Basin Pump Replacement	200,000	5,000						205,000
Ina Rd WRF Primary Clarifier Concrete Repair	1,911,593	400,000						2,311,593
Ina Rd WRF Rough Screens	410,470	29,030						439,500
Kostka Ave Michigan to Pennsylvania	293,748	70,000						363,748
La Cholla Blvd & Calle Pacifica to Speedway Blvd & Silv							265,000	265,000
La Cholla Blvd to Mission Rd & Starr Pass to 36th St							283,400	283,400
La Tierra Pump Station Conversion to Gravity Sewer	144	131,000	654,856					786,000
Minor Rehabilitation Projects FY 13/14	9,800,000	200,000						10,000,000
Minor Rehabilitation Projects FY 16/17				2,995,000	5,000			3,000,000
Minor Rehabilitation Projects FY 17/18					2,995,000	5,000		3,000,000
Minor Rehabilitation Projects FY14/15		9,995,000	5,000					10,000,000
Minor Rehabilitation Projects FY15/16			2,995,000	5,000				3,000,000
Mission Pump Station Rehabilitation	250,000	99,000						349,000
Mt Lemmon WRF SCADA & Automation Improvements	156,945	559,055						716,000
North Rillito Interceptor Rehabilitation	278,919	7,929,000	8,238,081	2,554,000				19,000,000
North Rillito Interceptor Relief Sewer	1,667,950	3,962,765	69,285					5,700,000
Park Ave Augmentation - Irvington Rd to Drexel Rd							2,385,000	2,385,000
PCDOT La Cholla Blvd Magee Rd to Tangerine Rd	60,000	60,000						120,000
Prince Rd & I-10 ADOT Sewer Modifications	4,269,500	230,500						4,500,000
Principal Pump Station	379,139	142,861						522,000
Quail Creek Lift Station			50,000	596,000	104,000			750,000
Randolph Pk WRF & Pump Station Security Improvements	80,000		590,000					670,000
Rincon Valley Chemical Dosing Station	340,000	30,000						370,000
Rio Nuevo CIPP 60" Rehabilitation Project	675,000	175,000						850,000
Roger Rd WRF Clean Closure	5,285,134	5,000,000	2,000,000					12,285,134

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Prior Years Expenditures	FY 2014/15 Adopted	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	Total
ROMP 32 MGD Reclamation Campus	173,746,988	267,000						174,013,988
ROMP Ina Rd WPCF HPO Replacement	148,276,222	10,000						148,286,222
ROMP SCADA	12,324,907	1,607,053						13,931,960
S. 12th Ave to S. 2nd Ave and W. 22nd St to W. 36th St.							350,850	350,850
Sabino Creek Pump Station	614,029	1,022,000						1,636,029
Safe Flush Tanks for Low-Flow Sewers							175,000	175,000
Sahuara Bio-Filter		119,000	231,000					350,000
SCADA Emergency Operations Center	410,000		220,000					630,000
SCADA WAN Infrastructure Upgrade	241,993		2,262,007					2,504,000
SE Houghton Area Recharge Project	216,778	450,000	1,700,000	1,000,000	633,222			4,000,000
SE Interceptor Augmentation	155,276	3,134,724	4,076,000					7,366,000
SE Interceptor Subsurface Biofilter Vapor Treatment Unit	873,987	254,513						1,128,500
Sewer Manhole Rehabilitation # 4	1,492,635	2,000						1,494,635
Sewer Manhole Rehabilitation # 5		999,000	1,000					1,000,000
Sewer Manhole Rehabilitation # 7				799,000	1,000			800,000
Sewer Manhole Rehabilitation # 8					799,000	1,000		800,000
Sewer Manhole Rehabilitation # 6			799,000	1,000				800,000
Sewer Utility Modification Program			1,245,000	1,500,000	500,000	3,000,000		6,245,000
Side Stream Treatment	350,000	5,487,012	4,830,861					10,667,873
Silverado Pump Station Rehabilitation							514,000	514,000
Silverbell Pump Station Rehabilitation			472,000	1,000				473,000
South Rillito West Central Interceptor Rehab	4,394,023	8,758,801	1,173,176					14,326,000
St Mary's Rd & N Cuesta Ave to Speedway Blvd Silverbell							200,000	200,000
State Prison Pump Station Rehabilitation FY13/14	225,000			687,000	1,000			913,000
Sub-Regional Facilities Security Improvements	210,315	289,685						500,000
System Wide Treatment Rehabilitation & Enhancement	380,298	1,500,000	500,000	500,000	500,000	500,000		3,880,298
System-Wide Conveyance Rehabilitation Program			4,000,000	11,000,000	11,000,000	11,000,000		37,000,000
System-wide Odor Control Capital Program		700,000		999,000	750,000	500,000		2,949,000
System-Wide Sewer Conveyance Augmentation Program	200,000	350,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,550,000
Tangerine Rd Force Main Relocation	106,000	803,000						909,000
Valencia to Los Reales Camino de la Tierra to Cardinal							260,400	260,400
Wilmot Rd & I-10 Manhole Rehabilitation	1,249,000	1,000						1,250,000
Regional Wastewater Reclamation Total	391,048,299	84,392,158	48,821,913	35,163,190	32,576,282	24,706,000	7,714,650	623,981,941
Total Capital Improvement Projects	898,902,849	238,583,788	177,156,449	108,115,814	98,376,717	54,512,838	127,852,054	1,699,459,373
Less: Telecommunications		(1,551,878)						
Less: Fleet Services		(6,823,967)						
Less: Regional Wastewater Reclamation		(84,392,158)						
Total FY 2014/15 Adopted Capital Projects Fund		145,815,785						

15-14

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Capital Expenditures:							Beyond	Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19			
ROMP 32 MGD Reclamation Campus	173,746,988	267,000	0	0	0	0	0	174,013,988	

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Regional Wastewater Reclamation	Personal Services	500,000	0	0	0	0
	Supplies & Services	8,481,209	0	0	0	0
	Capital	0	0	0	0	0
	Total O&M	8,981,209	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	(8,981,209)	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

Design and construct a 32 MGD facility in the vicinity of the existing Roger Road WWTP to achieve nutrient removal. The wastewater treatment system will accommodate a future biological phosphorus removal system based on the Bardenpho process. The new facility will not include biosolids handling as this process will be accomplished at the Ina Road WPCF.

Project Justification

The 32 MGD facility in the vicinity of the Roger Road wastewater treatment plant will achieve nutrient removal.

15-15

Project Name	Capital Expenditures:							Beyond	Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19			
ROMP Ina Road WPCF HPO Replacement	148,276,222	10,000	0	0	0	0	0	148,286,222	

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Regional Wastewater Reclamation	Personal Services	4,575,520	0	0	0	0
	Supplies & Services	10,082,163	0	0	0	0
	Capital	0	0	0	0	0
	Total O&M	14,657,683	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	(14,657,683)	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

Design and construct new facilities and modifications to existing HPO wastewater treatment system at Ina Road WPCF for nutrient removal and biosolids improvements. The wastewater treatment system will accommodate a future biological phosphorus removal system based on the Bardenpho process. The project will also upgrade the effluent disinfection using an enhanced chlorination process. The project will also include a new operations lab to accommodate the future operations needs.

Project Justification

The wastewater treatment system will accommodate a future biological phosphorus removal system based on the Bardenpho process which will remove nitrogen and phosphorus biologically through five stages of anoxic, anaerobic, and aerobic zones. In addition, the project will upgrade the effluent disinfection using an enhanced chlorination process, and will also include a new operations lab to accommodate the future operations needs.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
Downtown Court Complex	104,406,582	30,000,000	13,093,418	0	0	0	0	147,500,000

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Facilities Management	Personal Services	0	0	0	0	0
	Supplies & Services	353,148	318,006	186,237	0	0
	Capital	0	0	0	0	0
	Total O&M	353,148	318,006	186,237	0	0
	Revenue	657,165	1,577,192	920,028	0	0
	Net Fund Impact	304,017	1,259,186	733,791	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

Design, construct, and locate a new Pima County Justice Court and other County related court facilities. The Pima County Justice Court building will provide for a minimum of 38 courtrooms, as well as office space for departments supporting the courts such as the Constables, the County Public Defender, and Legal Defender.

Project Justification

Pima County Justice Courts are now located in three separate facilities downtown: the Old Courthouse, the Legal Services Building, and leased facilities. The existing facilities are too small for current and projected volumes of work.

15-16

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
Regional Public Safety Communications System	60,980,933	4,561,707	0	0	0	0	0	65,542,640

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Sheriff Department	Personal Services					
	Supplies & Services	466,871				
	Capital					
	Total O&M	466,871	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	(466,871)	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0	

Project Description

Design, procurement, and deployment of a regional public safety voice and data communications network to serve nineteen fire districts, ten police agencies, and the Pima County Office of Emergency Management and Homeland Security. Collectively these entities are responsible for providing public safety and emergency management services to the Pima County populace and most specifically to their individual jurisdictions.

Project Justification

County needs a regional public safety voice and data communications network that will serve nineteen fire districts, ten police agencies, and the Pima County Office of Emergency Management and Homeland Security.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	<u>Capital Expenditures:</u>							
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	Total
Psychiatric Hospital (2004 & 2006 Authority)	42,979,853	39,784	0	0	0	0	0	43,019,637

Department	Increase/(Decrease) from Prior Year					
	O&M Impact	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Facilities Management	Personal Services					
	Supplies & Services					
	Capital					
	Total O&M	0	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0	

Project Description

Construct a 50 bed psychiatric facility to complement existing psychiatric services at the University Physicians Healthcare Hospital (UPHH) at Kino. This facility will be located adjacent to UPHH to take advantage of medical and other support services provided by the hospital.

Project Justification

Currently, Pima County provides inpatient psychiatric services in UPHH. The majority of the psychiatric inpatient beds are located in wings originally designed as medical/surgical nursing units.

15-17

Project Name	<u>Capital Expenditures:</u>							
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	Total
Valencia Road: Alvernon Road to Wilmot Road RTA 24	16,679,203	14,750,000	3,754,540	2,531,137	0	0	0	37,714,880

Department	Increase/(Decrease) from Prior Year					
	O&M Impact	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Transportation	Personal Services					
	Supplies & Services	1,000				
	Capital					
	Total O&M	1,000	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	(1,000)	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0	

Project Description

Reconstruct and widen Valencia Road from Alvernon Way to Wilmot Road to a six-lane desert parkway per the adopted RTA plan.

Project Justification

Improvements will accommodate projected increased traffic in the area as well as public safety.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
Pavement Preservation Program FY2014	7,247,379	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	37,247,379

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Transportation	Personal Services					
	Supplies & Services					
	Capital					
	Total O&M	0	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

The purpose of this project is to rehabilitate existing urban arterial and collector streets and rural roads that have experienced various degrees of deterioration. Pavement preservation alternatives will extend roadway life and provide improved riding and driving conditions.

Project Justification

Roadways selected for pavement preservation measures are structurally sound, but do require varying degrees of preservation treatment to mitigate further degradation. Pavement preservation work is a maintenance function that has been routinely handled by PCDOT's Maintenance & Operations Division; however, because of current departmental budget restrictions available funds to do this work can only be spent in the capital improvement program.

15-18

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
System-Wide Conveyance Rehabilitation	0	0	4,000,000	11,000,000	11,000,000	11,000,000	0	37,000,000

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Regional Wastewater Reclamation	Personal Services	0	0	0	0	0
	Supplies & Services	0	0	0	0	0
	Capital	0	0	0	0	0
	Total O&M	0	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

RWRD is focused on rehabilitating, repairing, or replacing the aging conveyance system throughout Pima County in compliance with the Capacity, Management, Operation, and Maintenance (CMOM) permit.

Project Justification

Planned rehabilitation of the conveyance system will reduce the possibility of potential failures and their associated liabilities, including environmental concerns and sanitary sewer overflows resulting in regulatory fines.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
Houghton Rd I-10 to Golf Links Rd RTA 32	5,854,510	1,250,000		0	0	0	25,729,444	32,833,954

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Transportation	Personal Services	0	0	0	0	0
	Supplies & Services	0	0	0	0	0
	Capital	0	0	0	0	0
	Total O&M	0	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

This multi-phase project is the widening of Houghton Road to a four-lane cross section with multi-use lanes, curbs, storm drains and outside landscaping; the segment between Old Vail Road and Golf Links Road is to have a six-lane cross section. New turning lanes and traffic signals will be installed as needed at Naranja Road, Lambert Lane, and Overton Road. The limits of this project are changed per memorandum of understanding with the City of Tucson dated May 7, 2004.

Project Justification

The project will reduce congestion and enhance safety along Houghton Road.

15-19

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
La Canada Drive River Road to Ina Rd RTA 11	26,629,770	500,000	4,197,993	0	0	0	0	31,327,763

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Transportation	Personal Services	0	0	0	0	0
	Supplies & Services	1,000	0	0	6,500	0
	Capital	0	0	0	0	0
	Total O&M	1,000	0	0	6,500	0
	Revenue	0	0	0	0	0
	Net Fund Impact	(1,000)	0	0	(6,500)	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

Widen La Canada from the existing 2/3 lane roadway to 4 lanes with medians, turn lanes, bike lanes, sidewalks, equestrian paths, and new drainage structures at wash crossings throughout the corridor.

Project Justification

The improvements will benefit the area by accommodating the existing and projected increased traffic in the area as well as improve vehicular, pedestrian, bicycle, and equestrian safety. In addition, the improved drainage will provide all weather crossings thus improving the overall mobility for emergency providers, residents, and citizens using this route.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
El Corazon de los Tres Rios Del Norte	4,835,836	2,000,000	2,000,000	0	0	4,840,000	16,964,913	30,640,749

Department	Increase/(Decrease) from Prior Year					
	O&M Impact	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Regional Flood Control	Personal Services					
	Supplies & Services					
	Capital					
	Total O&M	0	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

<p>Project Description El Corazon de los Tres Rios del Norte project planning and property acquisition of CalPortland Properties along the Santa Cruz River and Sunset Road.</p>	<p>Project Justification Project will conduct planning and hydrologic studies necessary to support the future roadway improvements to Silverbell Road and Sunset Road.</p>
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Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
Floodprone Land Acquisition Program	22,943,215	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	28,943,215

Department	Increase/(Decrease) from Prior Year					
	O&M Impact	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Regional Flood Control District	Personal Services					
	Supplies & Services					
	Capital					
	Total O&M	0	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

<p>Project Description Acquire land for the purpose of removing residents and personal property from areas subject to severe flood and erosion hazards.</p>	<p>Project Justification The acquisition of floodprone lands provide multiple community benefits including natural moderation of floods by reducing flow velocities, increased groundwater recharge, protection of wildlife habitat, and preservation of open space.</p>
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**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Capital Expenditures:							Beyond	Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19			
La Cholla Boulevard: Magee Road to Overton Road RTA 04	25,492,280	478,683	0	1,610,896	0	0	0	27,581,859	

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Transportation	Personal Services	0	0	0	0	0
	Supplies & Services	0	1,000	0	6,500	0
	Capital	0	0	0	0	0
	Total O&M	0	1,000	0	6,500	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	(1,000)	0	(6,500)	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

Widen La Cholla to a 4-lane desert parkway between Tangerine Road and Magee Road including a raised landscaped median, a new 4-lane bridge at the Canada del Oro Wash north of Magee Road, and bike lanes in both directions. New turning lanes and traffic signals will be installed as needed at Naranja Road, Lambert Lane, and Overton Road.

Project Justification

Provide a parkway-type alternative route to Oracle Road.

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Project Name	Capital Expenditures:							Beyond	Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19			
Broadway Boulevard: Euclid Avenue to Campbell RTA 17	1,347,247	0	0	5,000,000	5,500,000	6,000,000	7,152,753	25,000,000	

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Transportation	Personal Services	0	0	0	0	0
	Supplies & Services	0	0	0	0	0
	Capital	0	0	0	0	0
	Total O&M	0	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

Increase the number of lanes on Broadway Boulevard from Euclid Avenue to Campbell, including improved intersections, traffic signals, a landscaped median, multi-use lanes, sidewalks, street lighting, storm drains, public art, and other urban arterial features. Replace the current five-lane section with a contemporary urban arterial.

Project Justification

Reduce congestion and enhance safety along Broadway Boulevard as well as providing significant opportunities to revise the urban streetscape and development pattern along Tucson's main street.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
Magee Road/Cortaro Farms Road: Mona Lisa to La Canada RTA A07	23,969,513	1,000	10,000	0	0	0	0	23,980,513

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Transportation	Personal Services	0	0	0	0	0
	Supplies & Services	0	1,000	0	6,500	0
	Capital	0	0	0	0	0
	Total O&M	0	1,000	0	6,500	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	(1,000)	0	(6,500)	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

Realign and improve the Magee/LaCholla Intersection and change 2-lane roadway to a 4-lane desert parkway with sidewalks and bike lanes.

Project Justification

The project will reduce congestion and improve safety and mobility.

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
Magee Road/Cortaro Farms Road: Corridor Study & Thornydale Road to Mona Lisa	23,383,435	10,000	95,600	0	0	0	0	23,489,035

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Transportation	Personal Services					
	Supplies & Services					
	Capital					
	Total O&M	0	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

Following the Cortaro Farms Road alignment between Thornydale Road and Shannon Road, this project widens Magee Road to a 4-lane arterial between Thornydale and La Canada and includes a raised landscaped median, bike lanes in each direction, and ADA-accessible sidewalks. In addition, the project includes the elimination of the "jog" in the road alignment that currently exists at La Cholla Boulevard, a new bridge, additional turn lane, signalization and intersection improvements at Thornydale Road, both Shannon Road intersections, and La Cholla Boulevard, and new culverts throughout to convey a 100-year peak discharge under the road.

Project Justification

This project will provide continuous east-west connectivity in the urbanized northwest area and improve safety by eliminating rural roadway stretches and the roadway "jog" at La Cholla Boulevard.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
Tanque Verde Creek Sabino Canyon to Craycroft with USA Corps of Engineers (USA COE)	1,232,072	1,666,000	3,173,000	3,469,000	2,196,000	3,418,000	8,114,000	23,268,072

Department	Increase/(Decrease) from Prior Year					
	O&M Impact	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Regional Flood Control District	Personal Services					
	Supplies & Services					
	Capital					
	Total O&M	0	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

The Pima County Flood Control District, in cooperation with USA COE, plans to mitigate flooding problems along Tanque Verde Creek.

Project Justification

The proposed drainage improvements will reduce chronic drainage problems that impact local streets and the threat of flooding homes and commercial buildings.

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
Sunset Rd Silverbell Rd to I-10 to River Rd RTA 08	1,611,713	2,400,000	13,631,000	1,000,000	2,313,286	0	0	20,955,999

Department	Increase/(Decrease) from Prior Year					
	O&M Impact	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Transportation	Personal Services	0	0	0	0	0
	Supplies & Services	0	0	0	0	0
	Capital	0	0	0	0	0
	Total O&M	0	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

Design and construct Sunset Road from Silverbell Road across I-10 to River Road including two travel lanes, a center turn lane, a new bridge across the Santa Cruz River, a new railroad grade separation, bike lanes in each direction, and curbs with ADA-accessible sidewalks.

Project Justification

This project adds a new connection across the Santa Cruz River and I-10 into the urban area via the Sunset Road extension to I-10 and to River Road.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
Valencia Road: Mark Road to Wade Road RTA 21	4,910,326	10,970,834	3,480,000	1,563,000	0	0	0	20,924,160

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Transportation	Personal Services					
	Supplies & Services					
	Capital					
	Total O&M	0	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

Widen Valencia Road between Ajo Highway and Mark Road to a 4-lane desert parkway, with 4 travel lanes; raised, landscaped median; bike lanes in each direction; ADA-accessible sidewalks; and continuous street lighting with additional turn lanes, signalization and intersection improvements at Ajo Highway.

Project Justification

Improve traffic flow and intersection safety.

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
Thornsdale: Cortaro Farms Road to Linda Vista Boulevard	953,412	0	909,755	8,000,000	10,800,000	0	0	20,663,167

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Transportation	Personal Services	0	0	0	0	0
	Supplies & Services	0	0	0	0	0
	Capital	0	0	0	0	0
	Total O&M	0	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

Widens the existing Thornsdale Road to a four-lane divided cross section with raised landscape median, outside curbs, multi-use lanes, storm drains, landscaping and noise mitigation and screening adjacent to residential areas where warranted. The project will include a drainage structure to carry Hardy Wash and other transverse drainages under Thornsdale Road. Note: reflects planning and design costs after FY 1996/97.

Project Justification

The project will reduce traffic congestion and enhance safety along Thornsdale Road as well as improving access and safety in the vicinity of Arthur Pack Regional Park and Mountain View High School.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
Kinney Road: Ajo Way to Bopp Road	3,369,980	2,813,087	0	6,283,042	7,919,500	0	0	20,385,609

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Transportation	Personal Services	0	0	0	0	0
	Supplies & Services	0	0	0	0	0
	Capital	0	0	0	0	0
	Total O&M	0	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

Widens Kinney Road to four lanes with improved shoulders, roadside drainage, and landscaping. The median treatment will be either a raised landscape median or a two-way median left-turn lane pending further evaluation of local area access and circulation requirements.

Project Justification

The project will reduce congestion and enhance safety along Kinney Road.

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
North Rillito Interceptor Rehabilitation (NRI)	278,919	7,929,000	8,238,081	2,554,000	0	0	0	19,000,000

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Regional Wastewater Reclamation	Personal Services					
	Supplies & Services					
	Capital					
	Total O&M	0	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0	

Project Description

Rehabilitation of approximately 10 miles of sewer pipe, the evaluation and repair of approximately 60 manholes and replacement of an estimated 10 manholes.

Project Justification

Continuous conveyance system monitoring, evaluation and repair are an integral part of the Department's Capacity Management Operations and Maintenance (CMOM) Plan. Rehabilitation of the NRI will reduce potential system failures and sanitary sewer overflows. This project will minimize future environmental impacts and non-compliance risk which could result in regulatory fines.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
New Fleet Facilities	13,331,181	5,217,819	0	0	0	0	0	18,549,000

Department	Increase/(Decrease) from Prior Year					
	O&M Impact	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Fleet Services						
Personal Services						
Supplies & Services						
Capital						
Total O&M		0	0	0	0	0
Revenue		0	0	0	0	0
Net Fund Impact		0	0	0	0	0
Additional FTEs		0.0	0.0	0.0	0.0	0.0

Project Description

Construct new facilities for Fleet Services Department at the Mission Road Complex.

Project Justification

The goal of the project is to replace outdated facilities, improve traffic circulation patterns and improve site drainage. The new facility would help attract and retain qualified automotive technicians.

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
Magee Road: La Canada Drive to Oracle Road RTA 12	10,095,125	6,153,275	1,250,000	0	0	0	0	17,498,400

Department	Increase/(Decrease) from Prior Year					
	O&M Impact	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Transportation						
Personal Services						
Supplies & Services			1,000		6,500	6,500
Capital						
Total O&M		0	1,000	0	6,500	6,500
Revenue		0	0	0	0	0
Net Fund Impact		0	(1,000)	0	(6,500)	(6,500)
Additional FTEs		0.0	0.0	0.0	0.0	0.0

Project Description

The project will widen Magee/Cortaro Road from Thornydale to Oracle Road to four lanes. Turning lanes will be provided at intersections and cross streets where warranted. The intersection of Magee Road and La Cholla Boulevard will be realigned and a second bridge will be installed over the Canyon Del Oro Wash. Improvements include a raised landscaped median, multi-use lanes, outside curbs and storm drains, provisions for pedestrians and other uses, landscaped shoulders, and noise mitigation for adjacent areas where warranted.

Project Justification

Magee Road is identified by Pima Association of Governments' Metropolitan Transportation Plan. The widening is needed to accommodate the increasing volume of traffic projected in the future. Drainage is a concern today at the Carmack Wash as it crosses both Magee and La Cholla Boulevard and causes road closures at these crossings. Improving Magee Road will provide for an increase in traffic capacity, user safety enhancement in all weather conditions, and traveling delays will be reduced.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
Urban Drainage	4,772,315	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	16,772,315

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
Regional Flood Control District	Personal Services					
	Supplies & Services					
	Capital					
	Total O&M	0	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

The Pima County Flood Control District, in cooperation with other municipalities, plans to mitigate flooding problems within the city.

Project Justification

The proposed drainage improvements will reduce chronic drainage problems that impact local streets and the threat of flooding homes and commercial buildings.

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
Cortaro Farms Road: Camino de Oeste to Thornydale	956,949	279,000	5,492,000	7,296,547	2,500,000	0	0	16,524,496

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Transportation	Personal Services					
	Supplies & Services					
	Capital					
	Total O&M	0	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0	

Project Description

The proposed project consists of widening Cortaro Farms Road to four traffic lanes with multi-use lanes, outside curbs, storm drains and landscaping. The median treatment will be either a raised landscape median or a median two-way left-turn lane, depending on further evaluation of local area access and circulation needs. This project will tie into the Town of Marana's alignment adjustment project at the railroad.

Project Justification

This project will reduce traffic congestion and enhance safety along Cortaro Farms Road. The estimated economic value of the improvements to traffic flow and reductions in accidents are \$8.05 million. The benefit/cost ratio is 0.8:1.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Capital Expenditures:							Beyond	Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19			
Valencia Road: Wade Road to Mt. Eagle Road RTA 21	0	0	500,000	6,000,000	7,500,000	2,000,000	0	16,000,000	

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Transportation	Personal Services					
	Supplies & Services					
	Capital					
	Total O&M	0	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

This is one section of the widening of Valencia Road between Mark and Ajo Highway. It will be a 4-lane desert parkway with a raised landscaped median, bike lanes and ADA accessible sidewalks.

Project Justification

This project is part of three other projects to improve the Valencia Road corridor eastward from I-19 to Houghton Road, including Project 23, Valencia Road, I-19 to Alvernon Road (Controlled Access); Project 24, Valencia Road, Alvernon Road to Kolb Road; Project 25, Valencia Road, Kolb Road to Houghton Road. When all projects are completed, the Valencia Road corridor will have been improved from Ajo Highway east to Houghton Road.

Project Name	Capital Expenditures:							Beyond	Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19			
Ina Road WPCF Biosolids Facilities Improvements	2,141,585	508,201	2,427,291	8,609,290	1,977,960	0	0	15,664,327	

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Regional Wastewater Reclamation	Personal Services	0	0	0	0	0
	Supplies & Services	0	0	0	0	0
	Capital	0	0	0	0	0
	Total O&M	0	0	0	0	0
	Revenue	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

Design and construct new facilities and modifications to increase the biosolids processing capacity of the Ina facility for the immediate future during the overall facility expansion. Design and construct the complete biosolids handling facilities including thickening, digestion, and dewatering for the Ina Road WPCF to process all biosolids from Ina Road WPCF and the new Water Reclamation Campus. The new facilities will be designed to accommodate an upgrade to Class A biosolids production in the future.

Project Justification

The new facilities and modifications will increase the biosolids processing capacity of the Ina facility for the immediate future during the overall facility expansion.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2014/2015 - 2018/2019 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Beyond	
System-Wide Sewer Conveyance Augmentation Program	200,000	350,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,550,000
		Increase/(Decrease) from Prior Year						
	O&M Impact	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19		
Department Regional Wastewater Reclamation	Personal Services	0	0	0	0	0		
	Supplies & Services	0	0	0	0	0		
	Capital	0	0	0	0	0		
	Total O&M	0	0	0	0	0		
	Revenue	0	0	0	0	0		
	Net Fund Impact	0	0	0	0	0		
	Additional FTEs	0.0	0.0	0.0	0.0	0.0	0.0	
Project Description	Project Justification							
PCRWRD is focused on rehabilitating, repairing, or replacing the aging conveyance system throughout Pima County in compliance with the Capacity, Management, Operation, and Maintenance (CMOM) permit.	Planned rehabilitation of the conveyance system will reduce the possibility of potential failures and their associated liabilities, including environmental concerns and sanitary sewer overflows resulting in regulatory fines.							

SUPPLEMENTAL INFORMATION SUMMARY

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GLOSSARY OF TERMS AND ACRONYMS

Accounting Method (Accrual Basis & Modified Accrual Basis) - Under the accrual method, revenues are recognized when they are earned, and expenses are recognized when they are incurred. The budgets of the proprietary funds are presented using the accrual basis. Under a modified accrual method, revenues are recognized when they are measurable and available to finance expenditures. Expenditures, on the other hand, are generally recognized when incurred. (Exceptions to this policy are principal and interest expenditures on general long term debt which are budgeted either when due, or in period 12 (June), if the due date falls early in the subsequent fiscal year.) The budgets of the governmental funds are presented on a modified accrual basis.

Activity - An effort of a department that contributes to the achievement of a program objective. The smallest operational element of a strategic budget, organized as follows:

- Program
- Service
- Activity

Ad Valorem Tax - A tax based on the value of property.

ADA - Americans with Disabilities Act - An enactment to protect the employment and accessibility rights of disabled individuals.

ADP - A fully automated and integrated Payroll, HR and Benefits system which Pima County is scheduled to begin using in September 2014.

Adopted Budget - Per ARS §42-17105, the Board of Supervisors shall “...finally determine and adopt estimates of proposed expenditures” and such “adopted estimates” shall “constitute the budget of the County for the current fiscal year.” Per statute, this must be done on or before the fourteenth day before the day on which the Board levies taxes (which, in turn, must be done on or before the third Monday in August each year).

AFCAP - Actual Full Cost Allocation Plan - The plan that identifies the costs of support services provided by the central service departments of Pima County to its operating departments and special revenue, internal service, and enterprise fund departments. The AFCAP for a given fiscal year is based on the actual expenditures of the prior fiscal year. The plan is prepared annually by the Financial Control & Reporting Division of the Department of Finance and Risk Management.

AGAVE - Software used by Pima County Superior Court and Clerk of the Superior Court, primarily for case management, calendaring, arbitration tracking and statistical data collection of criminal, civil, and family law cases.

AHCCCS - Arizona Health Care Cost Containment System - The Arizona Medicaid alternative program that provides prepaid (capitation rate) health care for eligible citizens through health maintenance organizations or fee for service programs.

Alcoholic Beverage License Revenue - Intergovernmental revenue from the State of Arizona, whereby Pima County receives \$3,000 each time a new liquor license is granted to a business operating in the unincorporated area of the county.

ALTCS - Arizona Long Term Care System - The Arizona Medicaid alternative program for long term care added to the AHCCCS program effective January 1, 1989.

AMS Advantage - Computerized central data system that performs the County's accounting and financial reporting functions. AMS Advantage replaced the County's FMS accounting and financial reporting system on July 1, 2011.

Annualized Cost - Operating cost incurred at annual rates for a portion of the prior fiscal year and which must be incurred at similar rates for the entire twelve months of the succeeding fiscal year.

Antiracketeering Fund - A group of special revenue funds administered pursuant to ARS §13-2314.03. The County Attorney and the Sheriff administer their own antiracketeering funds. The County Attorney's fund includes funds held for other local law enforcement agencies. Racketeering is defined as any illegal act committed for financial gain.

AOC Retirement Plan - Administrative Office of Courts Retirement Plan - A qualified pension plan under the Corrections Officer Retirement Plan (CORP) that provides retirement and other benefits to County judiciary probation, surveillance, and juvenile detention officers. The AOC Retirement Plan is administered by the Public Safety Personnel Retirement System (PSPRS).

Appropriation - A legal authorization granted by the County Board of Supervisors to make expenditures/expenses and to incur obligations for specific purposes during a fiscal year.

Appropriation Unit - A budgetary Chart of Accounts element in the County's financial and budgeting systems that comprises the budget for a group of accounts, such as Personnel Services. Use of the Appropriation Unit enforces budgetary controls at the Department level. When the entire budget for a group of accounts (appropriation unit) has been used, no additional expenses can be charged or encumbered to that appropriation unit without increasing its budget. Moving budgetary authority from one Appropriation Unit to another is handled through the Planning and Budgeting System.

ARRA - American Recovery and Reinvestment Act - Federal legislation enacted during February 2009 to speed the nation's economic recovery, create and save jobs, and provide services to people affected by the recession. The economic stimulus measures provided by the ARRA include investment in the areas of community and economic development, infrastructure, human services, transportation, and workforce development.

ARS - Arizona Revised Statutes - The revision and codification of the laws of the state of Arizona of a general or public nature and enacted into law as the Arizona Revised Statutes, Laws 1955, Third Special Session, Chapter 3.

ASRS - Arizona State Retirement System - A defined benefit plan as described in section 414(j) of the Internal Revenue Code that provides retirement and other benefits to state employees and employees of participating state political subdivisions not covered by one of the Public Safety Personnel Retirement System (PSPRS) plans. Most Pima County employees are members of the ASRS.

Assessed Valuation - An annual determination of the just or fair value of real estate or other property by the County Assessor and the Arizona Department of Revenue as a basis for levying taxes.

Assessment Ratio - The percentage factor determining the taxable value of property for each of the various legal classes in Arizona. Ratios are set by the State Legislature. The table "Assessment Ratios By Class For Tax Years 2010-2014" presented in this section shows a history of assessment ratios.

Base Budget - The base budget is the prior year's budget adjusted for known financial changes, such as the annualization of approved prior year supplemental packages and prior year salary and benefit adjustments.

Board of Deposit - The Board of Supervisors, sitting as the Board of Deposit, designates the servicing bank for the deposits of state and County monies. ARS §35-325 specifies the requirements and procedures which govern the conduct of this board.

Bond - A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date in the future (called the maturity date), together with periodic interest at a specific rate.

Bond Implementation Ordinances - Ordinances Nos. 1997-35, 1997-80, 2004-18, and 2006-29 that schedule the sale of bonds authorized by Pima County voters in the May and November 1997 bond elections, the May 2004 bond election, and the May 2006 bond election. These ordinances also establish basic parameters as to how the County will program capital improvements funded with bond revenues. Compliance with these restrictions is governed by Truth in Bonding ordinances, which provide specific guidance on bonding disclosure, accountability, and implementation.

Bond Principal - The face value of a written promise to pay a specified sum of money at a specified date(s) in the future, called the maturity date(s).

Branch - A Branch consists of two categories: Pima County or Agency. All accounting entities are defined as one or the other and are summarized as such. A Branch is the highest summarization on the organizational chart.

Budget - A financial plan consisting of an estimate of proposed expenditures/expenses and their purposes for a given period along with the proposed revenue for financing them.

Budget Amendment Process - Procedure a department must follow in order to request modification of its adopted budget. Budget amendments must be approved by the Board of Supervisors.

Budget Stabilization Fund - Prior to fiscal year 1999/2000, the only method of managing budget exceedences was to reserve funding for this purpose in the Board of Supervisors' Contingency fund. In fiscal year 1999/2000, this process was further developed and institutionalized through the establishment of the Budget Stabilization fund within the General Fund budget. Items which are funded in Budget Stabilization include planned salary compensation, and approved department supplemental packages, where the exact timing or details of the project are not yet determined.

Budget System – See Planning and Budgeting System.

Bureau - A Bureau is a group of units that perform a department's line of business.

Business Licenses and Permits - Revenues derived from businesses and occupations that must be licensed before operating in the unincorporated area of Pima County, i.e., licenses for itinerant peddlers, pawn broker businesses, initial application fees for industrial users of the wastewater system, the initial license to provide cable TV services to residents, and periodic operating charges levied on providers of cable TV services. Most revenues come from operating charges for cable TV in the unincorporated area and the use of County owned rights-of-way by cable and other telecommunications companies.

CAA - Community Action Agency - Refers to grants administered by the Community Services, Employment & Training Department to assist community agencies in providing services to families and individuals living at or below poverty level.

Cabinet - A Cabinet is a method of categorizing each department based on functional area. There are five broad functional areas: General Government Services, Community Resources, Justice & Law, Health Services, and Public Works.

CAFR - Comprehensive Annual Financial Report - The official annual report for Pima County prepared in accordance with generally accepted accounting principles (GAAP) and in conformance with standards of financial reporting as established by the Governmental Accounting Standards Board (GASB) using guidelines recommended by the Government Finance Officers Association (GFOA). The CAFR includes financial statements and analysis, along with statistical data on financial, nonfinancial, and demographic trends. It is also used by bond rating agencies, such as Moody's, Standard & Poor's, and Fitch, to determine credit risk, and thus interest rates, for bonds issued by the County.

Capital Expenditures - An expenditure by all funds, including Proprietary Funds, for the acquisition of, or addition to, a fixed asset that costs more than \$1,000 and has a useful life of at least one year.

Capital Expenditures Object Level - A collection of capital expenditure/expense accounts grouped and assembled by type for budgeting purposes.

Capital Project - Construction, remodeling, infrastructure, or other projects costing \$100,000 or more that are part of the Capital Improvement Program (CIP).

Capital Project Expenditures - Expenditures for construction, remodeling, infrastructure, or other projects costing \$100,000 or more that are part of the CIP.

Capital Projects Fund - A fund used to account for financial resources to be used for the acquisition, remodeling, or construction of major capital facilities (other than those financed by Proprietary Funds).

Carryover Appropriations - Amounts budgeted in the current fiscal year for expenditures that were originally budgeted in the previous fiscal year and for which obligations have been incurred that cannot be met by the end of the previous fiscal year. Carryover appropriations for General Fund departments are reserved in prior year carryovers within the Contingency department. All carryovers must be approved by the County Administrator.

CDBG - Community Development Block Grant - Housing and Urban Development block grant funds to be used for increasing available housing and to assist in the physical improvement of low and moderate income communities.

Charges for Services - Fees charged for performance of a service.

Chart of Accounts - List of elements used to identify and classify all financial and budget data. Some of the Chart of Accounts elements include Fund, Cabinet, Department, Appropriation Unit, Revenue Source, Expenditure Object, and Balance Sheet Account.

CIP - Capital Improvement Program - A program outlining all the acquisition, remodeling, and construction of projects costing \$100,000 or more to be undertaken by Pima County during the current budget year and the following four fiscal years.

CJEF - Criminal Justice Enhancement Fund - A special fund derived from a 47 percent surcharge on all traffic fines collected. The state treasurer administers the funds and allocates them among different agencies such as law enforcement, courts, and health services.

Classification - A title and code assigned to a grouping of similar personnel positions as described in the appropriate class specification (the official document defining the type and level of duties and responsibilities and the minimum qualifications of positions assigned to a particular classification).

COLA - Cost of Living Adjustment - An adjustment of the compensation rates of regular County employees who are not elected officials. The frequency of such adjustments is determined by the Board of Supervisors, as is the manner in which the COLA is applied.

Combined Property Tax Rate - The overall rate at which property is taxed, including both the primary property tax rate and secondary property tax rate.

Community Resources - The organizational entity comprised of the following departments: Community & Economic Development Administration; Community Development & Neighborhood Conservation; Community Services, Employment & Training; County Free Library District; Economic Development & Tourism; Kino Sports Complex; Natural Resources; Parks & Recreation; School Superintendent; and the Stadium District.

Contingency Funds - Funds reserved by the Board of Supervisors for services or programs which the Board may release for departments to use during the course of the fiscal year. The current categories are Prior Year Carryovers, General Contingency (unreserved), Budget Stabilization, Tax Reduction/Debt Retirement, and General Fund Reserve.

COPs - Certificates of Participation - A common form of lease-purchase financing, Certificates of Participation are lease-purchase agreements that are divided into fractions and sold to multiple investors, similar to stocks, usually in \$5,000 denominations. COPs are tax-exempt agreements that fund capital improvement projects, with the underlying project assets serving as collateral for investors who receive a share of whatever revenue is derived from the lease or lease-purchase.

COPS Grants - As a component of the U.S. Department of Justice, the Office of Community Oriented Policing Services (COPS) was created through the Violent Crime Control and Law Enforcement Act of 1994. Funds from COPS Grants are used to advance the practice of community policing, provide training and technical assistance at all levels of law enforcement, and provide resources to acquire and deploy innovative crime-fighting technologies.

CORP - Corrections Officer Retirement Plan - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to various state and municipal corrections/detention employees, county detention officers, and non-uniformed county sheriff department employees whose primary duties require direct contact with inmates. The CORP is administered by the Public Safety Personnel Retirement System (PSPRS).

Cost Allocation Plan - The documents identifying, accumulating, and allocating or developing billing rates based on the allowable cost of services provided by a governmental unit to its departments. Pima County uses an Internal Cost Allocation Plan to recover indirect costs from Enterprise Funds, Internal Service Funds, and some Special Revenue Funds. The County recovers indirect costs based on a combination of actual costs and usage information from prior fiscal years. Pima County uses a second Cost Allocation Plan to recover indirect costs from federal grant programs. This plan is prepared following federal guidelines specified in OMB Circular A-87.

County Administration - See General Government Services

County Free Library District - A special countywide taxing district established under Arizona Revised Statutes, Title 48, Chapter 24, and Title 11, Chapter, 7, to provide county residents with free and equitable access to information resources needed for full participation in the community and for the enrichment of individual lives. In addition to other powers, the Board of Supervisors, sitting as the board of directors for the County Free Library District, is authorized to levy a secondary property tax on all property within the district to fund necessary expenditures/expenses for the benefit of property holders in the district.

Debt Service Fund - A segregated fund used to account for the accumulation of resources for, and the payment of, general long term debt principal and interest.

Debt Service Requirement - The amount of money required to pay both the interest and principal on outstanding debt over a set period of time.

Department - An aggregation of Bureaus/Divisions that share a specific common purpose and are administered by a single director/manager or elected official. "Department" should not be confused with "Functional Area," which is a grouping of departments sharing a *broad* common purpose. In the accounting and budget systems, units are denoted by a four digit alphanumeric code.

DSH - Disproportionate Share Hospital Program - Program whereby hospitals that serve a disproportionate number of low income patients receive a separate payment in addition to their standard Medicare and/or Medicaid reimbursement.

Direct Cost - A cost that can be identified with a specific cost objective and not a common, joint, or collective purpose.

Discretionary Programs - Programs that are not mandated by law or any other authority.

Division - An element or segment of government that is organized as a specific administrative or functional unit.

ECAP - Employee Combined Appeal Program - The annual Pima County work site fund raiser, allowing employees to contribute to their favorite charity through payroll deduction or a one time donation.

Economic Estimates Commission - Commission mandated under the Arizona Constitution to establish each year an aggregate expenditure limitation from local revenues for counties, cities and towns, community college districts, and local school districts.

Enterprise Fund - A fund used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

EORP - Elected Officials' Retirement Plan - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to state and county elected officials, supreme court justices, superior court and court of appeals judges, and full-time superior court commissioners. The EORP is administered by the Public Safety Personnel Retirement System (PSPRS).

Excise Tax - A tax imposed by federal, state, or local governments on the sale or consumption of specific goods or services. In its broadest meaning, an excise tax is similar to a sales tax, which typically levies a fixed percentage tax on the monetary value of goods or services when purchased by consumers. Title 42, Chapter 6, Article 3, of the Arizona Revised Statutes allows the voters in most Arizona counties to enact countywide jail facilities, capital projects, and transportation excise taxes. More than twenty years ago, the County approved a 1 percent tax (now 6 percent) on the rental of hotel/motel rooms in the unincorporated area of the County, and in May 2006 voters approved the Regional Transportation Authority's countywide 0.5 percent transportation excise tax. Upon the unanimous vote of the Board of Supervisors, the County is allowed by statute to enact up to a 0.5 percent general county excise tax. At this time, Pima County does not impose such a general excise tax. (Also see Sales Tax and Transaction Privilege Tax.)

Exemption from Property Taxes - The Arizona Constitution exempts property held by federal, state, or local governments and educational, charitable, and religious nonprofit organizations from property tax. Widows/widowers and disabled persons are eligible for partial exemptions determined by income and the value of their property. All household goods used in a residence and owned by the user are also exempt from a personal property tax.

Expenditure - The outflow of funds paid for goods or services in funds other than the Enterprise Fund and Internal Service Fund departments (the Proprietary Funds).

Expenditure Limitation - On June 3, 1980, Arizona voters approved Arizona Constitution, Article IX, Sections 20 and 21, prescribing an annually adjusted expenditure limitation for each county, city, town, and community college district. The purpose of the expenditure limitation is to control expenditures and limit future changes in spending to adjustments for inflation, deflation, and population growth.

Expense - The value of goods and services consumed in the process of operating Proprietary Fund departments.

Facilities Renewal Fund - A fund established, subject to annual appropriation, to provide resources for the ongoing need to repair and rehabilitate existing, aging County buildings.

FARE - Fines/Fees and Restitution Enforcement - A program administered by the Arizona Supreme Court to assist courts in obtaining payment for court ordered fines, fees, and restitution cases in default.

Fill The Gap - A funding mechanism enacted by the state in 1999 to provide counties with resources to improve criminal case processing. A state appropriation in addition to a seven percent surcharge on court fines and forfeitures, as well as a five percent contribution of court collections by each county to its own Local Courts Assistance Fund, provides funding for this program.

Fines and Forfeits - Revenue from penalties imposed for the commission of statutory offenses, violation of lawful administrative rules and regulations, neglect of official duty, and the forfeiture of deposits held as performance or appearance guarantees.

Fire District Assistance Tax - Established by ARS §48-807, which requires, in part, that the Board of Supervisors shall “levy a County Fire District Assistance Tax on the taxable property in the County...” The funds raised by this secondary property tax supplement the operating budgets of the nineteen fire districts in the county.

Flood Control District - See Regional Flood Control District.

FMAP - Federal Medical Assistance Percentage - The share of each state’s Medicaid program paid by the federal government. The share runs from a minimum of 50 percent to a maximum of 83 percent, and is determined by the per capita income of each state.

Forecast - A projection of future revenues, expenses, population, building permits, assessed values, etc. based on historical and current economic, financial, and demographic information.

FTE - Full Time Equivalent - Decimal conversion of the number of hours authorized for a position into a full time position. One FTE is defined as 2,080 funded hours per fiscal year, i.e., one FTE represents 26 pay periods per fiscal year times 80 hours per pay period for 2,080 hours per fiscal year.

Full Cash Value - The appraised value of a property approximating the “market value” of the property. The Full Cash Value is used to determine the Secondary Net Assessed Value which is then used to levy Secondary Property Taxes.

Functional Area - Grouping of departments with similar programs and services. Groupings used by Pima County are: Community Resources, General Government Services, Justice & Law, Health Services, and Public Works.

Fund - A system of accounts that segregates all financial transactions for restricted or designated uses by a government entity. The fund categories used by Pima County are the General Fund, Special Revenue Funds, Capital Projects Fund, Debt Service Fund, Enterprise Funds, and Internal Service Funds. (Also see individual fund definitions.)

Fund Balance - The difference between the assets and liabilities of governmental funds. Governmental funds include the General Fund, Special Revenue Funds, Capital Projects Fund, and Debt Service Fund.

FY - Fiscal Year - A 12-month period for which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. For Pima County, the fiscal year is from July 1 through June 30.

GASB - Government Accounting Standards Board - An independent, rule making body that establishes and improves standards of financial accounting and reporting for state and local governments. It is recognized as the official source of generally accepted accounting principles for state and local governments. Organized in 1984, GASB is the successor to the National Council on Governmental Accounting, whose standards remain in force unless amended or superseded by the GASB.

General Fund - The General Fund is the County's principal financing vehicle for general government services and is funded largely by primary property tax revenue and state shared sales tax revenue.

General Fund Reserve - An amount of money held to cover expenses associated with unforeseen events. The reserve is a contingency expense ideally budgeted at five percent or more of general fund revenues in accordance with the recommendations of the Government Finance Officers Association (GFOA). Such a reserve is looked upon favorably by bond underwriters. Maintaining this reserve has the effect of lowering the interest rates on bonds sold by the County.

General Government Services (formerly County Administration) - The organizational entity comprised of the departments of Assessor, Board of Supervisors, Clerk of the Board, Communications Office, County Administrator, Elections, Finance and Risk Management, Facilities Management, Fleet Services, Human Resources, Information Technology (includes Telecommunications, an internal service fund department), Non Departmental (Contingency, Debt Service, General Government Revenues, Mandated Payments, and Non Departmental), Office of Sustainability and Conservation, Office of Emergency Management and Homeland Security, Procurement, Recorder, and Treasurer.

General Obligation Bonds - Bonds backed by the full faith and credit of Pima County used to finance a variety of public projects. These bonds require voter approval. General Obligation Bonds are limited tax bonds that are secured by the County's secondary property tax.

GFOA – Government Finance Officers Association - A professional association of state, provincial, and local government finance officers in the U.S. and Canada founded to enhance and promote professional management of government for the public benefit by identifying and developing financial policies and practices.

GME - Graduate Medical Education Program - Postgraduate training program for physicians after medical school, also known as a residency program.

Governmental Funds - Funds that are used to account for the County's expendable financial resources and related current liabilities, except those accounted for in Proprietary Funds. Governmental funds include the General Fund, Special Revenue Funds, Capital Projects Fund, and Debt Service Fund.

Graffiti Abatement Program - A Pima County Department of Transportation program that provides graffiti removal service free of charge to private, residential property owners in the unincorporated area of the county.

Grants - Contributions or gifts of cash or other assets from another government or private entity to be used or expended for a specified purpose, activity, or facility.

HAVA - Help America Vote Act - A federal law that established a program to provide funds to states to replace punch card voting systems; established the Election Assistance Commission to assist in the administration of Federal elections and to otherwise provide assistance with the administration of certain Federal election laws and programs; established minimum election administration standards for states and units of local government with responsibility for the administration of Federal elections; and for other purposes.

Pima County may use HAVA funds approved in 2009 for voting equipment/machines, voter registration enhancements, voter education above the amount in the County maintenance of effort, poll worker recruitment and training above the amount in the County maintenance of effort, and/or other elections projects that can be approved as HAVA projects by the Arizona Secretary of State and do not supplant County maintenance of effort. Approval must be given by the Arizona Secretary of State prior to spending any funds.

HBTF - Health Benefits Trust Fund - An internal service fund started on July 1, 2013 as a self-insurance program to provide medical, dental, life insurance and other health-related ancillary services to Pima County employees and their families. The primary sources of revenue for the fund are premium payments from employees and the County.

Arizona law requires that the funding for the self-insurance program be deposited in a trust established by the Pima County Board of Supervisors to satisfy the requirements of Arizona Revised Statutes §11-981. The approved trust document establishes a Board of Trustees of qualified individuals that is appointed by and responsible to the Board of Supervisors for oversight of the trust.

Health Services - An organizational entity comprised of the departments of Environmental Quality, Health, and Office of Medical Services.

HELP - Highway Extension/Expansion Loan Program - A financing mechanism established by the state of Arizona under the provisions of the National Highway System Designation Act of 1995. Pima County uses this program to seek funding to expedite projects that would otherwise be delayed until federal grant money becomes available or the County has the capability to pay-as-you-go.

HIDTA - High Intensity Drug Trafficking Area - Investigation and enforcement efforts involving complex drug related activities in high drug trafficking areas. The HIDTA program is supported by federal grant funding.

Hotel/Motel Bed Tax - See Excise Tax and Transient Lodging Excise Tax.

HSA - Health Savings Account - A tax-exempt trust or custodial savings account set up by an employee to pay or reimburse current and future qualified medical expenses. Enacted under provisions of the Internal Revenue Code, it is an alternative to traditional health insurance. An employee must be covered by a high deductible health plan and can contribute tax-free earnings to the HSA each year up to set limits. The necessary minimum deductible and maximum contribution levels are indexed for inflation over time.

HURF - Highway User Revenue Fund - Funds allocated by the state to fund the construction and maintenance of the County's highway and street system. This is the primary funding source for the Transportation Department and provides funds for the construction and maintenance of the County's roads and connecting infrastructure.

HURF Equity Legislation - Legislation passed by the 1997 State Legislature that resulted in a change in the formula to distribute Highway User Revenue Funds. The formula now includes the population of unincorporated areas in the calculation of distribution amounts. During fiscal year 1996/97, the change increased the distribution to Pima County by \$3.3 million, and the increase over a twenty-year period is estimated to be \$392.6 million.

Improvement District - A special taxing district that is established by the Board of Supervisors, at the request of the property owners within a specific area, for the purpose of installing local public improvements and distributing the cost of the improvements among the property owners within the district based upon the benefit derived. The Board of Supervisors sits as the board of directors for the County's Hayhook Ranch Improvement District and several street light improvement districts. The operation and maintenance budget of each improvement district is funded by a Secondary Property Tax levy on all property located within the district. Other improvement districts exist in the County, but they are authorized and operated by municipalities and other independent boards of directors.

Incumbent - A Pima County employee or individual assigned to a particular Position Control Number (PCN).

Indirect Cost - A cost that is incurred for a common or joint purpose benefitting more than one cost objective that is not readily assignable to the individual cost objectives specifically benefitted.

Information Technology Enhancement Fund - A fund established to provide a source of funding for various specific information technology projects designated during the County's budget process.

Intergovernmental Revenues - Revenues received from other governments for general financial assistance used in performing specific functions or as sharing of tax proceeds. State shared sales and vehicle license taxes and Highway User Revenue Fund monies comprise the largest share of Intergovernmental Revenues, along with shared Alcoholic Beverage License revenues and Payments in Lieu of Taxes from the Arizona Department of Transportation. Intergovernmental revenues received by Pima County from the federal government include Payments in Lieu of Taxes (PILT) on federal lands exempt from property taxation and grant monies.

Intermittent Employee - A person who has been hired for seasonal, on-call, or as-needed employment that does not exceed 1,040 paid hours per fiscal year.

Internal Service Fund - A fund used to account for the financing of goods or services provided by one County department to other County departments on a cost reimbursement basis.

IT - Information Technology - Computer based systems which are used to acquire, store, and process information in various forms. This includes any hardware, whether primary equipment such as central processing units and personal computers, or ancillary equipment such as printers, scanners, video monitors, keyboards, etc. Information technology also includes the software and program applications which allow the equipment and systems to operate.

ITD - Information Technology Department - The department that manages the County's mainframe computer, network servers, wide area network, wireless radio services, and telecommunications.

JALE - Justice & Law - An organizational entity comprised of the departments of Clerk of the Superior Court, Constables, County Attorney, Forensic Science Center, Public Defender, Legal Defender, Justice Court Ajo, Justice Court Green Valley, Justice Courts Tucson, Juvenile Court, Office of Court Appointed Counsel, Public Fiduciary, Sheriff, Superior Court, and Superior Court Mandated Services.

KERP - Kino Environmental Restoration Project - A cooperative project of the U.S. Army Corps of Engineers, Pima County, and the Pima County Flood Control District which was designed for three primary purposes: create native ecosystems; harvest urban storm water; and control flooding. This project was the result of the agencies' desire to redevelop an existing unlined storm water detention basin, the Tucson (Ajo) Detention Basin, into a detention basin that was more environmentally sensitive and aesthetically pleasing to the Tucson community.

Lease Purchase Agreement - An agreement providing that portions of a lease payment may be applied toward the purchase of the property under lease.

Legal Class - A property classification defined by the State Legislature and used to establish various Assessment Ratios to be applied to the Full Cash Value and the Limited Value of a property to determine both the Primary Net Assessed Value and Secondary Net Assessed Value of taxable property. Legal Class is determined by the use of the property.

Levy - Imposition of taxes and/or special assessments for the support of government activities.

Levy Limitation - The annual growth rate of the Primary Property Tax Levy is limited to two percent plus the percentage growth of the physical tax base. The levy limitation applies to counties, cities and towns, and community college districts. The annual growth rate of the Secondary Property Tax levied by fire districts pursuant to A.R.S. §48-807 is limited to an eight percent increase, unless an override to the levy limitation is approved by district voters.

Library District - See County Free Library District.

Limited Property Value - The basis for establishing the primary tax on a property. If there has not been a change in use or substantial modification to the property, it is the greater of: (1) the previous year's Limited Property Value increased by 10%; or, (2) 25% of the difference between the current year's Full Cash Value and the previous year's Limited Property Value. If there has been a change in use or a substantial change made to the property, the Limited Property Value is determined by using the average percentage that the Limited Property Value comprises of the Full Cash Value for like properties in the area. The Limited Property Value can never exceed the Secondary Property Value.

Line Item Budget - A budget that allocates funds to specific units and objects, e.g., salaries and office supplies.

LGIP - Local Government Investment Pool - A pooled investment fund that is maintained by the state treasurer for the collective investment of state monies. The state treasurer deposits state monies in the pooled investment fund and such monies as any county, city, or town may supply. When a depositor provides monies to the pooled investment fund, it specifies the date or dates on which it will require the monies. The pooled investment fund shall be invested by the state treasurer for such periods as will facilitate the return of the monies to the originating bodies in accordance with the instructions received at the time of deposit. Earned interest increments are to be credited promptly after calculation.

Mandated Programs - Programs that are imposed by law or another authority.

Memo Revenue - Revenue from sale of County owned land and fixed assets, including buildings, vehicles, surplus property, capital lease proceeds, and an offset to budgeted depreciation expense not requiring actual outlay of monies.

Miscellaneous Revenue - Revenue from rents and royalties received in exchange for the right to use County land, buildings, improvements, and other property; monies received from private sources not associated with transfer of County property or services; reimbursements as compensation for damages to County property; and monies received as refunds and recoveries from outside sources.

MTCVB - Metropolitan Tucson Convention and Visitors Bureau - see Visit Tucson

MWBE - Minority & Women-owned Business Enterprises - Businesses owned and operated by women or minorities. It is the policy of Pima County government to ensure full and equitable economic opportunities to persons or businesses that compete for business with Pima County government, including minority-owned business enterprises (MBE) and woman-owned business enterprises (WBE); the goal being to encourage and support business growth and success. The Pima County Minority and Women-owned Business Enterprise Program is a narrowly tailored remedial plan intended to correct identified disparities.

NAI - Net Assets Impact - A term applicable to proprietary funds describing a change in retained earnings. Prior to a GASB rule change, the term Net Retained Earnings Impact (NREI) was used. The concept is similar to the philosophy of Net Fund Impact (NFI), as applied to other funds.

NAV - Net Assessed Value - The assessed value of property, less the exceptions and exemptions allowed by the state constitution and statutes.

NFI - Net Fund Impact - Defined as total revenues for the fiscal year, plus net operating transfers, and minus total expenditures, this calculation quantifies the difference between the fund balances at the beginning and end of the fiscal year. Used in developing and monitoring budgets of special revenue funds, the Debt Service Fund, and the Capital Projects Fund.

NGFI - Net General Fund Impact - The same as NFI, applicable to the General Fund.

NSP - Neighborhood Stabilization Program - A collaborative program between Pima County and the federal Department of Housing and Urban Development, as authorized by the Housing and Economic Recovery Act of 2008, to acquire, rehabilitate, and rent to low income residents properties located in areas hard-hit by blight and abandonment of vacant or foreclosed homes. The County's program is concentrated on foreclosed property acquisition and rehabilitation in the Cardinal/Valencia Road area and redevelopment projects in Ajo and South Tucson through contracts with non-profit organizations.

Object - A Chart of Accounts element referring to expenditures used in line item budgeting.

Object Code - A string of numeric characters used to identify location and description of an expenditure type used in line item budgeting.

One Percent Constitutional Limitation - Article 9, Section 18, of the Arizona Constitution requires the maximum amount of ad valorem Primary Property Taxes that may be collected from primary residence property in any tax year shall not exceed one percent of the property's Limited Property Value. The one percent limitation does not apply when voters have approved overrides above budget, expenditure or tax limitations, or for Secondary Property Tax levies and assessments to retire debt or fund the operations of voter approved Special Taxing Districts.

Operating Budgets - Plans of current expenditures/expenses and the proposed means of financing them. The annual operating budget is the primary means by which most financing, acquisition, spending, and service delivery activities of a government are controlled.

Operating Expenditures/Expenses - Expenditures/expenses charged in a fixed period of time to reflect the day-to-day operations.

Operating Revenues - Revenues earned in a fixed period of time from daily operations. Property taxes collected make up the bulk of operating revenues for the General Fund, Regional Flood Control District, County Free Library District, and Debt Service Fund. Grant revenues are not considered operating revenues.

Operating Transfers - The movement of cash or assets from a fund that has the resources to a fund that will use them. Operating transfers “in” or “out” are not considered “revenues” or “expenses.”

Outside Agencies - A group of organizations that are not associated with nor allocated to any particular Pima County department. Outside agencies submit requests for funding to provide economic development, health, and social services for the County, and funds for approved service programs are distributed to the outside agencies via discretionary fund contracts. The Community Development & Neighborhood Conservation Department administers the Outside Agency Program.

PAG - Pima Association of Governments - A nonprofit council of governments serving as the regional planning agency for Pima County and the Tucson metropolitan area. It is operated by a nine-member board of directors comprising executive officers from each of the nine jurisdictions: Pima County, Tucson, Marana, Oro Valley, Sahuarita, South Tucson, Pasqua Yaqui Tribe, Tohono O’odham Nation, and the State Transportation Board. PAG receives funds from federal, state, and local governments, including Pima County, for planning programs in air quality, water quality, transportation, and other regional programs.

Part Time Employee - A person who occupies a position that provides employment for less than 80 hours per pay period.

PCEOC - Pima County Emergency Operations Center - The primary hub for County incident management, operational coordination and situational awareness in county-wide disasters or emergencies. The PCEOC can maintain a sustained 24/7 interagency coordination operation fusing public safety, incident intelligence, emergency response, public health/medical support, mass care support and private sector reporting.

PCN - Position Control Number - A unique identifier used by the Position Control and Financial Planning systems to identify specific positions within the County.

PCWIN - Pima County Wireless Integrated Network - A bond project approved by voters in 2004 to enable simultaneous communication among 30 law enforcement, fire agencies and medical first responders through construction of new tower sites, new 911 dispatch facilities and a new communications and operations center.

Per Capita - A measure for revenue or expenditure/expense on a per person basis.

Performance Based Budget - A budget that allocates funds for programs and services based on their worth, performance, effectiveness, and contribution to the organization’s overall mission, goals, and objectives. Theoretically, the decision to appropriate more or fewer resources for programs and services from year to year is based on how well they achieve their stated goals and outcomes. In order to assess the work efficiency of operating units, different types of performance measures are used: input, output, outcome, quality, and efficiency.

Performance Measure - A quantitative measure or qualitative assessment of how well a department has met or will meet its goals and objectives. Performance measures summarize the relationship between inputs and outputs in achieving outcomes with respect to effectiveness, efficiency, and quality. Performance measures demonstrate what the program service outputs are, what the expected quality levels are for these outputs, and what productivity is expected from expended person-hours and dollars.

Personal Property - Property of every kind, both tangible and intangible, not included in the definition of real estate. Generally, personal property is moveable property. In Arizona there are two types of personal property, secured and unsecured. The owner of secured personal property is required to have his property declared as secured property. Secured property is taxed at the same time and in the same way as real property. Much of the equipment and the buildings of mines and utilities are secured personal property. Unsecured personal property is usually moveable property that is not exempted by the Arizona Constitution. Business equipment and mobile homes are the most common types of unsecured personal property. The Assessor must include in the assessment roll of property in the County an estimate of the value of unsecured personal property.

Personnel Services - All costs of compensating Pima County employees including salaries and employee benefit costs such as Pima County contributions for retirement, social security, and health, dental, life, unemployment, and workers' compensation insurance.

Photo Traffic Enforcement Program - A program started during fiscal year 2008/09 to enhance the quality of life in Pima County by improving driver compliance with traffic speed laws. A photo enforcement vendor selected by the County identifies, via cameras, drivers who have violated traffic speed limits within unincorporated Pima County. The Pima County Sheriff's Department, independently or via an agency agreement with the photo enforcement vendor, then determines violations shown by the photo evidence and mails a notice of violation to the responsible party. Persons who request a hearing or fail to respond to the notice of violation are served with a citation for their alleged speeding violations, which are adjudicated through the Pima County Justice Courts. The program expired as of January 5, 2014.

PILT - Payments in Lieu of Taxes - Properties owned by federal, state, county, and municipal governments are exempt from property taxation. Because such property is exempt, the revenue needs of a jurisdiction are borne by all other taxpayers within the jurisdiction. To offset the increased burden imposed on other taxpayers, federal and state statutes authorize the County to receive payments "in lieu" of the property tax that would have been imposed had such property been subject to local taxes.

Pima County Attorney Investigator Retirement Plan - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to Pima County Attorney Investigators. The plan is part of and is administered by the Public Safety Personnel Retirement System (PSPRS).

Pima County Sheriffs Retirement Plan - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to Pima County Sheriff's Department uniformed and other select department personnel. The plan is part of and is administered by the Public Safety Personnel Retirement System (PSPRS).

Planning and Budgeting System - The County's computerized network based budgetary planning and reporting system.

PNAV - Primary Net Assessed Value - Determined by multiplying the Limited Property Value by the Assessment Ratio for the property and subtracting the amount of any applicable property exemption. The Primary Net Assessed Value is used to determine the Primary Property Taxes due on a given property.

Pooled Investment Interest Revenue - Interest revenue earned on fixed income securities held in local government investment pools invested by the County or state treasurer. Assets from two or more jurisdictions are combined into an investment pool to facilitate the implementation of more diversified, lower cost investment strategies while maintaining separate accounting and audit trails for the funds provided by each jurisdiction.

Position Control System – A computer based position tracking system, sometimes referred to by the acronym PCON.

Primary Property Tax - All ad valorem taxes except for secondary property taxes. It is determined by dividing the Primary Net Assessed Value by 100 and then multiplying the quotient by the Primary Tax Rate. The Primary Property Tax is used by the County, schools, cities and towns, and community college district to support the ongoing operation of the jurisdiction as opposed to capital improvements or override amounts which must be approved by the voters. If the amount of primary taxes levied in a given year exceeds the amount of natural growth in the tax base, there must be a public hearing before the increase is imposed. The amount of primary taxes that can be imposed is limited by statute.

Program - A group of closely related activities and services provided by an organization within the County. Programs produce some type of measurable result. The activities or services can be mandatory or discretionary. The activities or services may have different funding sources (e.g., General Fund support, grants, Special Revenue Funds, etc.).

Program Budget - A budget that organizes revenues and expenditures according to program output rather than departmental consumption, as in a line item budget, perhaps crossing standard organizational lines (youth program, for example).

Program Budgeting - A budget methodology that relates appropriations to goals. Budget developers practicing this approach strive to appropriate funds for goal oriented units.

Property Tax Stabilization Fund - A special revenue fund established to provide for future stabilization of the primary and combined property tax rates. Financial resources are provided by operating transfers from the General Fund.

Proposition 101 (“Local Property Tax Levies,” 2006 General Election) - A state initiative passed by voters in November 2006 which amended Article IX, Section 19, of the Arizona Constitution by changing the base year for the primary property tax levy limit of each county, city, town, and community college district. The base year changed from tax year 1980 to tax year 2005. The proposition was initiated by the Arizona legislature to reduce any excess levying capacity jurisdictions had built up since 1980. Approval of the proposition by voters reduced Pima County’s primary property tax levy limit from \$277,200,000 in tax year 2005 to \$256,100,000 in 2006. In tax year 2006 Pima County’s actual primary property tax levy was \$248,469,882.

Proposition 204 (“Healthy Arizona Initiative,” 2000 General Election) - A state initiative passed in November 2000 that raised the income limits for Arizona residents to qualify for medical assistance, allowing a greater number to receive subsidized health care.

Proposition 204 County Hold-Harmless - Prior to the implementation of Proposition 204 (“Healthy Arizona Initiative,” 2000 General Election), counties were paying for eligibility and medical liability costs. When the state assumed these costs as part of Proposition 204, it made three changes in county financing to generate funds. It reduced Disproportionate Share Hospital payments and created two new county contributions – the Uncompensated Care contribution and the AHCCCS Administration Cost contribution. While all of these changes resulted in a total net gain for some counties, they also created a total net loss for others. In order to ensure that counties did not suffer a net loss as a result of the implementation of Proposition 204, the state enacted County Hold-Harmless payments. These payments began in fiscal year 2002/03 and remained unchanged at \$3.8 million through fiscal year 2009/10. No County Hold-Harmless payments are budgeted for fiscal year 2014/15, as State budget shortfalls eliminated such payments.

Proprietary Funds - Funds used to account for the County’s ongoing activities that are similar to those found in the private sector. Proprietary funds include the County’s Enterprise and Internal Service funds.

PSPRS - Public Safety Personnel Retirement System - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to public safety personnel who are regularly assigned hazardous duty in the employ of the state of Arizona or a political subdivision thereof, including Pima County. Pima County public safety personnel are covered by the Pima County Sheriffs Retirement Plan or the Pima County Attorney Investigator Retirement Plan. In addition, the PSPRS also administers the Corrections Officer Retirement Plan (CORP) and the Elected Officials’ Retirement Plan (EORP).

PTOC - Property Tax Oversight Commission - A commission authorized by the Arizona Legislature to oversee the constitutional and statutory limitations on primary property tax levies of the counties, cities and towns, and community college districts. PTOC also oversees statutory limitations on fire district secondary property taxes levied pursuant to A.R.S. §48-807.

Public Works - The organizational entity comprised of the departments of Capital Projects, Development Services, Regional Flood Control District, Public Works Administration, Transportation, and Regional Wastewater Reclamation.

Real Property - Land and improvements attached to the land. Exceptions are some improvements in those legal classes that are primarily valued by the Arizona Department of Revenue. In many cases the improvements for these classes of property are defined as secured personal property.

Recommended Budget - The budget, as proposed by the County Administrator to the Board of Supervisors, during the annual budget process.

Recreational Vehicle Space Surcharge - A 50¢ per night per space surcharge on recreational vehicles and travel trailers leasing space in an RV park or mobile home park for less than 12 months. An owner paying personal property tax on a vehicle instead of a vehicle license tax and who leases a space for longer than 12 months is exempt. The tax was imposed by the Board of Supervisors sitting as the Board of Directors of the County Stadium District.

Regional Flood Control District - A special countywide taxing district established under Arizona Revised Statutes, Title 48, Chapter 21, to protect public health, safety, and welfare by implementing flood control solutions and providing comprehensive flood prevention services, and to enhance natural floodplain characteristics and environmental quality by preserving and protecting riparian habitat resources. In addition to other powers, the Board of Supervisors, sitting as the Board of Directors for the Regional Flood Control District, is authorized to levy a secondary property tax on real property in the district to fund necessary expenditures/expenses for the benefit of property holders within the district.

Regional Logistics Workforce - A federal grant for Workforce Innovation in Regional Economic Development (WIRED) Innovation Frontier under the Community Services, Employment & Training Department's One Stop Program, which works in partnership with Cochise, Santa Cruz, and Yuma Counties and educational institutions to develop a skilled workforce for the regional transportation logistics industry and other industries that rely on logistics.

Regular Employee - An employee who is employed full time, part time, or variable time on a continuous and continuing basis.

Retirement Plans - Eligible Pima County employees are members of and receive retirement and other benefits from one of six retirement plans: Arizona State Retirement System (ASRS), Corrections Officer Retirement Plan (CORP), Elected Officials' Retirement Plan (EORP), Pima County Attorney Investigator Retirement Plan, Pima County Sheriffs Plan, or Administrative Office of Courts Retirement Plan (AOC). The Public Safety Personnel Retirement System administers all retirement plans except the ASRS. Each of the six retirement plans covering Pima County employees is described in the glossary.

Revenue Source - A Chart of Accounts element referring to revenues used in line item budgeting.

Revenue Source Code - A string of numeric characters used to identify location and content of a revenue source account.

Revenues - Monies received as income. It includes such items as tax payments, fees for specific services, receipts from other governments, fines, interest income, etc.

Revised Budget - A department's authorized budget, as modified during the fiscal year, by the Board of Supervisors via the Budget Amendment Process.

RTA - Regional Transportation Authority - Created in 2004, the RTA is a public body authorized by ARS §48-5301 through §48-5315 to identify multi-modal transportation priorities and design projects to meet needs under the Regional Transportation Plan. Members include Pima County, Marana, Oro Valley, Pascua Yaqui Tribe, Sahuarita, South Tucson, Tohono O'odham Nation, Tucson, the Pima Association of Governments, and the Arizona State Transportation Board. Projects developed under the Regional Transportation Plan are funded by a 20-year countywide transportation excise tax approved by voters in May 2006. The excise tax rate on most purchases taxed under Arizona law is 0.5 percent, including the leasing of commercial real property, and is commonly referred to as the "half-cent RTA sales tax."

Sales Tax - A tax imposed by state and local governments on the purchase of certain taxable goods and services. The tax is typically a fixed percentage of the monetary value of the good or service and is paid at the time the final consumer purchases the good or service. Items or materials purchased by businesses for resale are generally exempt from sales tax, as the tax will be imposed at the time the final consumer purchases the good or service. (Also see Excise Tax and Transaction Privilege Tax.)

SCAAP - State Criminal Alien Assistance Program - A federal program that provides reimbursement to states and other jurisdictions that incurred correctional officers' salary costs for detaining undocumented immigrants.

SDCP - Sonoran Desert Conservation Plan - A comprehensive regional conservation and urban planning effort initiated in 1998 and adopted by the Board of Supervisors in 2001 to protect and enhance the natural and cultural environment of Pima County. Led by a steering committee, with extensive participation by the public, the scientific community, and many County departments, the Sonoran Desert Conservation Plan focuses on critical and sensitive habitat conservation, historic and cultural preservation, and riparian protection. The Sonoran Desert Conservation Plan represents the community's long term strategy for the coexistence of Pima County's natural and urban environments, while upholding and giving the broadest application to the ecosystem protection goals of the Endangered Species Act.

Secondary Property Tax - Generally, a property tax approved by voters to pay interest and retire debt used for capital improvements or to fund ongoing operation expenses of special voter-approved districts. Pima County has four secondary property taxes. The Secondary Property Tax for Debt Service is used to pay interest and principal on County debt incurred for capital improvements and approved budget overrides. The Secondary Property Tax for the Regional Flood Control District and the Secondary Property Tax for the County Free Library District fund the ongoing operation expenses of each respective district. The County also has a state mandated Secondary Property Tax called the Fire District Assistance Tax, which assists in funding the operations of the nineteen fire districts in the county. Other jurisdictions may impose their own secondary property taxes.

Self Insurance Trust Fund - An internal service fund that accounts for the risk management function of the County. The fund is administered by an appointed Board of Trustees and provides self insurance coverage to the County for medical malpractice, workers compensation, unemployment, general liability, property damage, environmental damage, and employee dental benefits. It also acquires coverage for other risks. The fund is financed by the General Fund and specific user departments.

Service - Defines the department's product or benefit to the County. Services may be identified, by combining the department's major activities with a common purpose into one group. For example, recruiting, training, and classification are activities that make up *Personnel Service* under the department's Administration Program.

Sewer Revenue Bonds - Bonds issued by Pima County for Regional Wastewater Reclamation capital improvement projects that are pledged to be repaid from sewer user fees and/or sewer connection fees instead of being repaid from secondary property tax revenue.

SLID - Street Lighting Improvement District - A special taxing district authorized under Arizona Revised Statutes, Title 48, Chapter 6, for the purpose of funding and maintaining lighting improvements for streets and parks and to purchase the energy needed to operate those improvements. The Board of Supervisors sits as the board of directors for twenty-one County SLIDs, the budgets of which are funded by a Secondary Property Tax levy on all property located within the SLID.

SNAV - Secondary Net Assessed Value - The Secondary Net Assessed Value is determined by multiplying the Full Cash Value by the Assessment Ratio for the property and subtracting the amount of any applicable exemption. The Secondary Net Assessed Value is used to determine the Secondary Property Taxes due on a given property.

Southwest Border Prosecution Initiative - An initiative (previously called the Southwest Border Local Assistance Initiative) that provides funds to Arizona and three other border states to reimburse state, county, tribal, and municipal governments for costs associated with the prosecution of federally initiated and declined-referred criminal cases.

Special Revenue Funds - A fund category used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes. Special Revenue Funds include Transportation, Health, the Regional Flood Control District, Employment & Training, the County Free Library, the Stadium District, Environmental Quality, Solid Waste Management, the Tire Fund, and various departmental programs.

Special Taxing District - A district established under Arizona Revised Statutes, Title 48, whose board of directors is authorized to levy secondary property taxes or assessments on property located within the boundary of the district to fund expenditures/expenses for the benefit of property holders in the district. The Pima County Board of Supervisors sits as the board of directors for three countywide special taxing districts: the County Free Library District, the Regional Flood Control District and the Stadium District. The Board of Supervisors also sits as the board of directors for twenty-two smaller special taxing districts, including the Hayhook Ranch Improvement District and twenty-one Street Lighting Improvement Districts. Within Pima County, there are other independent special taxing districts such as the fire, irrigation, and water improvement districts, along with municipal business improvement and community facilities districts.

Stadium District - A special taxing district established under Arizona Revised Statutes, Title 48, Chapter 26, to provide family entertainment for Pima County residents through sports recreation and community events and to develop relationships with professional sports organizations that will have a positive impact on the local economy. The Board of Supervisors sits as the board of directors for the Stadium District, and has earmarked revenues from the County's Vehicle Rental and Recreational Vehicle Space Surcharges, along with a portion of revenues from the Transient Lodging Tax, to fund the expenditures/expenses of the district.

State Aid to Education - The State of Arizona provides financial aid to school districts throughout the state by funding various types of assistance through its General Fund budget, lottery and Indian gaming revenues, and revenues from a 0.6% sales tax earmarked for educational uses. The State also reduces local primary property taxes paid by primary residence taxpayers in each school district. Commonly called the "Homeowner's Rebate," this subsidy is known as Basic State Aid. During fiscal year 2014/15, homeowners can receive a Basic State Aid subsidy up to \$600 against their local school district primary tax. There is an exception to the \$600 maximum subsidy should the combined Primary Property Tax levies for all jurisdictions where the homeowner resides exceed one percent of the homeowner's Limited Property Value. When this exception occurs, an additional subsidy amount is determined and added to the Basic State Aid so that the combined Primary Property Tax levies paid by the homeowner to all jurisdictions do not exceed one percent of his/her Limited Property Value.

State School Equalization Tax - Pursuant to ARS §15-994 the State mandates the levy of a Primary Property Tax to provide equalization assistance to school districts. The rate for such a Primary Property Tax levy is subject to Truth in Taxation provisions as set forth in ARS §41-1276, with a majority vote by the legislature being required to set the State School Equalization Tax rate above the Truth in Taxation rate for any year.

State Shared Sales Taxes - Sales taxes collected by the State of Arizona, which are distributed to the State General Fund and to the General Funds of Arizona counties and cities to supplement revenues.

Street & Highway Revenue Bonds - Transportation bonds issued for the purpose of constructing street and highway projects. They are secured by state shared gasoline tax revenue collections in the state of Arizona Highway User Revenue Fund (HURF). Debt service on these bonds is paid from the County's share of HURF funding received through the Transportation Department.

Supplemental Package - Requests for funding in excess of the department Base Budget or expansion of the Operating Budget.

Supplies - Articles and commodities, which are consumed or materially altered when used, e.g., office supplies, maps, blueprints, repair and maintenance supplies, and small tools, equipment or computer software costing less than \$1,000 per item.

Tax Rate - As applied to property taxes, the rate at which a property will be taxed. Primary and Secondary Tax rates are set by the County Board of Supervisors or the governing boards of other taxing jurisdictions. The tax rate is determined by dividing the jurisdiction's tax levy by 1 percent of its Primary or Secondary Net Assessed Value, as the tax rate is expressed as a dollar amount per \$100 of net assessed value. The amount of tax due on each property is determined by multiplying the tax rate by 1 percent of the property's respective Primary or Secondary Net Assessed Value.

Tax Reduction/Debt Retirement Fund - The Tax Reduction/Debt Retirement Fund was established in fiscal year 1999/2000 for the purpose of pooling revenues from various activities in order to offset possible future tax increases. Fund sources include any new revenues derived from expense recoveries, such as federal or state reimbursements for criminal justice and law enforcement, sale of surplus property, and fee increases by General Fund departments where General Fund support is reduced or the fees are not earmarked for a specific purpose.

Tax Year - The year in which a lien for property taxes is imposed. Liens are imposed on property on January 1st of the year in which the levy is set. The first half-year amount of taxes is due on October 1st of the tax year, and the second half-year amount of taxes is due on March 1st of the following calendar year. If taxes are not paid when due, the lien will be offered for sale.

Temporary Employee - An employee who has been appointed on a full-time, part-time, or variable-time basis for a limited period not to exceed eighteen months.

Tentative Budget - Per ARS §42-17101, the Board of Supervisors “. . . on or before the third Monday in July each year, shall prepare . . . an estimate of the different amounts that will be required to meet the . . . public expense . . . for the current fiscal year.”

Title IV-D - Referring to that portion of Social Security law covering the child support enforcement program, Federal Division of Child Support Enforcement.

Total Net Assets - The difference between the assets and liabilities of proprietary funds. Proprietary funds include the County's Enterprise and Internal Service funds.

Transaction Privilege Tax - Arizona's version of a sales or excise tax. The seller is responsible for paying the entire amount of the tax due based on the gross taxable proceeds or gross taxable income of the business. The seller may include the tax in the purchase price or absorb the tax itself; however, in practice the tax is typically passed on to the consumer. Many types of transactions such as the purchase of unprepared food for consumption at home, prescription drugs and medical equipment, and most services are exempt from the transaction privilege tax under Arizona law.

Transient Lodging Excise Tax - A special tax levied on individuals who secure accommodations in any hotel, motel, or other organization that offers accommodations located in any jurisdiction which does not levy a municipal occupational license tax. Receipts from Pima County's transient lodging excise tax, which is levied only in the unincorporated area of the County, are distributed to the Stadium District (34%), the Economic Development and Tourism Special Revenue Fund (16%), and to Visit Tucson for tourism promotion (50%). Also see Excise Tax.

TREO - Tucson Regional Economic Opportunities, Inc - Formed in 2005 to serve as the lead economic development agency for the greater Tucson area, TREO supports the creation of new businesses, the expansion of existing businesses within the region, and the attraction of high-impact companies that share the community's values.

Truth in Bonding Ordinance - Ordinance 1997-25 that added Pima County Code Chapter 3.06 "Bonding Disclosure, Accountability, and Implementation," requiring the Board of Supervisors to provide notification to voters prior to a bond election of what projects will be constructed with bond revenues and provide assurances that the County will carry out the bond programs as authorized.

Truth in Taxation - Whenever a proposed Primary Property Tax levy, excluding amounts attributable to new construction, is greater than the amount levied by the County in the preceding year, the Board of Supervisors is required by ARS § 42-17107 to publish a notice of tax increase and hold a public truth in taxation hearing before approving the adopted budget. ARS § 42-17104 requires such a public hearing be held on or before the fourteenth day before the day taxes are levied. Whenever a truth in taxation hearing has been required, Pima County has customarily held such a hearing on the same day and immediately preceding the Board's approval of the adopted budget.

Unit - A Chart of Accounts element that is the lowest organizational level at which departments budget. Each unit is identified by a unique four digit identifier. Financial expenditure/expense transactions are recorded by fund/unit/object, while revenue transactions are recorded by fund/unit/revenue source.

The University of Arizona Medical Center - South Campus - The hospital, formerly known as Kino Community Hospital, is operated by The University of Arizona Health Network under a 25 year lease agreement with the County that began on June 16, 2004.

Vacancy Savings - A savings realized when budgeted positions are left vacant for all or part of a fiscal year. This reduction to the personal services budget allows the department to use these amounts to fund other items.

Visit Tucson (formerly known as MTCVB) - The recognized tourism promotion agency in the County whose goal is to enhance economic prosperity through the marketing and promotion of the metropolitan Tucson region for meetings, conventions, sporting events, and tourism. Visit Tucson's film office also promotes the region as a location for the television, motion picture, and advertising industries.

VLT - Vehicle License Tax - An ad valorem tax imposed on cars, trucks, and trailers in the state of Arizona. This tax is usually collected by the counties, but some counties have opted to have the state collect the tax. In Pima County, this tax is collected by the Motor Vehicle Division of the Arizona Department of Transportation and then redistributed to the County. The VLT is a major revenue source for Pima County. (Note: The Chart of Accounts identifies the VLT revenue source as State Revenue Vehicle License Tax – 4117.)

WERF - Water Environment Research Foundation – An independent scientific research organization dedicated to wastewater and storm water issues. WERF funds water quality research and awards funding through a competitive process.

WIFA - Water Infrastructure Finance Authority - An independent state agency authorized to finance the construction, rehabilitation and/or improvement of drinking water, wastewater, wastewater reclamation, and other water quality facilities/projects. Generally, WIFA offers borrowers below market interest on loans for one hundred percent of eligible project costs.

WIRED - Workforce Innovation in Regional Economic Development - A federal grant to the Community Services, Employment & Training Department for the Pima County One Stop program, which will align workforce development, economic development, and educational efforts around a regional (including Cochise, Santa Cruz, Yuma, and Pima Counties) strategy to promote innovation and increase the region's prosperity.

Workforce Investment Act (WIA) of 1998 - The act that requires states to streamline and consolidate their training systems by creating a "one stop" approach for the delivery of services. The WIA replaced the Job Training Partnership Act and established a new workforce development program for the nation.

Zero Base Budget - This type of budget is generally used in conjunction with program budgeting (although it may be applied to line item budgeting). It is a budget for which the funding level must be justified without regard to prior year funding levels. Under a target base approach, the prior year's budget is adjusted for known financial changes, such as approved salary and benefit adjustments, and is then used as the starting point for the current year. Modifications to this base are requested in supplemental packages. Under a zero base approach, no specific target base is established. The department evaluates its current level of operations, programmatic structure, and staffing in the context of its function statement and mandates. Organizational revisions, if beneficial to the achievement of department goals, are made. Programs are then subdivided into services and activities which define the department's products or benefits to the County. Each service is individually budgeted at its current level and can be individually evaluated for adoption. Each line item for each service is evaluated and justified. During the fiscal year, the actual costs of each service can be captured, and variances from budgeted costs are monitored and analyzed. The zero based budgeting program has been postponed since fiscal year 2007/08.

DEPARTMENT LISTING FOR FISCAL YEAR 2014/2015

Department / Bureau

Assessor

Assessor

Board of Supervisors

Board of Supervisors

Capital Projects

Capital Projects

Clerk of the Board

Clerk of the Board

Clerk of the Superior Court

Clerk of the Superior Court
Clerk of the Superior Court - Child Support Incentive
Clerk of the Superior Court - Document Storage & Retrieval
Clerk of the Superior Court - Local Court Automation Fund
Clerk of the Superior Court - Spousal Maintenance Enforcement
Clerk of the Superior Court - Time Pay Fees
Clerk of the Superior Court Address Confidentiality Fee
Clerk of the Superior Court Judicial Collection Enhancement
Clerk of the Superior Court Victim Location Fund

Communications Office

Communications Office

Community & Economic Development Administration

Community & Economic Development Administration

Community Development & Neighborhood Conservation

Community Development & Neighborhood Conservation
Housing Trust Fund
Neighborhood Conservation
Neighborhood Conservation Grants

Community Services, Employment & Training

Community Services Employment & Training
Employment & Training Grants
Pima Vocational High School

Constables

Constables

County Administrator

County Administrator

County Attorney

County Attorney
County Attorney - Bad Check Program
County Attorney - Consumer Protection
County Attorney - Employer Sanctions
County Attorney - Fill the Gap
County Attorney - Law Enforcement Antiracketeering
County Attorney - Victim Restitution

DEPARTMENT LISTING FOR FISCAL YEAR 2014/2015

Department / Bureau

County Attorney - Victim Witness Comp
County Attorney Grants
County Attorney Special Revenue
PCA DTAP Contribution SR

County Free Library

County Free Library
County Free Library Grants

Development Services

Development Services

Economic Development & Tourism

ED&T Leased Property
ED&T Outside Agency
ED&T Special Revenue

Elections

Elections
Elections Grants

Emergency Mgmt Homeland Sec

Office of Emergency Management & Homeland Security
Office of Emergency Management & Homeland Security - Grants
OEM Radio System SRF

Environmental Quality

Environmental Quality
Environmental Quality Grants
Solid Waste Management
Tire Fund

Facilities Management

Facilities Management
Facilities Management - Facilities Renewal
Facilities Management Grants
Parking Garages

Finance & Risk Management

Finance
Improvement District Formation Fund
Print Shop
Risk Management

Fleet Services

Fleet Services

Forensic Science Center

Forensic Science Center
Forensic Science Center Special Revenue

Health

Health
Health - Grants
Health - Pima Animal Care Center

DEPARTMENT LISTING FOR FISCAL YEAR 2014/2015

Department / Bureau

Human Resources

- Human Resources
- Health Benefits

Information Technology

- Information Technology
- Communications - Wireless Services
- Information Technology Enhancement
- Information Technology Telecom
- Radio System - Fixed Network Equip

Justice Court Ajo

- Justice Court Ajo
- Justice Court Ajo Automation Fund
- Justice Court Ajo Fare Special Revenue
- Justice Court Ajo Special Revenue
- Justice Court Ajo Time Pay Fees

Justice Court Green Valley

- Justice Court Green Valley
- Justice Court Green Valley Address Confidentiality Fee
- Justice Court Green Valley Automation Fund
- Justice Court Green Valley Fare Special Revenue
- Justice Court Green Valley Photo Traffic Enforcement
- Justice Court Green Valley Time Pay Fees

Justice Court Tucson Consolidated

- Justice Court Tucson
- Justice Court Tucson \$1 Allocation SB1398
- Justice Court Tucson Automation Fund
- Justice Court Tucson Confidentiality Fee
- Justice Court Tucson Fare Special Revenue
- Justice Court Tucson Grants
- Justice Court Tucson Photo Traffic Enforcement
- Justice Court Tucson Time Pay Fees

Juvenile Court

- Juvenile Court
- Juvenile Court Grants
- Juvenile Court State Funds
- Juvenile Court Victom Restitution
- Juvenile Probation Services
- Juvenile Title IV-E

Kino Sports Complex

- Kino Sports Complex

Legal Defender

- Legal Defender
- Legal Defender Training Fund

DEPARTMENT LISTING FOR FISCAL YEAR 2014/2015

Department / Bureau

Natural Resources, Parks & Recreation

- Natural Resources Parks and Recreation
- Natural Resources Parks and Recreation Special Programs
- Parks & Recreation Grants

Non Departmental

- Contingency
- Debt Service
- General Government Revenues
- Mandated Payments
- Non Departmental

Office of Court Appointed Counsel

- Contract Attorneys
- Office of Court Appointed Counsel

Office of Medical Services

- Office of Medical Services
- Office of Medical Services Grants

Office of Sustainability and Conservation

- Office of Sustainability and Conservation
- Office of Sustainability and Conservation Grants

Procurement

- Procurement

Public Defender

- Public Defender
- Public Defender Fill the Gap
- Public Defender Training Fund

Public Fiduciary

- Public Fiduciary

Public Works Administration

- Public Works Administration
- Real Property Services

Recorder

- Recorder
- Recorder Document Storage & Retrieval
- Recorder - Grants

Regional Flood Control District

- Canoa Ranch In-Lieu Fee
- Regional Flood Control District
- Regional Flood Control District Grants

DEPARTMENT LISTING FOR FISCAL YEAR 2014/2015

Department / Bureau

Regional Wastewater Reclamation

- Regional Wastewater Reclamation
- Regional Wastewater Reclamation Debt Service
- WW Regional Wastewater Reclamation Grants

School Superintendent

- School Superintendent
- School Reserve Fund

Sheriff

- Sheriff
- Sheriff AZ Traffic Violation Fund
- Sheriff Commissary Operations
- Sheriff Criminal Justice Enhancement
- Sheriff Federal RICO Fund
- Sheriff Grants
- Sheriff Inmate Welfare Fund
- Sheriff State Rico Fund

Stadium District

- Stadium District

Superior Court

- Superior Court
- Superior Court Mandated Services
- Superior Court - Fill the Gap
- Superior Court AOC Appropriated Funds
- Superior Court Child Support Visitation
- Superior Court Conciliation
- Superior Court County Law Library
- Superior Court Grants
- Superior Court Local Court Automation Fund
- Superior Court Probate
- Superior Court Probation Services

Transportation

- Transportation
- Transportation Grants

Treasurer

- Treasurer
- Taxpayer Information Fund



**PIMA COUNTY, ARIZONA
BOARD OF SUPERVISORS POLICY**

Subject: Budget Accountability	Policy Number	Page
	D 22.2	1 of 2

PURPOSE

To establish guidelines for transparency and accountability of expenditures incurred by County departments.

BACKGROUND

Pursuant to the Constitution and Statues of Arizona governing the financial responsibilities of counties:

1. The Board of Supervisors must annually adopt a balanced budget for the operation of Pima County government.
2. Within that annual budget the Board has the authority and responsibility to determine the individual budgets of all elected and appointed County officers.
3. Elected and appointed officers of the County may not expend public monies in excess of those appropriated by the Board.
4. Elected and appointed officers of the County may not expend public monies for a purpose not included in the annual budget adopted by the Board or expend public monies in excess of the amount specified for each purpose in the budget.
5. In order to perform their financial duties the Board may examine and scrutinize all accounts and financial transitions of County officers having the care, management, collection or disbursement of public monies.
6. The Board of Supervisors acting in its legislative capacity has exclusive authority to annually levy such tax on the property of the County as is necessary to fund the expenses of County government at a level the Board determines to be appropriate.

POLICY

A. The County Administrator shall, by Administrative Procedure, prepare appropriate budgetary controls to identify revenues and expenditures by elected and appointed officers in sufficient detail for the Board of Supervisors to oversee compliance with Constitutional and statutory financial responsibilities and compliance with the annual appropriations by the Board of Supervisors. Such controls should include, among other controls, periodic reports of significant variances from the major revenue and expenditure categories contained in the adopted budget.

B. Budget Exceedance

The County Administrator shall provide each director or officer of a department of the County a monthly report setting forth actual expenditures and revenues to date of their department and a comparison to the adopted budget.

If at any time after the fiscal year to date report for the month of December the net fund impact of a department is ten percent more negative than the adopted budget based upon a straight line apportionment of the adopted budget throughout the fiscal year, the director or officer of that department shall immediately

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develop and implement a budget remediation plan to ensure that the department's budgeted net fund impact is not exceeded at the end of the fiscal year. Within ten days from the issuance of a monthly report showing a department's net fund impact to be ten percent more negative than the adopted budget the director or officer of that department shall submit to the Board of Supervisors through the County Administrator a written budget remediation plan or, if applicable, an alternative projection utilizing methodology other than straight line that more accurately predicts no negative variance in net fund impact of the department for the fiscal year.

If at the end of any fiscal year a department's net fund impact was more negative than that authorized by the adopted budget, then the director or officer of that department shall submit a report to the Board of Supervisors prior to September 1 describing what remedial actions were taken to avoid the budget exceedance and why such actions were inadequate.

D. Applicability

This policy applies to all departments and special districts of Pima County, whether under the supervision of an elected or appointed official, as identified in the adopted County Budget.

Revised: July 12, 2011



**PIMA COUNTY, ARIZONA
BOARD OF SUPERVISORS POLICY**

Subject: Performance Audits of County Departments	Policy Number	Page
	D 22.3	1 of 3

Purpose

To establish a countywide policy for the use of performance audits to facilitate and enhance the effectiveness and efficiency of County departments and programs.

Background

Pursuant to law the Board of Supervisors must each year adopt a balanced budget for the operation of Pima County government that appropriates sufficient funding to "pay as you go". Correspondingly, elected and appointed officials and managers of the County cannot, pursuant to law, expend monies in excess of the amount appropriated by the Board. Notwithstanding this requirement, each fiscal year numerous County offices, departments and programs have historically overspent their budget or under realized budgeted revenues thereby creating substantial fiscal uncertainty and an inability for the Board to adequately meet its responsibility to plan for the budgetary needs of the County.

To constructively address this problem performance audits will be utilized pursuant to this policy to professionally and independently evaluate how funding is being used and managed to achieve program results and to recommend appropriate improvements to facilitate increased efficiency and effectiveness.

Policy

A. Definitions

In this policy, unless the context otherwise requires:

1. "Audit objectives" means the specific issues to be addressed and results to be achieved by an audit.
2. "Audit scope" means the programs, activities and functions to be included in an audit
3. "Economy and Efficiency Audit" means an audit that determines:
 - (a) Whether the department is acquiring, protecting and using its resources economically and efficiently,
 - (b) The causes of identified inefficiencies or uneconomical practices, and
 - (c) Whether the department has complied with applicable laws, regulations and policies relating to economy and efficiency.
4. "Management controls" means the plan of organization, methodology and procedures adopted by management to measure and report performance and ensure that operational and departmental goals are met.
5. "Net Fund Impact" or "NFI" means the calculation that quantifies the difference between revenues and expenditures for a department.

6. "Performance Audit" means the objective and systematic examination of evidence for the purpose of providing an independent assessment of the performance of a County department, program, activity or function in order to provide information to improve accountability to the public and facilitate fiscal and programmatic decision-making including the initiation of appropriate corrective action and includes an economy and efficiency audit and a program audit.
7. "Program Audit" means an audit that determines:
 - (a) The extent to which desired results or benefits are being achieved,
 - (b) The effectiveness of programs, activities, or functions, and
 - (c) Whether the department complies with laws, regulations and policies applicable to programs, activities, or functions.

B. Performance Audits to be Undertaken

Each year those departments that exceeded their budgeted NFI for the previous fiscal year by more than \$250,000 shall be subject to a performance audit as described in Section D below. The County Administrator, based upon a review of the previous fiscal year's expenditures and revenues related to each program within such a department, may limit the scope of the performance audit to only those programs, activities or functions that substantially contributed to the NFI exceedance or that have a cash deficit.

C. Selection of Auditors

The County Administrator shall, at least biennially, advertise for interested consultants qualified to perform audits pursuant to this policy on an as needed basis. A Request for Qualifications shall be sent to each consultant who responds to the advertisement and to all certified MWBE firms qualified to perform the types of audits listed in the advertisement. All Qualifications Statements submitted in response to the Request for Qualifications shall be maintained by the County Administrator's Office. As performance audits are required pursuant to this policy, the County Administrator shall negotiate contracts with particular consultants based on subject matter expertise, availability and/or resources appropriate to the size of each audit. The contract shall identify the scope of work and the specific objectives for each audit. The contracts shall be executed by the County Administrator or the Board as required by the County Code.

D. Performance Audit Objectives and Conduct

Each performance audit shall include a program audit and an economy and efficiency audit guided by specific audit objectives developed for each performance audit. The objectives of each performance audit may include, but are not limited to:

1. Determination of the cause(s) of NFI exceedance.
2. Identification of revenue enhancement opportunities.
3. Identification of opportunities for cost recovery.
4. Development of recommendations for achieving program and service delivery economies, cost efficiencies and operational improvements.
5. Assessment of the performance and compliance of department programs measured against the purpose or goals prescribed by law or regulation or set by management, applicable technical standards or norms, expert opinions, prior years' performance and performance of similar entities.
6. Assessment of existing management controls and development of recommendations for their improvement.

Subject:

Performance Audits of County Departments

Policy Number

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Each department subject to a performance audit, including all of its personnel, shall fully cooperate and assist the auditors and make all records, documents and information not confidential by law available for use by the auditors.

E. Audit Report

Upon completion of the audit an Audit Report shall be transmitted to each member of the Board of Supervisors, the County Administrator and the official or director of the audited department that includes at least the following:

1. Audit scope, objectives and methodology.
2. Significant findings and conclusions developed in response to each audit objective.
3. Recommendations for actions to correct deficiencies and improve operations.
4. All instances of significant noncompliance.
5. The comments of the department official or director concerning the auditor's findings, conclusions and recommendations including plans to correct deficiencies.
6. Noteworthy accomplishments of the department.
7. The nature of any material information omitted from the report and the reason for its nondisclosure.

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**PIMA COUNTY, ARIZONA
BOARD OF SUPERVISORS POLICY**

Subject:

Tax Reduction and Debt Retirement Fund

Policy Number

D 22.4

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Purpose

The purpose of this policy is to establish a Pima County Tax Reduction and Debt Retirement Fund to be used to reduce cash flow borrowing as well as reduce or offset property tax rate increases that would otherwise be required to retire long term deficits within the County or fund other one-time expenditures necessary to provide for the health, safety or welfare of County residents.

Policy

There is established a Pima County Tax Reduction and Debt Retirement Fund. The Fund consists of unrestricted monies specifically budgeted or transferred to the Fund by the Board of Supervisors.

Monies to be considered by the Board for potential budgeting or transfer to the Fund shall include:

1. Unanticipated reimbursements for previously provided services.
2. Unbudgeted revenues from newly implemented fee schedules.
3. Unbudgeted revenue sharing or cost savings resulting from actions of the state or federal government.
4. Proceeds from the sale of County assets.
5. Unbudgeted monetary judgments in favor of the County.

The minimum target balance for the Fund is five million dollars and may be increased by recommendation of the County Administrator and approval by the Board.

The Fund shall be used by the Board of Supervisors in adopting the annual operating budget for the County to reduce the amount of countywide taxes that would otherwise be necessary to be levied.

Expenditures and uses of the Fund may include:

1. Fiscal stabilization by supplementing revenues during economic downturns. Such use shall include a plan to implement appropriate budgetary and financial management changes to accommodate the new, constrained economic environment.
2. Retiring outstanding long and/or short term debt.
3. Reduction of cash flow borrowing.
4. Funding of one-time capital purchases with cash to avoid incurring debt, as long as sufficient reserves remain to ensure financial stability.
5. Funding of outstanding but otherwise unfunded liabilities of the County including liabilities associated with major County assets.

The County Administrator shall include within the annual Recommended Budget recommendations consistent with this policy for allocations to and expenditures from the Fund. During a Fiscal Year the County Administrator may recommend to the Board that monies identified by this policy be transferred into the Fund.

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**PIMA COUNTY, ARIZONA
BOARD OF SUPERVISORS POLICY**

Subject: Periodic Review of Departmental Base Budgets	Policy Number	Page
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Purpose

To provide for a periodic, comprehensive review of the base budgets of all County departments; to thoroughly reevaluate the expenditures and revenues attributable to each program within a department; and to determine optimal levels of funding that coincide with workload, projected revenues, operational management controls and policy priorities.

Background

Pima County uses a system of target base budgeting to develop and recommend to the Board of Supervisors an annual operating budget. Under this system a department's budgeted expenditures and revenues are adjusted from year-to-year only to the extent that readily identifiable changes to laws or factual circumstances directly impact expenditures or revenues or to implement specific actions of the Board. The cumulative effect of target base budgeting is that ongoing programs within departments are never subject to a comprehensive, systematic reevaluation that examines whether expenditures and revenues originally assigned within the base continue to be justified within the context of changing service demands and overall County policies and priorities. This policy addresses this deficiency by providing for such reevaluation for all departments on a periodic basis.

Policy

- A. **Utilization of Zero-Base Budgeting** - Beginning with fiscal year 2000/2001, every department in Pima County shall develop an annual operating budget at least once during each subsequent four year period using zero-base budgeting methodology as described in subsection B of this policy. The County Administrator shall, prior to December 1, forward to the Board of Supervisors for approval a list of departments recommended for zero-base budget development for the next fiscal year. For fiscal year 2000/2001 the County Administrator's recommended list shall emphasize departments that exceeded budgeted net fund impact in fiscal year 1998/1999.
- B. **Zero-Base Budgeting Methodology** - The County Administrator shall develop, adopt and implement administrative procedures for zero-base budget development that accomplish the following policy objectives:
1. Requires a department and all of its programs to build a budget from zero to a level based upon actual services performed.
 2. Compares the projected cost of services provided by each program with costs incurred by other public providers of that service.
 3. Requires departments to prioritize and justify the continued existence of each of their programs.
 4. Provides the Board of Supervisors with additional relevant information to facilitate a decision as to whether each program within a department should be continued, discontinued or continued at an increased or decreased level of funding and service delivery. This information should include a description of the projected impacts of incremental reductions to funding received by each program in the previous fiscal year.
 5. Requires departments to submit separate zero-base budget requests for new or expanded services.

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PIMA COUNTY, ARIZONA BOARD OF SUPERVISORS POLICY

Subject: Policy for Administering Grants	Policy Number	Page
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Purpose

The purpose of this policy is to establish uniform guidelines and responsibilities regarding the administration of grants within Pima County.

Background

Grants are a critical source of revenue that supplement or fully fund many Pima County programs and projects that benefit the citizens of Pima County. Grants have aided the County in provision of a wide range of services, such as human services initiatives, law enforcement technology upgrades, road construction and health programs. Utilizing revenue from grants to fund authorized programs and operations benefits the public by reducing reliance on tax revenues. Efforts to identify, pursue and obtain grant funding is a priority for Pima County.

The acceptance and use of grant funding, however, obligates the County to undertake extra responsibilities, to commit valuable resources, and to comply with conditions or requirements beyond normal operations. Therefore, proper approvals and prudent monitoring for all grants are necessary to ensure that the County does not incur unnecessary obligations or become exposed to undue liabilities.

To mitigate these risks, standardized and centralized coordination and facilitation of grant administration is required. A standardized, centralized structure assures objective assessment and timely pursuit of grant funding opportunities consistent with Pima County's best interest, clear definition of roles and responsibilities throughout the full grant life cycle (funding opportunity, application, award, implementation, evaluation and close out), clear channels for communication, and implementation of protocols required to comply with applicable laws, rules, regulations and conditions that govern grants.

Policy

It is the policy of the Pima County Board of Supervisors that the County will actively seek, apply for, and accept grants, when such grants serve the interests, purpose or mission of a County program or operation and when such grants do not obligate or expose the County to unacceptable conditions, requirements or liabilities.

Due to the nature and complexity of grant requirements and the risks associated with non-compliance to such requirements, Pima County shall implement a County wide, standardized, centralized oversight model for key components of grant administration. Standardized and centralized processes shall be implemented that ensure:

- Coordination of timely, effective pursuit of appropriate grant funding opportunities
- Board of Supervisor acceptance of grant awards, as required
- Implementation of comprehensive grant compliance and fiscal procedures

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- Oversight of grant compliance, monitoring proper grant reporting, and prompt, effective audit issue resolution
- Adequate control by individual departments of specialized services and programs that require technical knowledge.

Implementation

The County Administrator shall develop and distribute administrative procedures governing uniform grant administration consistent with this Policy.

Revised: July 12, 2011

PIMA COUNTY DEBT POLICIES AND PRACTICES

This section presents the types of debt, uses, restrictions, legal requirements, and other considerations related to the issuance of debt by Pima County. Individual long-term debt schedules are included in the following *Supplemental Information* section - *Long Term Debt Schedules*. All of the following items except Line of Credit are considered long term debt.

Line of Credit The County maintains a revolving line of credit with its servicing bank, currently the Bank of America National Association, to address short term borrowing needs for cash flow purposes. The maximum amount of credit varies periodically from \$30,000,000 to \$50,000,000, and as of June 30, 2014, \$30,000,000 was available. Advances on the line of credit are payable on demand. The County's general taxing authority secures the credit line.

General Obligation Bonds General Obligation Bonds are considered to be a general debt of the County. According to the Arizona State Constitution, general obligation debt may not exceed 6 percent of the value of the County's taxable property, as of the latest assessment. However, with voter approval, debt may be incurred up to 15 percent of the value. The legal debt margin projected as of June 30, 2015 is specified in the *Supplemental Information* section - *Long Term Debt Service Schedules*. Chapter 3.06 of the Pima County Code, *Bonding Disclosure, Accountability and Implementation* (the last seven pages of this section), sets forth requirements for presenting general obligation and revenue bond packages to the electorate for approval and for monitoring utilization of the proceeds from authorized bonds. General obligation bonding is to be used to make local infrastructure investments and capital improvements and is not to be used to fund operating activities. Neither is general obligation debt to be used for enterprise improvements. General obligation bond debt authorized by the voters is retired through an annual levy of a secondary property tax assessed against the value of all property in Pima County.

In 1997, voters approved \$257,000,000 of general obligation bonds. Per Pima County Board of Supervisors Ordinance No. 1997-35 (*Bond Improvement Plan*, as amended), the term of this debt is to be not longer than 15 years, and the secondary property tax rate required to pay off the debt is to be maintained at or below \$1.00 per \$100 of assessed valuation. For fiscal year 2014/15, the secondary tax rate was reduced to \$0.7000 per \$100 of assessed valuation from \$0.7800 in fiscal year 2013/14.

A special bond election was held on May 18, 2004 approving additional general obligation bonds in the amount of \$582,250,000. Per Pima County Board of Supervisors Ordinance No. 2004-18 (*Bond Implementation Plan*, as amended), the term of the general obligation bond debt is to not to exceed 15 years, and the secondary property tax rate required to pay off the debt is to be maintained at no higher than the rate in effect at the time, \$0.8150 per \$100 of assessed valuation, throughout this term. On May 16, 2006, voters approved another \$54,000,000 of general obligation bonds for the construction of psychiatric care facilities. Per Pima County Board of Supervisors Ordinance No. 2006-29 (*Bond Implementation Plan*), the term of this debt is to be not longer than 15 years, and the secondary property tax rate required to pay off the general obligation bond debt service was to be maintained at or below the rate in effect at that time.

Revenue Bonds Sewer revenue bonds may be issued to provide financing for improvements to the County's wastewater reclamation system. Such bonds are a debt obligation of Regional Wastewater Reclamation enterprise operations. Revenues, comprised primarily of sewer fees and connection fees, are pledged to retire the debt. Before Regional Wastewater Reclamation can issue bonds, voters must authorize the Enterprise Fund to incur debt, but not to exceed a specified amount. The authorization must specify the purpose for which the proceeds will be used. Board of Supervisors Resolution 1991-138 directs Regional Wastewater Reclamation to maintain a "bond coverage ratio" which is calculated as the product of total revenue minus operational expenses and divided by debt service costs. This resolution mandates that the "bond coverage ratio" must be at least 1.20.

Pima County FY 2014/2015 Adopted Budget

Through this resolution, the County establishes and maintains rates, fees and charges for service supplied by the wastewater system fully sufficient at all times to pay the reasonable operation and maintenance costs of the system, as well as 1.20 times debt service costs. Per Pima County Board of Supervisors Ordinance No. 1997-35, the schedule of bond sales on \$105 million of voter approved debt was premised on annual increases in Regional Wastewater Reclamation user fees of approximately five percent and increases in connection fees of approximately 12 percent. Fee increases under this ordinance were as follows:

	<u>User Fees</u>	<u>Connection Fees</u>
Fiscal Year 1999/00	5.3%	11%
Fiscal Year 2000/01	5%	11%
Fiscal Year 2001/02	3.8%	12%
Fiscal Year 2002/03	5%	12%
Fiscal Year 2003/04	-	12%
Fiscal Year 2004/05	4%	6%

Additional sewer revenue bonds in the amount of \$150,000,000 were approved in the special bond election held on May 18, 2004. Per Pima County Board of Supervisors Ordinance No. 2004-18, user fees can increase as much as eight percent and connection fees can increase as much as 12 percent as a result of the new issuance. Actual increases were eight percent and 10 percent, respectively.

Per Pima County Ordinance No. 2006-52, user fees could increase as much as six percent on August 11, 2006 and an additional six percent on January 1, 2007. Per Pima County Ordinance No. 2006-51, connection fees could increase as much as six percent on August 11, 2006 and an additional six percent on January 1, 2007. These increases were implemented as approved.

Per Pima County Ordinance No. 2007-109, user fees increased nine percent on January 1, 2008 and 9.5 percent on July 1, 2008. Per Pima County Ordinance No. 2007-110, connection fees increased six percent on January 1, 2008 and 9.5 percent on July 1, 2008.

Per Pima County Ordinance No. 2009-014, user fees increased 12.5 percent on March 20, 2009, 12.5 percent on July 1, 2009, and increased 12.5 percent on January 20, 2010.

Per Pima County Ordinance No. 2010-11, User Fee increases of 10 percent and Connection Fee increases of 6.5 percent each July 1 of 2010, 2011, 2012, and 2013 were authorized and implemented as approved. There is no rate increase for fiscal year 2014/15.

Transportation revenue bonds, authorized in the November 1997 bond election, are repaid with Highway User Revenue Fund (HURF) revenues. Arizona Revised Statute § 11-378 requires specific ratios between HURF revenues and debt service payments. Aggregate debt service payments budgeted for fiscal year 2014/2015 are within the statutory requirements.

Certificates of Participation (COPs) A common form of lease-purchase financing, Certificates of Participation are lease-purchase agreements that are divided into fractions and sold to multiple investors, similar to stocks, usually in \$5,000 denominations. COPs are tax-exempt agreements that fund capital improvement projects, with the underlying project assets serving as collateral for investors. Pima County finances a variety of acquisitions and improvement projects using COPs as financing including the acquisition of the Bank of America Building, construction of the Downtown Public Services Building and improvements to the County's wastewater management infrastructure.

Repayment terms for COPs may be structured over a term of up to fifteen years. Payments for principal and interest on certificates of participation are made with funds transferred from County departments that benefit from the specific assets acquired. Examples include County Free Library,

Development Services, Fleet Services, General Fund, Parking Garages, Regional Flood Control, Regional Wastewater Reclamation, Stadium District, Telecommunications, Transportation etc.

In addition to the General Obligation Bonds, Revenue Bonds, and Certificates of Participation discussed above, the Adopted Budget further provides for an additional issue of \$20,000,000 in Sewer Revenue Obligations for required improvements to the County's wastewater reclamation system in fiscal year 2014/15.

Special District Bonds Pima County is authorized to create several different types of special taxing districts, each bound by separate statutory provisions. Special districts so created are:

Regional Flood Control District The Regional Flood Control District is coterminous with Pima County and can issue debt when voters authorize the district to levy a tax on the secondary valuation of real property. The authorization must specify the purpose for which the proceeds will be used, not to exceed a specified amount. Payments for principal and interest on general obligation bonds of the Regional Flood Control District are made from the Debt Service Fund, with property tax revenues transferred from the district. Regional Flood Control District general obligation debt may not exceed five percent of the value of the district's taxable property as of the latest assessment. Currently, no Regional Flood Control debt is outstanding.

Pima County Library District The Pima County Library District is coterminous with Pima County and can issue debt when voters authorize the District to levy a tax on the secondary valuation of real and personal property. The authorization must specify the purpose for which the proceeds will be used, not to exceed a certain amount. To date, the Pima County Library District has issued no debt.

Stadium District The Pima County Stadium District is coterminous with Pima County and can issue debt upon authorization of the Board of Directors to pledge District revenues to retire the debt. The baseball stadium was financed with proceeds of the sale of the Pima County Adult Detention Facility to First Trust of Arizona, National Association for \$34,500,000 on February 1, 1997. Money for the bank's purchase of the Adult Detention Facility came from the County's issuance of \$35,660,000 principal amount of Certificates of Participation. Also on February 1, 1997, the County entered into a Capital Lease of the Adult Detention Facilities with First Trust for \$35,660,000 for a 15 year term. On September 1, 1999, Pima County amended this lease-purchase agreement for the Adult Detention Facility. In 2013, these Certificates were refunded with a new issue, Series 2013B.

Improvement Districts The Board of Supervisors may create specific improvement districts upon petition of property owners proposing the district. Each district is created to finance improvements that benefit all properties in the district. Improvement District loans may be approved to finance the improvements and property owners are assessed their portion of the debt over a period of years. Pima County generally issues these loans for not more than a ten-year period. There is currently no improvement district debt outstanding.

Other Districts There are many other special taxing or assessment districts throughout the County; however, Pima County has limited, or no, involvement with their operations or their specific debt programs. These districts include, but are not limited to: fire districts and irrigation districts.

Public Authorities Certain public authorities can be created by Pima County but are considered separate and autonomous from the County. Due to the autonomy of such authorities, any debt issued by the authorities is not considered debt of the County. An authority so created by Pima County is the Industrial Development Authority (IDA). The IDA has issued a wide variety and substantial number of bonds and notes for the purpose of economic development. The County considers the debt issued by the IDA no commitment debt.

Lease Purchase Contracts As a practical matter, a lease purchase contract is a financing mechanism with all the characteristics of debt. The payment of principal and interest is subject to

annual appropriation out of operating monies and cannot utilize the secondary property tax. Authorization to enter into a lease purchase contract is based on the County's own policies and procedures on entering into contracts.

Loans Payable Several federal and state agencies are authorized to provide below-market rate loans to government jurisdictions to assist in developing infrastructure that is required to comply with federal laws, or to provide bridge loans until other funds become available. Pima County has entered into several loan agreements to date with the state Water Infrastructure Finance Authority (WIFA). The Regional Wastewater Reclamation Enterprise Fund has entered into these loan agreements to provide funds for the defeasance of prior sewer revenue bonds and the construction and improvement of wastewater treatment facilities.

Notes Payable It is the current practice of Pima County to facilitate the purchase of land parcels used in the construction of capital projects by issuing notes to landowners, thereby reducing the need for third-party financing. Issued notes have been of relatively short duration, usually less than three years, and cannot exceed five years, per Arizona Revised Statute § 11-251(45).

CHAPTER 3.06

BONDING DISCLOSURE, ACCOUNTABILITY AND IMPLEMENTATION

Sections:

3.06.010 Intent.

3.06.020 Bond implementation plan.

3.06.030 Advance publication of bond implementation plan.

3.06.040 Pima County bond advisory committee: Capital planning, program and implementation review.

3.06.050 Conservation acquisition commission.

3.06.060 Monitoring and reporting on sold bonds.

3.06.070 Substantial modification of an adopted bond implementation plan.

3.06.080 Coordination with other capital planning of the county and region, and applicability to county bond projects within other jurisdictions.

3.06.090 Design, construction, and equipping of county bond projects by other jurisdictions.

3.06.10 Intent.

The board of supervisors is authorized by Arizona Revised Statutes § 35-452 to call special elections for the purpose of seeking voter authorization to incur bonded indebtedness. The board of supervisors desires to provide voters with complete information on projects, along with their estimated costs, that will be constructed from proceeds of bonded indebtedness, as well as provide voters, to the maximum extent practicable, firm assurances that these projects will be constructed within the estimated costs and time tables established by the board of supervisors. Because it is not practicable to list on a ballot question all of the projects and estimated costs that would be constructed from the sale of authorized bonded indebtedness, the board of supervisors establishes this chapter setting forth requirements for presenting general obligation and revenue bond packages to the electorate for approval and for monitoring utilization of the proceeds from authorized bonds. (Ord. 1997-25 § 1 (part), 1997)

3.06.020 Bond implementation plan.

Prior to the start of early voting for a special election called by the board of supervisors pursuant to ARS § 35-452, the board of supervisors shall adopt by ordinance a "bond implementation plan," which shall be adopted for each bond election and question ordered by the board of supervisors pursuant to ARS § 35-452. The title of the ordinance shall contain the date of the special bond election. After adoption, the ordinance shall govern the development or construction of all listed projects, including the approximate project cost and the proposed construction schedule, unless the ordinance is amended pursuant to Section 3.06.050. The ordinance shall contain the following information:

- A. A complete list of all projects to be constructed or acquired by proceeds from the sale of authorized bonds. The project list shall identify each project by name and location and provide a short narrative project description.
 1. For capital construction projects, the following information shall also be provided for each project:

- a. A project scope of work containing a description of the facility to be constructed including the size or capacity and whether construction is for a new facility or an expansion, rehabilitation or reconstruction of an existing facility.
 - b. The purpose and specific benefits to be achieved by construction of the project.
 - c. A construction schedule that identifies by major task (i.e. planning/design/right-of-way; construction; other) and by fiscal year the projected start and completion dates.
 - d. The estimated future operating and maintenance costs, what jurisdiction or county department will be responsible for these costs, and whether ability to fund these costs should impact scheduling of the project.
2. For each land acquisition project related to open space, trails or historic/cultural preservation, the following information shall be provided:
- a. An estimate of the number of acres to be acquired and any special designation relating to the property such as recreational, open space planning, floodplain, or historic/cultural preservation.
 - b. The desirable location of the property by section, township, and range, the assessor parcel number, and existing zoning of the property.
 - c. The benefits to be achieved by the acquisition.
 - d. The estimated future management and security costs, and identification of the management agency if other than the county.
- B. The total estimated cost of each project or acquisition, total estimated costs by major task, a discussion of how estimated costs were derived, and analysis of the potential for actual costs to increase or decrease from estimated costs.
- C. The source (federal or state aid, local governments, other county revenues, private sources) of any other revenues that may be obtained for the project or revenues that are required as cost sharing from other governmental entities or private parties, including an assessment of the certainty or uncertainty that other sources will be secured and options that would be available if the other sources are not secured.
- D. A detailed strategy for managing the sale of bonds, including discussion of the factors upon which the county will base decisions on the timing, size, and terms of bond sales.
- E. For general obligation bonds, discussion of commitments to manage the sale of bonds within limits on secondary property tax rates and analysis of how approval and sale of general obligation bonds could impact actual property taxes paid for debt service.
- F. For revenue bonds, a discussion of sources of revenues that will be used to service bond debt and whether fees will be raised, and by how much, if revenue bonds are approved and sold. (Ord. 2004-16 § 1 (part), 2004; Ord. 1997-25 § 1 (part), 1997)

3.06.030 Advance publication of bond implementation plan.

A bond implementation plan adopted pursuant to this chapter shall be published at least once in a newspaper of general circulation in the county prior to the start of early voting for the special bond election. The publication shall set forth the ordinance containing the bond implementation

plan adopted by the board of supervisors. Upon adoption, the board of supervisors shall also publish the bond implementation plan on the county's web site prior to the start of early voting for the special bond election. (Ord. 2004-16 § 1 (part), 2004; Ord. 1997-25 § 1 (part), 1997)

3.06.040 Pima County bond advisory committee: Capital planning, program and implementation review.

- A. The duties and responsibilities of the Pima County bond advisory committee as adopted by the board of supervisors on July 15, 2003, are expanded to include monitoring and review of implementation of the bond implementation plan.
- B. The Pima County bond advisory committee members shall be appointed to a term of six years. Upon resignation of any member, the appointing authority shall appoint another member to begin a new six-year term.
- C. The committee will meet as often as it deems necessary but in any event no less frequently than semi-annually.
- D. Under direction of the county administrator, county staff shall prepare progress reports and otherwise brief the committee on the status of implementation of the bond implementation plan, with special attention paid to major issues impacting implementation of the bond improvement plan.
- E. The committee shall review and make recommendations to the board of supervisors on all proposed amendments to the bond implementation plan.
- F. The Committee shall review and approve the semiannual progress reports on the bond implementation plan prior to it being transmitted to the board of supervisors and published, as required by section 3.06.060. (Ord. 2004-16 § 1 (part), 2004; Ord. 1997-25 § 1 (part), 1997)

3.06.050 Conservation acquisition commission.

- A. The board of supervisors hereby establishes the conservation acquisition commission.
- B. The conservation acquisition commission shall have a total of eleven members, appointed as follows:
 - 1. Five members, one appointed by each member of the board of supervisors;
 - 2. Two members appointed by land conservation organizations active in Pima County;
 - 3. One member appointed from the Pima County natural resources, parks and recreation commission;
 - 4. One member appointed by the local board of realtors;
 - 5. One member appointed by the ranching community; and
 - 6. One member appointed by the county administrator.

- C. Appointments to the commission are for a term of eight years. Upon the resignation of any member, the appointing authority shall appoint another member to begin a new eight-year term.
- D. The duties and responsibilities of the commission are as follows:
 - 1. Oversee and monitor all open space bond acquisitions placed before the board of supervisors for consideration including, but not limited to, acquisitions funded by general obligation bonds.
 - 2. Make recommendations to the board of supervisors and the Pima County bond advisory committee for priorities in the scheduling of open space acquisitions and periodic assessment and change in priorities as necessary.
 - 3. Make recommendations to the board of supervisors and the Pima County bond advisory committee on any aspects of open space land management, including management of lands acquired for open space.
 - 4. Make recommendations to the county administrator, and the Pima County bond advisory committee on any aspect relating to internal county management of the open space acquisition process.
- E. The commission will meet as often as it deems necessary but in any event no less frequently than quarterly.
- F. Under direction of the county administrator, county staff shall prepare progress reports and otherwise brief the commission on the status of implementation of the conservation bond program component of the bond implementation plan, with special attention paid to major issues impacting implementation of the conservation bond program.
- G. The commission shall review and make recommendations to the board of supervisors on all potential amendments to conservation bond program components of the bond implementation plan.
- H. The commission shall review and approve the semiannual progress reports on the conservation bond program component of the bond implementation plan prior to it being transmitted to the Pima County bond advisory committee as required by Section 3.06.040. (Ord. 2004-16 § 1 (part), 2004; Ord. 1997-25 § 1 (part), 1997)

3.06.060 Monitoring and reporting on sold bonds.

The county administrator shall prepare semiannual reports on the progress of the bond implementation plan implementation which shall be transmitted to the board of supervisors for review. Upon transmittal to the board of supervisors on or before January 1 and July 1, semiannual progress reports shall also be posted on the county's web site. Progress reports shall be prepared and transmitted by the county administrator until a bond implementation plan is determined by the board of supervisors to have been completed. Each progress report shall contain the following information on the status of every project or program contained in the plan:

- A. The project implementation schedule status, including design, construction, acquisition, and completion.

- B. Any estimated substantial variances from the project cost and revenue sources in the adopted bond implementation plan.
- C. Any major issues that may affect implementation of the bond implementation plan.
- D. Plans and options for addressing substantial modifications in costs or revenue sources or other major issues, including the potential need for substantial modifications in the bond implementation plan as provided for in Section 3.06.070.
- E. A fiscal status report, including discussion of bond sales completed and projected; interest rates and terms of completed sales; interest rates received on deposits of bond proceeds; updated projections on conditions in municipal bond markets; current debt service schedules and updated projections of secondary property tax rates for debt service; updated projections of secondary property tax rates with projected future sales of bonds; and analysis and projection of fiscal impacts of completed and projected sales of revenue bonds. (Ord. 2004-16 § 1 (part), 2004; Ord. 1997-25 § 1 (part), 1997)

3.06.070 Substantial modification of an adopted bond implementation plan.

- A. A substantial modification in the implementation of an adopted bond implementation plan shall not be made except as provided in this section.
- B. For purposes of this section, "substantial modification" means any of the following:
 - 1. An increase or decrease in total actual project costs by twenty-five percent or more.
 - 2. An increase or decrease in actual bond costs by twenty-five percent or more.
 - 3. An increase or decrease in actual other revenues by twenty-five percent or more.
 - 4. A delay in a project construction or implementation schedule of twelve months or more.
 - 5. A delay in the scheduled years of sale of bonds of twenty-four months or more caused by changes in municipal bond market conditions or county financial conditions and necessary to maintain commitments to capping the secondary property tax rate for debt service.
 - 6. Any project that is not constructed.
 - 7. Any project that is added to those to be constructed.
 - 8. Any increase or decrease in the project scope that alters the disclosed project benefits.
 - 9. All changes to a bond implementation plan necessitated by only a portion of the proposed bond questions being approved at the special election.
- C. Cost estimates may vary, up or down, as a project proceeds through planning, design, procurement, contract award, and construction, or through appraisals and negotiations for conservation acquisitions. Variations in cost estimates do not constitute "substantial modifications." "Substantial modifications" relating only to cash amounts may occur pursuant to official action by the board of supervisors, in open session, that establish actual costs through awards of construction contracts, contract amendments or change orders, or approval of a contract for acquisition. Such board actions shall be accompanied by notice that the action will require a bond ordinance amendment.

- D. Any substantial modification in the implementation of an adopted bond implementation plan requires a specific amendment to the ordinance that adopted the plan. The ordinance amendment must be enacted by the board of supervisors at a public hearing for which at least fifteen days' prior notice was published in a newspaper of general circulation in the county.
1. Bond ordinance amendments shall be scheduled to coincide with transmittal of the semiannual bond progress reports as required by Section 3.06.060.
 2. Recommendations for bond ordinance amendments shall be reviewed by the Pima County bond advisory committee, as required by Section 3.06.040, and for conservation acquisitions by the conservation acquisition commission, as required by Section 3.06.050.
 3. Substantial modifications of costs, bond funding, or other funding ordinance amendments may be scheduled for the next regular transmission of the semiannual bond progress report, provided the modifications were previously approved by the board of supervisors.
 4. All other substantial modifications require amendment of the bond ordinance prior to the substantial modification. (Ord. 2004-16 § 1 (part), 2004; Ord. 1997-25 § 1 (part), 1997)

3.06.080 Coordination with other capital planning of the county and region, and applicability to county bond projects within other jurisdictions.

A bond implementation plan shall be integrated into a five year capital improvement plan to be adopted at the time the annual budget of the county is adopted. The county five-year capital improvement program shall be reported to the Metropolitan Planning Organization for all necessary coordination and integration into a regional capital plan. Any project contained within a bond implementation plan that is being implemented by a political subdivision other than the county shall conform with the requirements of this chapter. Specific program or project oversight for the purposes of conforming with this chapter shall remain with the county. (Ord. 2004-16 § 1 (part), 2004; Ord. 1997-25 § 1 (part), 1997)

3.06.090 Design, construction, and equipping of county bond projects by other jurisdictions.

- A. Pursuant to Pima County Code Section 3.06.080, bond projects authorized by the board of supervisors in a bond implementation plan for a special bond election to be designed, constructed, or equipped by another political subdivision using county general obligation bonds to fund a project in whole or part shall be funded by the county only pursuant to an intergovernmental agreement executed between Pima County and the implementing subdivision. Each such project shall be authorized and implemented with separate intergovernmental agreements. The intergovernmental agreement shall authorize the jurisdiction to design, construct, or equip the project, subject to compliance with the terms and mutual responsibilities of the parties agreed upon in the intergovernmental agreement.
- B. Unless waived by the board of supervisors as being in the best interests of the county and warranted by the circumstances of the bond funded project at issue, the intergovernmental agreement shall include, but not be limited to, the following responsibilities of the implementing subdivision:

1. That the implementing political subdivision shall operate and maintain the improvements constructed by county bond funds for a period of not less than twenty-five (25) years.
2. That the implementing political subdivision shall not charge a fee for use of the constructed improvement that is more than a fee charged by the county for a similar purpose.
3. That the implementing political subdivision agrees to insure the improvements constructed with county bond funds and will replace same them if they are damaged or destroyed.
4. That the implementing political subdivision agrees to make the improvements available to all residents of Pima County without restriction or preference to jurisdiction of residence.
5. That the implementing political subdivision agrees to comply with all provisions of Chapter 3.06 (Bonding Disclosure, Accountability, and Implementation) of the Pima County Code and will provide all reports to the county in a format and schedule agreed upon by the parties.
6. That the county will only transfer county general obligation bond proceeds to the implementing jurisdiction upon request from the implementing jurisdiction, with full documentation.
7. That the implementing political subdivision agrees to a provision requiring compliance with federal arbitrage regulations.
8. That the implementing jurisdiction, by action of its governing body at a public hearing, shall notify the county of events that would require an amendment of the bond implementation plan ordinance and formally request the board of supervisors to hold a public hearing on the necessary ordinance amendment.
9. That the intergovernmental agreement shall establish the amount of county bond funds to be allocated to a specific project, establish the stated amount as a maximum of county bond monies to be allocated to the project, and commit the implementing political subdivision to pay for any and all costs in excess of county bond funds. (Ord. 2004-16 § 1 (part), 2004; Ord. 1997-25 § 1 (part), 1997)

LONG TERM DEBT

General Obligation Bonds

Payment Source

Payments for principal and interest on general obligation bonds are made from property tax revenues of the Debt Service Fund.

Debt Service Requirements

The debt service requirements on general obligation bonds are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2015	\$ 36,815,000	\$ 16,305,800	\$ 53,120,800
2016	38,905,000	14,701,736	53,606,736
2017	41,445,000	13,444,186	54,889,186
2018	41,915,000	12,087,260	54,002,260
2019	40,470,000	10,538,885	51,008,885
2020	43,870,000	9,104,373	52,974,373
2021	40,395,000	7,530,198	47,925,198
2022	42,060,000	5,996,373	48,056,373
2023	30,060,000	4,293,073	34,353,073
2024	21,235,000	3,037,567	24,272,567
2025	14,325,000	2,159,417	16,484,417
2026	14,970,000	1,518,657	16,488,657
2027	10,735,000	847,304	11,582,304
2028	6,800,000	420,954	7,220,954
2029	1,956,000	117,360	2,073,360
TOTALS	<u>\$425,956,000</u>	<u>\$102,103,143</u>	<u>\$528,059,143</u>

Legal Debt Margin

Under the Arizona Constitution, general obligation debt may not exceed six percent of the value of the County's taxable property as of the latest assessment. However, with voter approval, debt may be incurred up to 15 percent of the value of taxable property. All Pima County general obligation debt obtained 15 percent margin voter approval. Legal debt margin projected at June 30, 2015 is as follows:

	15% Limitation
Secondary Net Assessed Valuation	7,579,898,868
Debt Limit	1,136,984,830
General Obligation Bonds Outstanding	(425,956,000)
Assets Available for Principal	<u>5,317,478</u>
Debt Applicable to Limit	(420,638,522)
Legal Debt Margin	<u><u>716,346,308</u></u>

Legal Debt Margin Percentage:

General Obligation Bonds Outstanding	<u>\$ 425,956,000</u> = 5.62%
Secondary Net Assessed Valuation	<u>\$ 7,579,898,868</u>

LONG TERM DEBT

Transportation Bonds

Payment Source

Payments for principal and interest on transportation bonds are made from Highway User Revenue Funds.

Debt Service Requirements

The debt service requirements on transportation bonds are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2015	\$ 13,685,000	\$ 5,196,569	\$ 18,881,569
2016	14,250,000	4,652,107	18,902,107
2017	14,585,000	4,000,168	18,585,168
2018	15,245,000	3,351,455	18,596,455
2019	14,310,000	2,678,868	16,988,868
2020	14,955,000	2,127,218	17,082,218
2021	10,020,000	1,554,831	11,574,831
2022	10,480,000	1,170,968	11,650,968
2023	5,495,000	752,531	6,247,531
2024	5,705,000	545,181	6,250,181
2025	2,785,000	329,831	3,114,831
2026	2,885,000	231,681	3,116,681
2027	2,970,000	141,719	3,111,719
2028	1,455,000	49,109	1,504,109
TOTALS	\$128,825,000	\$26,782,236	\$155,607,236

Legal Debt Margin

Arizona Revised Statute § 11-378 presently requires that in order for the County to issue bonds payable from Street and Highway Revenues, the County must have received Street and Highway Revenues in the year preceding the issuance of the additional bonds in an amount equal to at least one and one-half times the highest annual principal and interest requirements thereafter to come due on all such bonds to be outstanding following the issuance of the additional bonds, provided that if the Street and Highway Revenues received in the preceding year do not equal at least two times the highest annual principal and interest requirements, the proposed bonds must bear a rating at the time of issuance of "A" or better by at least one nationally recognized credit rating service, taking into account any credit enhancement facility in effect with respect to such bonds.

	PRIOR FISCAL YEAR HURF REVENUE	HIGHEST FUTURE DEBT SERVICE PAYMENT
Series 2005	\$52,587,700	\$16,767,639
Series 2007	\$56,936,526	\$19,330,859
Series 2008	\$58,637,523	\$18,521,469
Series 2009	\$53,906,177	\$16,259,263
Series 2012	\$50,451,812	\$18,288,321
Series 2014	\$48,231,591	\$18,902,107

LONG TERM DEBT

Stadium District Debt

Payment Source

Payments for principal and interest on Stadium District debt are made from stadium revenues, Transient Lodging Excise Tax proceeds, Recreational Vehicle Space Surcharge proceeds, and Rental Car Tax proceeds.

Debt Service Requirements

The debt service requirements on Stadium District debt is summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2015	\$ 2,420,000	\$ 434,050	\$ 2,854,050
2016	2,520,000	334,750	2,854,750
2017	2,650,000	205,500	2,855,500
2018	2,785,000	69,625	2,854,625
TOTALS	\$10,375,000	\$1,043,925	\$11,418,925

LONG TERM DEBT

Certificates of Participation

Payment Source

Payments for principal and interest on certificates of participation are made from funds transferred from County Free Library, Development Services, Fleet Services, General Fund, Health, Parking Garages, Print Shop, Regional Flood Control, Regional Wastewater Reclamation, Risk Management, Stadium District, Telecommunications, and Transportation.

Debt Service Requirements

The debt service requirements on certificates of participation including estimated amounts planned issues in fiscal year 2014/2015 are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2015	\$ 32,165,000	\$7,910,738	\$40,075,738
2016	18,815,000	7,379,905	26,194,905
2017	19,305,000	6,403,207	25,708,207
2018	19,830,000	5,388,155	25,218,155
2019	20,670,000	4,356,282	25,026,282
2020	18,505,000	3,287,250	21,792,250
2021	18,175,000	2,598,375	20,773,375
2022	8,745,000	1,903,625	10,648,625
2023	6,390,000	1,456,000	7,846,000
2024	9,600,000	1,201,250	10,801,250
2025	3,995,000	1,006,375	5,001,375
2026	4,200,000	801,500	5,001,500
2027	4,415,000	586,125	5,001,125
2028	4,640,000	359,750	4,999,750
2029	4,875,000	121,875	4,996,875
TOTALS	<u>\$194,325,000</u>	<u>\$44,760,412</u>	<u>\$239,085,412</u>

Summary of Debt Service Fund Expenditures

Long Term Debt:	
General Obligation Bonds (GOB)	\$53,120,800
Transportation Revenue Bonds	18,881,569
Stadium District Debt	2,854,050
Certificates of Participation	<u>40,075,738</u>
Total Long Term Debt	\$114,932,157
Fiscal and Other Charges	21,665
Total Budgeted Debt Service Expenditures	<u><u>\$114,953,822</u></u>

LONG TERM DEBT

Loans Payable

Payment Source

Payments for principal and interest on loans payable are made from user charges received in the Regional Wastewater Reclamation Enterprise Fund.

Debt Service Requirements

The debt service requirements on loans payable are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2015	\$1,581,303	\$552,782	\$2,134,085
2016	1,629,369	504,718	2,134,087
2017	1,678,921	455,164	2,134,085
2018	1,730,004	404,082	2,134,086
2019	1,782,668	351,416	2,134,084
2020	1,836,962	297,124	2,134,086
2021	1,892,937	241,148	2,134,085
2022	1,950,646	183,438	2,134,084
2023	2,010,143	123,942	2,134,085
2024	2,071,485	62,602	2,134,087
TOTALS	\$18,164,438	\$3,176,416	\$21,340,854

Legal Debt Margin

There is no legal debt margin for loans payable.

LONG TERM DEBT

Sewer Revenue Bonds

Payment Source

Payments for principal and interest on sewer revenue bonds are made from user charges received in the Regional Wastewater Reclamation Enterprise Fund.

Debt Service Requirements

The debt service requirements on sewer revenue bonds are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2015	\$17,555,000	\$5,882,481	\$23,437,481
2016	15,950,000	5,057,294	21,007,294
2017	11,250,000	4,353,645	15,603,645
2018	11,810,000	3,885,919	15,695,919
2019	12,405,000	3,413,674	15,818,674
2020	13,025,000	2,914,337	15,939,337
2021	13,685,000	2,302,289	15,987,289
2022	14,375,000	1,743,920	16,118,920
2023	15,105,000	1,141,476	16,246,476
2024	5,210,000	504,162	5,714,162
2025	3,550,000	291,200	3,841,200
2026	3,730,000	149,200	3,879,200
TOTALS	\$137,650,000	\$31,639,597	\$169,289,597

Legal Debt Margin

There is no legal debt margin for sewer revenue bonds.

LONG TERM DEBT

Sewer Revenue Obligations

Payment Source

Payments for principal and interest on sewer revenue obligations are made from user charges received in the Regional Wastewater Reclamation Enterprise Fund.

Debt Service Requirements

The debt service requirements on sewer revenue obligations are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2015	\$21,495,000	\$24,818,225	\$46,313,225
2016	23,220,000	24,556,225	47,776,225
2017	36,630,000	23,535,375	60,165,375
2018	38,725,000	21,870,850	60,595,850
2019	40,515,000	20,012,475	60,527,475
2020	42,460,000	17,982,350	60,442,350
2021	44,445,000	15,917,250	60,362,250
2022	46,515,000	13,767,500	60,282,500
2023	48,675,000	11,514,250	60,189,250
2024	51,045,000	9,073,000	60,118,000
2025	53,520,000	6,513,250	60,033,250
2026	33,775,000	3,829,750	37,604,750
2027	35,390,000	2,133,500	37,523,500
2028	6,155,000	356,500	6,511,500
2029	1,500,000	41,250	1,541,250
TOTALS	\$524,065,000	\$195,921,750	\$719,986,750

Legal Debt Margin

There is no legal debt margin for sewer revenue obligations.

VALUATION OF PROPERTY FOR TAXING PURPOSES IN ARIZONA

The largest revenue source for Pima County is the property tax. Property tax is paid in accordance with the value of real and personal property. A number of County functions are funded by property taxes. The *primary tax* supports the General Fund, which finances the continuing maintenance and operation of the County. The *secondary tax* is used to pay for capital expenditures and some “budget override” amounts approved by voters. Primary and secondary taxes are supported by two different property values. The *primary tax* is supported by the *primary, or limited, value* and the *secondary tax* is supported by the *full cash value*. The total tax is based on the *net assessed values* of the property. Each *net assessed value* is set by multiplying the respective *full cash* or *limited* value of the property by an *assessment ratio* based on the property’s use and then subtracting any constitutionally defined *exemptions*.

The *full cash value*¹ of each property is set by the County Assessor or the Arizona Department of Revenue in accordance with standards and procedures established by the Arizona Legislature and Arizona Department of Revenue. The value of railroads, mines, utilities, and some types of personal property are valued by the Arizona Department of Revenue. The “market standard” is used by Arizona for the establishment of the *full cash value* of a property. In other words, the value of a property must come close to the selling price of a similar property which has been sold in an arms length transaction without stress or duress on the part of the seller or buyer. It takes about two years for market values to be reflected in the full cash value.

The *limited value*² of a property is determined by one of two formulas, with the formula providing the greater amount being used as the *limited value* for the year. One formula increases the *limited value* by 10 percent more than the previous year’s *limited value*, while the other formula produces an increase in the *limited value* that is 25 percent of the difference between the current year’s *full cash value* and the previous year’s *limited value*. The *limited value* determined by either formula can never be greater than the property’s *full cash value*.

The *assessment ratios*³ are defined by the Arizona Legislature. They are assigned to a property in accordance with its use. There are nine basic classes of property, with each class having a different *assessment ratio*. The same *assessment ratio* is applied to both the *full cash value* and the *limited value* to determine the *assessed value* for *secondary*⁴ and *primary*⁵ taxes.

The Arizona Constitution stipulates that certain types of property will not be fully taxed or will not be taxed at all. Properties owned by government or nonprofit organizations are not taxed, as long as they are not used in commerce. Widows, widowers, and disabled individuals are given partial exemptions from property tax. The amount of the exemption is determined by the *full cash value* of the property and the person’s income.

All property in the County has a *full cash assessed value* and a *limited assessed value*. The Assessor identifies the amount of property that is exempt. The largest amount of exempt property in the County is vacant land which is owned by state and federal agencies. Although these agencies do not pay property taxes, some agencies do pay “in lieu” taxes to compensate jurisdictions in which the property is located for minimal services provided to the property. The *secondary value* of the exemption is subtracted from the *secondary assessed value* to derive the taxable secondary *net assessed value*. The same is done to the *primary, or limited, value* to derive the taxable primary *net assessed value*.

For the current year, the County’s taxable *secondary net assessed value* decreased by 0.57 percent from the previous year, as market values for property two years ago declined. The taxable *primary, or limited, net assessed value* decreased by 0.54 percent.

Endnotes

¹ See Full Cash Value By Class: 2010-2014.

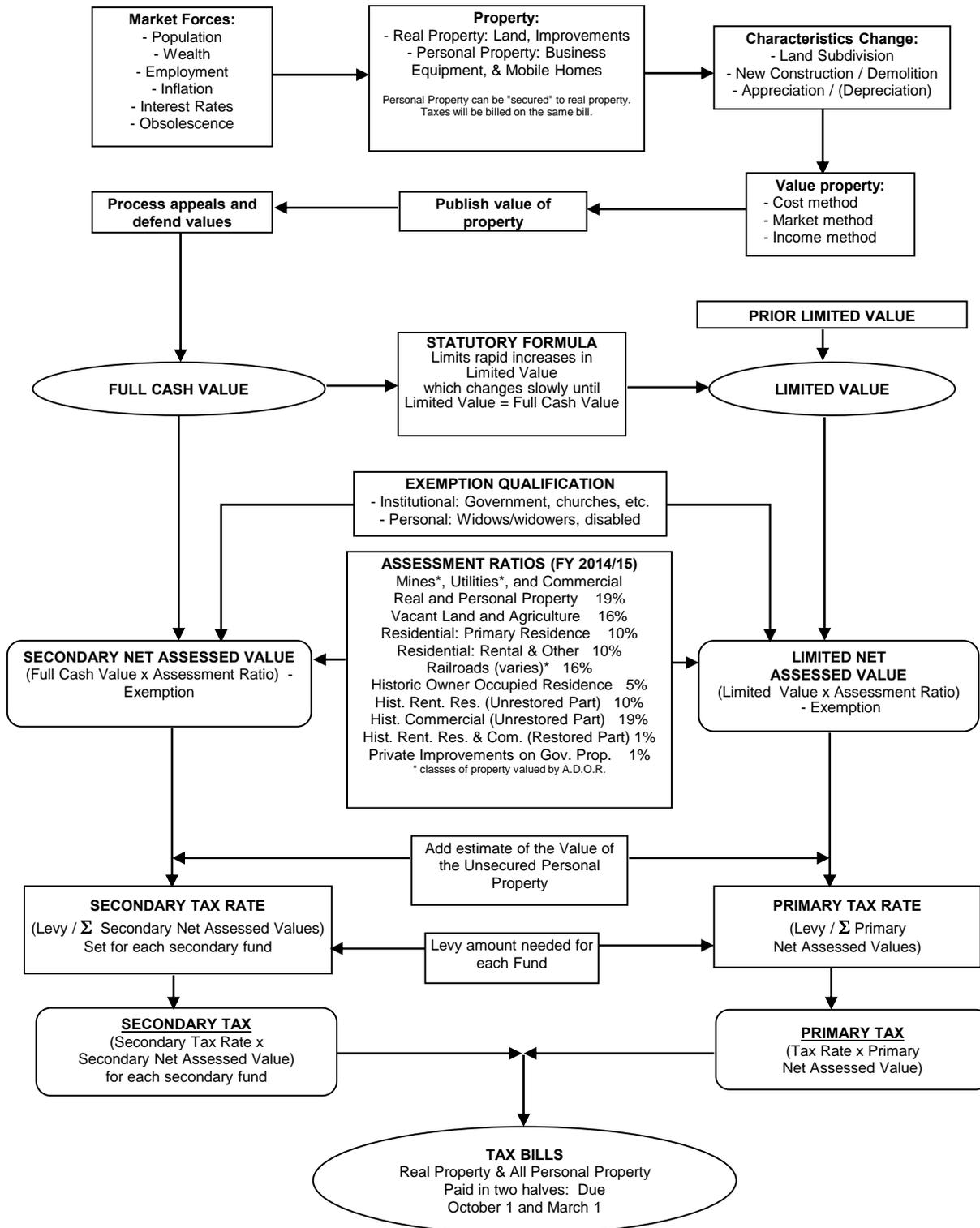
² See Limited Value By Class: 2010-2014.

³ See Assessment Ratios By Class: 2010-2014.

⁴ See Secondary Net Assessed Value By Class: 2010-2014.

⁵ See Primary Net Assessed Value By Class: 2010-2014.

COMPONENTS OF ARIZONA'S PROPERTY TAX SYSTEM



FULL CASH VALUE BY CLASS FOR TAX YEARS 2010-2014

Legislative Class	2010		2011		2012		2013		2014	
	Amount	% of Total								
I. 8 -12. Commercial R.P., Mines & Utilities	11,669,279,111	13.53%	11,853,234,847	14.79%	12,110,969,552	15.58%	12,345,774,193	16.55%	12,297,487,370	16.31%
I. 11, 13. Commercial & Telecommunications P.P.	2,135,638,299	2.48%	1,884,980,719	2.35%	1,863,832,058	2.40%	1,330,728,734	1.78%	1,380,768,162	1.83%
<u>All Class I Property</u>	<u>13,804,917,410</u>	<u>16.01%</u>	<u>13,738,215,566</u>	<u>17.14%</u>	<u>13,974,801,610</u>	<u>17.98%</u>	<u>13,676,502,927</u>	<u>18.33%</u>	<u>13,678,255,532</u>	<u>18.14%</u>
II. R. Vacant Land / Agricultural R.E.	11,227,165,868	13.02%	11,578,268,631	14.45%	11,645,859,911	14.98%	12,228,776,011	16.40%	12,451,875,029	16.52%
II. P. Vacant Land / Agricultural P.P.	65,795,484	0.08%	67,916,575	0.08%	69,184,640	0.09%	69,054,943	0.09%	68,077,338	0.09%
<u>All Class II Property</u>	<u>11,292,961,352</u>	<u>13.10%</u>	<u>11,646,185,206</u>	<u>14.53%</u>	<u>11,715,044,551</u>	<u>15.07%</u>	<u>12,297,830,954</u>	<u>16.49%</u>	<u>12,519,952,367</u>	<u>16.61%</u>
<u>III. Residential, Owner Occupied</u>	<u>50,009,833,125</u>	<u>58.00%</u>	<u>44,582,602,406</u>	<u>55.62%</u>	<u>40,699,227,418</u>	<u>52.36%</u>	<u>37,227,263,168</u>	<u>49.91%</u>	<u>34,435,159,440</u>	<u>45.68%</u>
<u>IV. Residential, Renter Occupied</u>	<u>10,363,649,288</u>	<u>12.02%</u>	<u>9,466,687,034</u>	<u>11.81%</u>	<u>10,387,279,288</u>	<u>13.36%</u>	<u>10,473,817,244</u>	<u>14.04%</u>	<u>13,920,392,173</u>	<u>18.46%</u>
<u>V. Railroads</u>	<u>44,374,565</u>	<u>0.05%</u>	<u>48,559,518</u>	<u>0.06%</u>	<u>56,409,827</u>	<u>0.07%</u>	<u>58,865,050</u>	<u>0.08%</u>	<u>67,092,166</u>	<u>0.09%</u>
<u>VI. Historic Owner Residential, Enterprise & Trade Zones</u>	<u>687,648,377</u>	<u>0.80%</u>	<u>647,790,154</u>	<u>0.81%</u>	<u>882,660,907</u>	<u>1.14%</u>	<u>841,059,802</u>	<u>1.13%</u>	<u>754,689,687</u>	<u>1.00%</u>
<u>VII. Historic Commercial</u>	<u>5,666,201</u>	<u>0.01%</u>	<u>4,913,304</u>	<u>0.01%</u>	<u>5,140,936</u>	<u>0.01%</u>	<u>6,225,902</u>	<u>0.01%</u>	<u>6,274,314</u>	<u>0.01%</u>
<u>VIII. Historic Rental Residential</u>	<u>3,672,798</u>	<u>0.00%</u>	<u>2,552,985</u>	<u>0.00%</u>	<u>2,376,277</u>	<u>0.00%</u>	<u>917,924</u>	<u>0.00%</u>	<u>917,924</u>	<u>0.00%</u>
<u>IX. Possessory Interests</u>	<u>16,178,980</u>	<u>0.02%</u>	<u>14,967,074</u>	<u>0.02%</u>	<u>8,144,801</u>	<u>0.01%</u>	<u>7,583,778</u>	<u>0.01%</u>	<u>6,421,784</u>	<u>0.01%</u>
	86,228,902,096		80,152,473,247		77,731,085,615		74,590,066,749		75,389,155,387	
Percent Change From Previous Year	-2.12%		-7.05%		-3.02%		-4.04%		1.07%	

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Sources: Values for 2010 and 2011 from Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," July assessment roll. Beginning 2012, values from Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," January assessment roll.

Abbreviations: R.P. - Real Property, P.P. - Personal Property, R.E. - Real Estate.

LIMITED VALUE BY CLASS FOR TAX YEARS 2010-2014

Legislative Class	2010		2011		2012		2013		2014	
	Amount	% of Total								
I. 8-12. Commercial R.P., Mines & Utilities	10,703,385,108	13.00%	11,299,848,905	14.48%	11,839,619,336	15.56%	12,120,738,012	16.54%	12,099,711,523	16.26%
I. 11, 13. Commercial & Telecommunications P.P.	2,185,268,260	2.65%	1,855,522,424	2.38%	1,847,871,364	2.43%	1,318,886,809	1.80%	1,380,768,162	1.86%
<u>All Class I Property</u>	<u>12,888,653,368</u>	<u>15.65%</u>	<u>13,155,371,329</u>	<u>16.86%</u>	<u>13,687,490,700</u>	<u>17.99%</u>	<u>13,439,624,821</u>	<u>18.34%</u>	<u>13,480,479,685</u>	<u>18.12%</u>
II. R. Vacant Land / Agricultural R.E.	9,304,087,886	11.30%	10,248,274,772	13.13%	10,518,994,198	13.83%	11,282,314,776	15.40%	11,904,855,335	16.00%
II. P. Vacant Land / Agricultural P.P.	52,004,951	0.06%	64,870,571	0.08%	69,109,593	0.09%	68,923,430	0.10%	68,077,338	0.09%
<u>All Class II Property</u>	<u>9,356,092,837</u>	<u>11.36%</u>	<u>10,313,145,343</u>	<u>13.22%</u>	<u>10,588,103,791</u>	<u>13.92%</u>	<u>11,351,238,206</u>	<u>15.50%</u>	<u>11,972,932,673</u>	<u>16.09%</u>
<u>III. Residential, Owner Occupied</u>	<u>49,559,640,578</u>	<u>60.18%</u>	<u>44,509,916,327</u>	<u>57.04%</u>	<u>40,645,916,296</u>	<u>53.42%</u>	<u>37,194,981,439</u>	<u>50.77%</u>	<u>34,349,830,511</u>	<u>46.17%</u>
<u>IV. Residential, Renter Occupied</u>	<u>9,851,022,802</u>	<u>11.96%</u>	<u>9,345,603,556</u>	<u>11.98%</u>	<u>10,278,198,520</u>	<u>13.51%</u>	<u>10,375,983,567</u>	<u>14.16%</u>	<u>13,772,437,519</u>	<u>18.51%</u>
<u>V. Railroads</u>	<u>37,737,149</u>	<u>0.05%</u>	<u>43,909,822</u>	<u>0.06%</u>	<u>55,461,878</u>	<u>0.07%</u>	<u>58,360,706</u>	<u>0.08%</u>	<u>66,523,685</u>	<u>0.09%</u>
<u>VI. Historic Owner Residential, Enterprise & Trade Zones</u>	<u>640,976,458</u>	<u>0.78%</u>	<u>642,656,388</u>	<u>0.82%</u>	<u>814,953,373</u>	<u>1.07%</u>	<u>827,950,874</u>	<u>1.13%</u>	<u>747,149,376</u>	<u>1.00%</u>
<u>VII. Historic Commercial</u>	<u>10,972,356</u>	<u>0.01%</u>	<u>4,805,546</u>	<u>0.01%</u>	<u>5,114,775</u>	<u>0.01%</u>	<u>6,119,050</u>	<u>0.01%</u>	<u>6,211,538</u>	<u>0.01%</u>
<u>VIII. Historic Rental Residential</u>	<u>3,125,012</u>	<u>0.00%</u>	<u>2,613,602</u>	<u>0.00%</u>	<u>2,335,166</u>	<u>0.00%</u>	<u>860,375</u>	<u>0.00%</u>	<u>894,883</u>	<u>0.00%</u>
IX. Possessory Interests	n/a	n/a	18,186,504	0.02%	8,066,392	0.01%	7,583,778	0.01%	6,421,784	0.01%
	\$82,348,220,560		\$78,036,208,417		\$76,085,640,891		\$73,262,702,816		\$74,402,881,654	
Percent Change From Previous Year	2.18%		-5.24%		-2.50%		-3.71%		1.56%	

Sources: Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," January assessment roll for all years.

Notes: Values from Pima County Abstracts have been adjusted to the Net Assessed Values appearing in the Assessor's Levy Limit Calculation Worksheets.

Abbreviations: R.P. - Real Property, P.P. - Personal Property, R.E. - Real Estate.

ASSESSMENT RATIOS BY CLASS FOR TAX YEARS 2010-2014

Legislative Class	2010	2011	2012	2013	2014
I. 1-13 Commercial, Mines, Utilities - Real & Personal Property	21.00%	20.00%	20.00%	19.50%	19.00%
II. Vacant Land/Agricultural - Real & Personal Property	16.00%	16.00%	16.00%	16.00%	16.00%
III. Residential, Primary Residence	10.00%	10.00%	10.00%	10.00%	10.00%
IV. Residential, Rental & Other	10.00%	10.00%	10.00%	10.00%	10.00%
V. Railroads	17.00%	15.00%	15.00%	15.00%	16.00%
VI. Historic Noncommercial (Note 1)	5.00%	5.00%	5.00%	5.00%	5.00%
VII. Historic Commercial (Note 2)	1.00%	1.00%	1.00%	1.00%	1.00%
VIII. Historic Rental Residential (Note 2)	1.00%	1.00%	1.00%	1.00%	1.00%
IX. Possessory Interests	1.00%	1.00%	1.00%	1.00%	1.00%
Weighted Average Assessment Ratio for Secondary	12.53%	12.55%	12.66%	12.68%	12.58%
Weighted Average Assessment Ratio for Primary	12.37%	12.44%	12.58%	12.62%	12.55%

Note 1. Legislative Class VI also includes property in foreign trade zones, military reuse zones, and property used in the manufacture of environmental technology and renewable energy equipment, environmental remediation, and biodiesel fuel production.

Note 2. The 1 percent assessment ratio applies to the value of recent renovations and improvements and applies for 10 years after the improvements are made. The remainder of the value is at the rate for the class as determined by the use of the property.

SECONDARY NET ASSESSED VALUE BY CLASS FOR TAX YEARS 2010-2014

Legislative Class	2010		2011		2012		2013		2014	
	Amount	% of Total								
I. 8 -12. Commercial R.P., Mines & Utilities	2,226,034,770	23.83%	2,139,342,483	25.32%	2,192,874,051	26.84%	2,157,110,730	28.30%	2,080,393,403	27.45%
I. 11, 13. Commercial & Telecommunications P.P.	446,279,772	4.78%	375,353,067	4.44%	371,034,576	4.54%	256,415,847	3.36%	258,052,514	3.40%
<u>All Class I Property</u>	<u>2,672,314,542</u>	<u>28.61%</u>	<u>2,514,695,550</u>	<u>29.76%</u>	<u>2,563,908,627</u>	<u>31.38%</u>	<u>2,413,526,577</u>	<u>31.66%</u>	<u>2,338,445,917</u>	<u>30.85%</u>
II. R. Vacant Land / Agricultural R.E.	636,359,525	6.81%	537,517,642	6.36%	491,798,258	6.02%	439,909,044	5.77%	413,759,181	5.46%
II. P. Vacant Land / Agricultural P.P.	4,819,671	0.05%	3,661,192	0.04%	3,539,894	0.04%	3,322,740	0.04%	3,427,493	0.05%
<u>All Class II Property</u>	<u>641,179,196</u>	<u>6.86%</u>	<u>541,178,834</u>	<u>6.40%</u>	<u>495,338,152</u>	<u>6.06%</u>	<u>443,231,784</u>	<u>5.81%</u>	<u>417,186,674</u>	<u>5.51%</u>
III. Residential, Owner Occupied	4,968,230,234	53.18%	4,424,576,228	52.37%	4,036,698,072	49.40%	3,690,043,699	48.40%	3,409,651,055	44.98%
IV. Residential, Renter Occupied	1,012,886,868	10.84%	924,625,750	10.94%	1,015,495,228	12.43%	1,024,062,086	13.43%	1,365,044,133	18.01%
V. Railroads	7,543,539	0.08%	7,283,931	0.09%	8,461,479	0.10%	8,829,761	0.12%	10,734,741	0.14%
VI. Historic Owner Residential, Enterprise & Trade Zones	38,687,839	0.41%	34,541,059	0.41%	49,963,096	0.61%	42,615,692	0.56%	37,488,217	0.49%
VII. Historic Commercial	1,189,903	0.01%	975,258	0.01%	1,028,187	0.01%	1,214,053	0.02%	1,192,120	0.02%
VIII. Historic Rental Residential	367,281	0.00%	255,301	0.00%	237,629	0.00%	91,792	0.00%	91,792	0.00%
IX. Possessory Interests	161,791	0.00%	149,675	0.00%	81,452	0.00%	75,836	0.00%	64,219	0.00%
	\$9,342,561,193		\$8,448,281,586		\$8,171,211,922		\$7,623,691,280		\$7,579,898,868	
Percent Change From Previous Year	-5.26%		-9.57%		-3.28%		-6.70%		-0.57%	

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Sources: Values for 2010 through 2011 from Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," July assessment roll. Beginning 2012, values from Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," January assessment roll.

Abbreviations: R.P. - Real Property, P.P. - Personal Property, R.E. - Real Estate.

PRIMARY NET ASSESSED VALUE FOR TAX YEARS 2010-2014

Legislative Class	2010		2011		2012		2013		2014	
	Amount	% of Total								
I. 8-12. Commercial R.P., Mines & Utilities	2,014,935,089	22.54%	2,067,904,180	24.88%	2,146,426,015	26.58%	2,121,813,049	28.07%	2,050,871,063	27.27%
I. 11, 13. Commercial & Telecommunications P.P.	458,384,622	5.13%	368,788,290	4.44%	367,884,112	4.56%	254,156,433	3.36%	258,052,514	3.43%
<u>All Class I Property</u>	<u>2,473,319,711</u>	<u>27.67%</u>	<u>2,436,692,470</u>	<u>29.32%</u>	<u>2,514,310,127</u>	<u>31.14%</u>	<u>2,375,969,482</u>	<u>31.43%</u>	<u>2,308,923,577</u>	<u>30.70%</u>
II. R. Vacant Land / Agricultural R.E.	529,647,247	5.93%	496,985,380	5.98%	469,030,209	5.81%	426,659,489	5.64%	404,429,880	5.38%
II. P. Vacant Land / Agricultural P.P.	7,311,425	0.08%	3,850,650	0.05%	3,527,888	0.04%	3,307,677	0.04%	3,427,493	0.05%
<u>All Class II Property</u>	<u>536,958,672</u>	<u>6.01%</u>	<u>500,836,030</u>	<u>6.03%</u>	<u>472,558,097</u>	<u>5.85%</u>	<u>429,967,166</u>	<u>5.68%</u>	<u>407,857,373</u>	<u>5.43%</u>
<u>III. Residential, Owner Occupied</u>	<u>4,925,214,375</u>	<u>55.09%</u>	<u>4,418,416,161</u>	<u>53.17%</u>	<u>4,031,369,378</u>	<u>49.93%</u>	<u>3,686,808,223</u>	<u>48.77%</u>	<u>3,401,121,728</u>	<u>45.24%</u>
<u>IV. Residential, Renter Occupied</u>	<u>964,357,366</u>	<u>10.79%</u>	<u>914,191,660</u>	<u>11.00%</u>	<u>1,005,441,098</u>	<u>12.45%</u>	<u>1,015,072,592</u>	<u>13.43%</u>	<u>1,351,489,802</u>	<u>17.98%</u>
<u>V. Railroads</u>	<u>6,415,290</u>	<u>0.07%</u>	<u>6,586,474</u>	<u>0.08%</u>	<u>8,319,284</u>	<u>0.10%</u>	<u>8,754,108</u>	<u>0.12%</u>	<u>10,643,789</u>	<u>0.14%</u>
<u>VI. Historic Owner Residential, Enterprise & Trade Zones</u>	<u>31,910,628</u>	<u>0.36%</u>	<u>31,994,108</u>	<u>0.39%</u>	<u>40,602,608</u>	<u>0.50%</u>	<u>41,202,437</u>	<u>0.55%</u>	<u>37,111,820</u>	<u>0.49%</u>
<u>VII. Historic Commercial</u>	<u>1,158,716</u>	<u>0.01%</u>	<u>961,109</u>	<u>0.01%</u>	<u>1,022,955</u>	<u>0.01%</u>	<u>1,193,216</u>	<u>0.02%</u>	<u>1,180,192</u>	<u>0.02%</u>
<u>VIII. Historic Rental Residential</u>	<u>312,502</u>	<u>0.00%</u>	<u>261,359</u>	<u>0.00%</u>	<u>233,518</u>	<u>0.00%</u>	<u>86,037</u>	<u>0.00%</u>	<u>89,488</u>	<u>0.00%</u>
<u>IX. Possessory Interests</u>	<u>n/a</u>	<u>n/a</u>	<u>180,841</u>	<u>0.00%</u>	<u>80,669</u>	<u>0.00%</u>	<u>75,836</u>	<u>0.00%</u>	<u>64,219</u>	<u>0.00%</u>
	\$8,939,647,260		\$8,310,120,212		\$8,073,937,734		\$7,559,129,097		\$7,518,481,988	
Percent Change From Previous Year	-0.51%		-7.04%		-2.84%		-6.38%		-0.54%	

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Sources: Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," January assessment roll for all years.

Notes: Values from Pima County Abstracts have been adjusted to the Net Assessed Values appearing in the Assessor's Levy Limit Calculation Worksheets.

Abbreviations: R.P. - Real Property, P.P. - Personal Property, R.E. - Real Estate.

PROPERTY TAX LEVIES AND COLLECTIONS - 10 YEAR HISTORY

(in thousands)

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Fiscal Year	Original Real Property Tax Levy	Tax Roll Corrections	Adjusted Levy	Collected through June 30th End of Tax Fiscal Year ⁽¹⁾		Collected through June 30, 2013 ⁽¹⁾	
				Amount	Percent of Original Levy	Amount	Percent of Adjusted Levy
2003-04	260,570	(987)	259,583	250,929	96.3%	259,564	100.0%
2004-05	281,172	(494)	280,678	271,841	96.7%	280,508	99.9%
2005-06	302,127	(291)	301,836	292,019	96.7%	301,775	100.0%
2006-07	330,240	(322)	329,918	318,520	96.5%	329,818	100.0%
2007-08	362,535	(622)	361,913	348,741	96.2%	361,687	99.9%
2008-09	379,674	(360)	379,314	363,624	95.8%	379,040	99.9%
2009-10	402,062	(101)	401,961	384,983	95.8%	401,662	99.9%
2010-11	402,532	(384)	402,148	383,978	95.4%	400,227	99.5%
2011-12	383,709		383,709	369,100	96.2%	382,811	99.8%
2012-13	370,922		370,922	357,556	96.4%	357,556	96.4%

Source: Pima County Comprehensive Annual Financial Report, Fiscal Year Ending June 30, 2013, Exhibit D - 8.

⁽¹⁾ Amounts collected are on a cash basis rather than the modified accrual basis used in financial statements.

PROPERTY TAX RATES - DIRECT AND OVERLAPPING GOVERNMENTS - 10 YEAR HISTORY⁽¹⁾
 (Per \$100 Net Assessed Value)

Fiscal Year	Pima County	Regional Flood Control District⁽²⁾	County Free Library	State of Arizona	State Education Assistance	Junior College District	City of Tucson	City of South Tucson	Central AZ Water Conservation District⁽³⁾
2005/06	4.8290	0.3746	0.2575	0.0000	0.4358	1.3114	1.2364	0.2383	0.1200
2006/07	4.5985	0.3746	0.3675	0.0000	0.0000	1.2515	1.2257	0.2383	0.1200
2007/08	4.3253	0.3446	0.3975	0.0000	0.0000	1.1845	1.1321	0.2258	0.1000
2008/09	4.0374	0.2935	0.3393	0.0000	0.0000	1.1355	0.9601	0.2143	0.1000
2009/10	4.0639	0.2635	0.2643	0.0000	0.3306	1.0770	0.9344	0.2035	0.1000
2010/11	4.1063	0.2635	0.3100	0.0000	0.3564	1.0848	0.9550	0.1999	0.1000
2011/12	4.2396	0.2635	0.3460	0.0000	0.4259	1.1094	1.1621	2.6603	0.1000
2012/13	4.2425	0.2635	0.3460	0.0000	0.4717	1.1741	1.2639	2.7640	0.1000
2013/14	4.4921	0.2635	0.3753	0.0000	0.5123	1.2933	1.4304	2.9776	0.1400
2014/15	5.0251	0.3035	0.4353	0.0000	0.5089	1.3344	1.4606	0.2528	0.1400

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⁽¹⁾ Some rates apply to limited areas or base measures.

⁽²⁾ The Regional Flood Control District property tax applies to real property and not personal property.

⁽³⁾ Under the Central Arizona Water Conservation District is a Ground Water Replenishment District with a per Acre Foot Water Use Fee of \$226.00 in fiscal year 2005/06, \$251.00 in 2006/07, \$265.00 in 2007/08, \$305.00 in 2008/09, \$333.00 in 2009/10, \$377.00 in 2010/11, \$427.00 in 2011/12, \$474.00 in 2012/13, \$548.00 in 2013/14, and \$615 in 2014/15. The District also levied an Annual Membership Dues Fee of \$4.34 per lot in fiscal year 2011/12, \$6.24 per lot in 2012/13, \$8.38 per lot in 2013/14, and \$9.87 per lot in 2014/15.

**PIMA COUNTY POPULATION
CITIES & TOWNS AND
UNINCORPORATED AREAS: 2000 - 2013**

Year	Incorporated Towns & Cities		Unincorporated Pima County		Total Pima County	
	Population	Annual % Change	Population	Annual % Change	Population	Annual % Change
2000	542,924	--	305,451	--	848,375	--
2001	553,466	1.94%	312,235	2.22%	865,701	2.04%
2002	563,953	1.89%	317,576	1.71%	881,530	1.83%
2003	576,879	2.29%	320,959	1.07%	897,838	1.85%
2004	587,368	1.82%	326,643	1.77%	914,011	1.80%
2005	603,877	2.81%	336,127	2.90%	940,004	2.84%
2006	614,871	1.82%	344,603	2.52%	959,474	2.07%
2007	625,861	1.79%	351,397	1.97%	977,258	1.85%
2008	630,301	0.71%	353,731	0.66%	984,032	0.69%
2009	630,024	-0.04%	354,250	0.15%	984,274	0.02%
2010	627,849	-0.35%	353,319	-0.26%	981,168	-0.32%
2011	631,124	0.52%	354,957	0.46%	986,081	0.50%
2012	633,499	0.38%	356,881	0.54%	990,380	0.44%
2013	637,874	0.69%	358,172	0.36%	996,046	0.57%

Note: Population estimates as of July 1 for the indicated year.

Source: Arizona Department of Administration, Office of Employment and Population Statistics.

**POPULATION ESTIMATES & PROJECTIONS
PIMA COUNTY COMPARED WITH
ARIZONA, MARICOPA COUNTY AND OTHER COUNTIES
FOR YEARS 2005 - 2013, 2020, 2030, 2040, and 2050**

Year	Arizona	Pima County		Maricopa County		Other Counties	
	Population	Population	% of State	Population	% of State	Population	% of State
2005	5,924,476	940,004	15.87%	3,577,074	60.38%	1,407,398	23.76%
2006	6,116,409	959,474	15.69%	3,663,915	59.90%	1,493,020	24.41%
2007	6,274,981	977,258	15.57%	3,753,413	59.82%	1,544,310	24.61%
2008	6,368,649	984,032	15.45%	3,808,829	59.81%	1,575,788	24.74%
2009	6,389,081	984,274	15.41%	3,821,136	59.81%	1,583,671	24.79%
2010	6,401,569	981,168	15.33%	3,824,058	59.74%	1,596,343	24.94%
2011	6,438,178	986,081	15.32%	3,843,370	59.70%	1,608,727	24.99%
2012	6,498,569	990,380	15.24%	3,884,705	59.78%	1,623,484	24.98%
2013	6,581,054	996,046	15.14%	3,944,859	59.94%	1,640,149	24.92%
2020	7,485,000	1,100,000	14.70%	4,506,900	60.21%	1,878,100	25.09%
2030	8,852,800	1,243,100	14.04%	5,359,500	60.54%	2,250,200	25.42%
2040	10,218,200	1,379,600	13.50%	6,174,900	60.43%	2,663,700	26.07%
2050	11,562,500	1,518,200	13.13%	6,925,300	59.89%	3,119,000	26.98%

Note: Population as of July 1 for the year indicated.

Source for July 1, 2005, to July 1, 2013, population estimates: Arizona Department of Administration, Office of Employment and Population Statistics.

Source for July 1, 2020, to July 1, 2050, population projections: *Arizona State and County Population Projections: 2012-2050, Medium Series*, Arizona Department of Administration, Office of Employment and Population Statistics, December 7, 2012.

**PIMA COUNTY
POPULATION & EMPLOYMENT: 10-YEAR HISTORY**

16-67

Year	Population as of July 1	Total Employment	Unemployment Rate	Mining & Logging	Construction	Manufacturing	Private Service Providers	Government
2004	914,011	417,500	4.6%	1,300	24,000	28,400	226,100	76,900
2005	940,004	418,200	4.5%	1,400	25,700	28,300	233,600	77,100
2006	959,474	429,300	3.9%	1,600	27,900	28,100	244,800	76,300
2007	977,258	438,700	3.6%	1,800	26,500	27,500	250,500	77,900
2008	984,032	446,600	5.7%	1,900	22,800	27,200	248,300	79,800
2009	984,274	442,500	9.0%	1,700	16,600	25,100	237,600	79,100
2010	981,168	434,800	9.4%	1,800	15,000	24,000	233,200	78,200
2011	986,081	426,400	8.4%	1,900	14,500	23,400	236,900	76,800
2012	990,380	425,500	7.4%	2,100	14,400	23,400	241,200	77,700
2013	996,046	418,300	7.0%	2,300	15,300	23,200	243,000	77,300

Sources: Calendar year employment and unemployment rate information from U.S. Department of Labor, Bureau of Labor Statistics.
Population estimates from Arizona Department of Administration, Office of Employment and Population Statistics.

**PIMA COUNTY GOVERNMENT
ADDRESSES & TELEPHONE NUMBERS**

NOTE: Area Code is 520 for all areas. City, State, & ZIP Code is Tucson, AZ 85701 unless otherwise noted

County Operator			724-8011
Telecommunications Device for the Hearing Impaired			724-8093
Superior Court Building		110 W. Congress Street	
Old Courthouse		115 N. Church Avenue	
Administration East Building		130 W. Congress Street	
Administration West Building		150 W. Congress Street	
Legal Services Building		32 N. Stone Avenue	
Public Works Building		201 N. Stone Avenue	
Bank of America Building		33 N. Stone Avenue	
Pima Emergency Communications & Operations Center		3434 E. 22nd Street Tucson, AZ 85713	

General Government Services

Supervisor District 1	Ally Miller	130 W. Congress St, 11th Fl	724-2738
Supervisor District 2	Ramon Valadez	130 W. Congress St, 11th Fl	724-8126
Supervisor District 3	Sharon Bronson	130 W. Congress St, 11th Fl	724-8051
Supervisor District 4	Raymond Carroll	130 W. Congress St, 11th Fl	724-8094
Supervisor District 5	Richard Elias	130 W. Congress St, 11th Fl	724-8126
Assessor	Bill Staples	115 N. Church Ave, 1st Fl	724-8172
Clerk of the Board	Robin Brigode	130 W. Congress St, 5th Fl	724-8449
Communications Office	Jeff Nordensson	130 W. Congress St, 1st Fl	724-9999
County Administrator	C.H. Huckelberry	130 W. Congress St, 10th Fl	724-8751
Elections	Brad R. Nelson	6550 S. Country Club Road Tucson, AZ 85756	724-6830
Facilities Management	Michael L. Kirk	150 W. Congress St, 3rd Fl	724-3104
Finance & Risk Management	Tom Burke	130 W Congress St, 10th Fl	724-3030
Fleet Services	Frank Samaniego	1301 S. Mission Road Tucson, AZ 85713	740-2670
Human Resources	Allyn Bulzomi	150 W Congress St, 4th Fl	724-8028
Information Technology	Jesse Rodriguez	33 N. Stone, 17th Fl	724-8113
Office of Emergency Mgmt & Homeland Security	Mike Hein	3434 E. 22nd St, Ste A Tucson, AZ 85713	724-9300
Office of Sustainability & Conservation	Linda Mayro	201 N. Stone Ave, 6th Fl	724-6451
Procurement	George Widugiris	130 W Congress St, 3rd Fl	724-8161
Recorder	F. Ann Rodriguez	115 N. Church Ave, 1st Fl	724-4350
Treasurer	Beth Ford, CPA	115 N. Church Ave, 1st Fl	724-8341

Community Resources

Community & Economic Development Admin	Hank Atha	130 W. Congress St, 10th Fl	724-3992
Community Development & Neighborhood Conservation	Margaret Kish	2797 E Ajo Way Tucson, AZ 85713	243-6745
Community Services, Employment & Training	Art Eckstrom	2797 E Ajo Way Tucson, AZ 85713	243-6741
County Free Library	Melinda Cervantes	101 N. Stone Ave, 4th Fl	594-5601
Economic Development & Tourism	Tom Moulton	33 N. Stone Ave, 8th Fl	724-7353
Kino Sports Complex / Stadium District	Chris Bartos	2500 E. Ajo Way Tucson, AZ 85713	434-1339
Natural Resources, Parks & Recreation	Chris Cawein	3500 W. River Rd Tucson, AZ 85741	877-6262
School Superintendent	Dr. Linda Arzoumanian	200 N. Stone	724-8451

**PIMA COUNTY GOVERNMENT
ADDRESSES & TELEPHONE NUMBERS**

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Justice & Law

Clerk of the Superior Court	Toni Hellon	110 W. Congress St, 1st Fl	724-3216
Constables	Vince Roberts, Admin Constable	32 N. Stone Ave, 1st Fl	740-5442
County Attorney	Barbara LaWall	32 N. Stone Ave, 14th Fl	740-5600
Forensic Science Center	Dr. Gregory Hess	2825 E. District St Tucson, AZ 85714	724-8600
Legal Defender	Isabel Garcia	32 N. Stone Ave, 8th Fl	724-5775
Justice Court Ajo	Judge Walter Weber	111 La Mina Avenue, Ajo AZ 85321	387-7684
Justice Court Green Valley	Judge Lisa Royal	601 N. La Canada Drive Green Valley, AZ 85614	648-0658
Justice Court Tucson	Presiding Judge Keith Bee	115 N. Church Ave, 2nd Fl	724-3171
Juvenile Court	Presiding Judge Kathleen Quigley	2225 E. Ajo Way Tucson, AZ 85713	724-2000
Office of Court Appointed Counsel	Robert Hirsch	33 N. Stone Ave, Ste 1905	724-4465
Public Defender	Lori Lefferts	33 N. Stone Ave, Ste 2100	724-6800
Public Fiduciary	Philip Grant	32 N. Stone Ave, 4th Fl	740-5454
Sheriff	Clarence W. Dupnik	1750 E. Benson Highway, Tucson, AZ 85714	351-4900
Superior Court	Presiding Judge Sarah Simmons	110 W. Congress Street, 4th Fl	724-3932

Health Services

Environmental Quality/ Health	Ursula Nelson Francisco Garcia	33 N. Stone Ave, Ste 700 3950 S. Country Club Rd, Ste 100 Tucson, AZ 85714	724-7454 724-7774
Office of Medical Services	Jan Leshar	130 W. Congress St, 10th Fl	724-8977

Public Works

Capital Projects	Mary Tyson	130 W. Congress St, 9th Fl	724-4473
Development Services	Carmine Debonis, Jr.	201 N. Stone Ave, 1st Fl	724-6506
Public Works Admin	John Bernal	130 W. Congress St, 10th Fl	724-8474
Regional Flood Control District	Suzanne Shields	97 E. Congress, 3rd Fl	724-4681
Regional Wastewater Reclamation	Jackson Jenkins	201 N. Stone Ave, 8th Fl	724-6549
Transportation	Priscilla Cornelio	201 N. Stone Ave, 4th Fl	724-6410
