



MEMORANDUM

Date: July 5, 2019

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

From: C.H. Huckelberry
County Administrator 

Re: **Final Budget Adoption**

Based on Final Budget Adoption, which is essentially the same as the Tentative Adopted Budget the Board also requested additional information. This information is as follows.

1 Percent Reduction

The 1 percent reduction will be applied to the property tax supported component of the County Budget, the General Fund. The 1 percent will be applied uniformly to all the departments and agencies. The amount is specified in the far right column of Attachment 1. This attrition amount is being reduced from the overall employee compensation budget of every County department and agency. The total amount is \$3,603,866 will be reflected as an increase in the projected Ending Fund Balance for Fiscal Year 2019/20. As the Board continues to contemplate various program issues during the budget year, this additional fund balance can be directed by the Board during the fiscal year or can be used to form the basis of next year's budget, where the savings can be applied to the Pay-As-You-GO program or a property tax reduction.

Position Control Number Review

We will begin to develop a very specific analysis of position control numbers or PCNs that may have been included in various County department or agency budgets but not filled over the course of the fiscal year or perhaps not filled at all during a previous fiscal year. These PCNs reflect possible additional personnel cost savings but a department by department and PCN by PCN analysis will be necessary. Some departments or agencies may use these savings for employee compensation based on their specific needs or may use the funds from these personnel costs to fund other programs. Given the information that is now available in our Data and Analytics Department, I believe a clear and factual analysis of this issue will be possible and should be provided to the Board within the next 90 days.

The Honorable Chairman and Members, Pima County Board of Supervisors

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Pay-As-You-Go Policy

We are developing a Pay-As-You-GO policy as requested by the Board for consideration. This Pay-As-You-GO policy will link revenues available through the Pay-As-You-GO program to the annual capital improvement program approved in the budget process. In addition, the projected five-year capital improvement program and a to-be-provided Integrated Infrastructure Plan, providing a direct linkage between capital improvement programing and implementation, with long-term capital needs forecasting.

We will also provide the Board with at least two other scenarios to build the annual cash available for the Pay-As-You-GO program. This will include a conservative scenario of the Pay-As-You-GO program, as recommended and adopted in the Budget. A slightly accelerated program, then a significantly accelerated program. In addition, the Pay-As-You-GO will incorporate the \$5 million per year growth increments that I projected to occur in the early years of the Pay-As-You-GO program for pavement preservation. Therefore, you will see two components of the Pay-As-You-GO program, one for pavement preservation program and one for General Fund capital improvements.

I also noted in the conversation between Board members, there was concern about lack of information and/or analysis for new proposals. Please note that when a new proposal was made by Supervisor Miller, an analysis occurred rather quickly and was provided to the entire Board for review and consideration. It is a bit difficult to analyze a proposal that is made at the Budget Adoption hearing. Hopefully, in the future Supervisor Miller can provide her information and/or budget proposal at least 48 hours in advance, so it can be properly analyzed and provided to the Board. In all of Supervisor Miller's proposals, they occurred at the meeting, which makes it problematic for staff to provide a coherent and accurate response to the proposal at the meeting.

CHH/dr

Attachment

c: The Honorable Kyle Bryson Presiding Judge, Superior Court
Elected Officials
Appointing Authorities

ATTACHMENT 1

Full-Time Employees and Personnel Compensation - 1.0% Reduction
Fiscal Year 2019/2020

Fund/Department	Full-Time Equivalent (FTE) 2019/2020	Employees Salaries & Hourly Costs 2019/2020	Benefits Cost 2019/2020	Total Estimated Personnel Compensation	
				2019/2020	1.0% Reduction 2019/2020
GENERAL FUND					
General Government Services					
Analytics & Data Governance	20.50	1,672,812	447,243	2,120,055	21,201
Assessor	133.00	5,686,476	1,292,121	6,978,597	69,786
Board of Supervisors	24.60	1,485,842	645,878	2,131,720	21,317
Clerk of the Board	18.00	904,460	322,777	1,227,237	12,272
County Administrator	18.73	1,873,595	471,510	2,345,105	23,451
Elections	60.25	2,176,511	449,859	2,626,370	26,264
Facilities Management	171.60	8,766,618	3,265,752	12,032,370	120,324
Finance & Risk Management	164.80	10,008,703	3,239,907	13,248,610	132,486
General Government Services Administration	2.00	273,651	74,343	347,994	3,480
Human Resources	33.00	1,888,634	597,950	2,486,584	24,866
Information Technology	109.00	8,208,254	2,559,361	10,767,615	107,676
Procurement	30.00	1,803,899	572,255	2,376,154	23,762
Recorder	65.25	2,875,912	620,712	3,496,624	34,966
Treasurer	34.50	1,706,524	584,907	2,291,431	22,914
Total General Government Services	885.23	49,331,891	15,144,575	64,476,466	644,765
Community Resources					
Communications and Graphic Services	21.00	1,150,370	427,232	1,577,602	15,776
Community & Economic Development Administration	3.00	497,021	117,484	614,505	6,145
Community Development & Neighborhood Conservation	15.50	766,000	241,857	1,007,857	10,078
Community Services, Employment & Training	68.62	2,504,035	591,041	3,095,076	30,951
Grants Management & Innovation	49.00	2,859,833	961,853	3,821,686	38,217
School Superintendent	14.00	821,154	292,729	1,113,883	11,139
Total Community Resources	171.12	8,598,413	2,632,196	11,230,609	112,306
Health Services					
Behavioral Health	22.63	1,415,048	437,328	1,852,376	18,524
Medical Examiner	33.00	2,671,264	826,572	3,497,836	34,978
Pima Animal Care	97.00	4,481,013	1,410,636	5,891,649	58,916
Total Health Services	152.63	8,567,325	2,674,536	11,241,861	112,418

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Fiscal Year 2019/2020

Fund/Department	Full-Time Equivalent (FTE)	2019/2020	Employees Salaries & Hourly Costs	2019/2020	Benefits Cost	2019/2020	Total Estimated Personnel Compensation	
							2019/2020	1.0% Reduction 2019/2020
Justice & Law								
Clerk of the Superior Court	199.00		8,084,411		2,875,186		10,959,597	109,596
Constables	14.00		802,417		618,168		1,420,585	14,206
County Attorney	344.00		18,453,279		5,800,698		24,253,977	242,540
Justice Court Ajo	9.75		399,783		189,496		589,279	5,893
Justice Court Green Valley	9.00		377,212		158,935		536,147	5,361
Justice Court Tucson	116.00		5,554,650		2,231,812		7,786,462	77,864
Juvenile Court	317.50		12,614,677		6,606,491		19,221,168	192,212
Public Defense Services	295.03		17,427,798		5,294,981		22,722,779	227,228
Sheriff	1,489.00		81,963,970		51,940,793		133,904,763	1,339,048
Superior Court	421.40		22,342,428		9,607,571		31,949,999	319,500
Total Justice & Law	3,214.68		168,020,625		85,324,131		253,344,756	2,533,448
Public Works								
Environmental Quality	3.00		236,007		68,703		303,710	3,037
Natural Resources, Parks & Recreation	279.15		11,428,943		3,950,319		15,379,262	153,793
Office of Sustainability and Conservation	17.90		1,246,078		375,614		1,621,692	16,217
Public Works Administration	27.63		2,154,871		633,317		2,788,188	27,882
Total Public Works	327.68		15,064,899		5,027,953		20,092,852	200,929
TOTAL GENERAL FUND	4,751.32		249,583,153		110,803,391		360,386,544	3,603,866