### Pima County FY2012/2013 Adopted Budget

#### SUMMARY OF EXPENDITURES BY FUND: PROGRAM

<table>
<thead>
<tr>
<th>Functional Area / Department / Program</th>
<th>General Fund</th>
<th>Special Revenue</th>
<th>Debt Service</th>
<th>Total Expenditures</th>
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### SUMMARY OF EXPENDITURES BY FUND: PROGRAM

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<th>Functional Area / Department / Program</th>
<th>General Fund</th>
<th>Special Revenue</th>
<th>Debt Service</th>
<th>Total Expenditures</th>
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### INTERNAL SERVICE FUNDS - INFORMATIONAL PURPOSES ONLY

#### COUNTY ADMINISTRATION

**Finance & Risk Management**

- Print Shop: 862,671
- Risk Management: 16,830,928

**Total Finance & Risk Management**: 17,693,599

**Information Technology**

- Telecommunications: 4,754,431

**Total Information Technology**: 4,754,431

**Total Internal Service - COUNTY ADMINISTRATION**: 22,448,030
## SUMMARY OF REVENUES BY FUND: PROGRAM

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<th>Functional Area / Department / Program</th>
<th>General Fund</th>
<th>Special Revenue</th>
<th>Debt Service</th>
<th>Total Revenues</th>
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INTERNAL SERVICE FUNDS - INFORMATIONAL PURPOSES ONLY

COUNTY ADMINISTRATION

**Finance & Risk Management**
- Print Shop: 874,400
- Risk Management: 16,624,012

Total Finance & Risk Management: 17,498,412

**Information Technology**
- Telecommunications: 5,467,093

Total Information Technology: 5,467,093

Total Internal Service - COUNTY ADMINISTRATION: 22,965,505
### SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

| Functional Area / Department / Program                  | FTEs |  |
|--------------------------------------------------------|------|--
| **COUNTY ADMINISTRATION**                              |      |  |
| Assessor                                               |      |  |
| Administration                                         | 45.0 |   |
| Assessor Statutory Mandates                            | 110.0|   |
| **Total Assessor**                                     | 155.0|   |
| Board of Supervisors                                   |      |  |
| Board of Supervisors                                    | 23.7 |   |
| **Total Board of Supervisors**                         | 23.7 |   |
| Clerk of the Board                                     |      |  |
| Administration Management                              | 7.0  |   |
| Document and Micrographics Mgmt                        | 9.0  |   |
| **Total Clerk of the Board**                           | 16.0 |   |
| Communications Office                                  |      |  |
| Communications Office                                  | 10.0 |   |
| **Total Communications Office**                        | 10.0 |   |
| County Administrator                                   |      |  |
| County Administrator                                   | 11.2 |   |
| **Total County Administrator**                         | 11.2 |   |
| Elections                                              |      |  |
| Elections                                              | 16.5 |   |
| **Total Elections**                                    | 16.5 |   |
| Finance & Risk Management                              |      |  |
| Administration                                         | 20.0 |   |
| Budget                                                 | 14.5 |   |
| Departmental Analysis                                  | 29.0 |   |
| Financial Control & Reporting                          | 20.9 |   |
| Financial Management & Audit                           | 18.1 |   |
| Financial Operations                                   | 37.5 |   |
| Grants Management                                      | 28.5 |   |
| Print Shop                                             | 9.0  |   |
| Revenue Management                                     | 24.5 |   |
| Risk Management                                        | 29.2 |   |
| **Total Finance & Risk Management**                    | 231.2|   |
| Forensic Science Center                                |      |  |
| Forensic Science Center                                | 31.0 |   |
| **Total Forensic Science Center**                      | 31.0 |   |
| Human Resources                                        |      |  |
| Administration                                         | 8.3  |   |
| Benefits/Wellness/Reports and Records                  | 13.5 |   |
| Compensation/Classification/Recruitment/Dept HR Support| 12.8 |   |
| Employment Rights, FMLA, E-Verify & Training           | 14.5 |   |
| **Total Human Resources**                              | 49.1 |   |
| Information Technology                                 |      |  |
| Information Technology                                 | 140.0|   |
| Telecommunications                                     | 26.0 |   |
| **Total Information Technology**                       | 166.0|   |
## SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

<table>
<thead>
<tr>
<th>Functional Area / Department / Program</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Office of Emergency Management &amp; Homeland Security</strong></td>
<td></td>
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<tr>
<td>Emergency Mgmt/Homeland Security</td>
<td>8.6</td>
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<tr>
<td>OEM Radio System</td>
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<tr>
<td><strong>Total Office of Emergency Management &amp; Homeland Security</strong></td>
<td>17.7</td>
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<tr>
<td><strong>Procurement</strong></td>
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<tr>
<td>Administration</td>
<td>7.0</td>
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<tr>
<td>Design &amp; Construction</td>
<td>7.0</td>
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<tr>
<td>Materials &amp; Services</td>
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<tr>
<td>Vendor Relations &amp; SBE Program</td>
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<tr>
<td><strong>Total Procurement</strong></td>
<td>31.7</td>
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<tr>
<td><strong>Recorder</strong></td>
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<tr>
<td>Administration</td>
<td>4.0</td>
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<tr>
<td>Information Services</td>
<td>13.0</td>
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<tr>
<td>Recorder Division</td>
<td>17.0</td>
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<tr>
<td>Voter Registration</td>
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<tr>
<td><strong>Total Recorder</strong></td>
<td>47.0</td>
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<tr>
<td><strong>Treasurer</strong></td>
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<tr>
<td>Treasurer Operations</td>
<td>38.5</td>
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<tr>
<td><strong>Total Treasurer</strong></td>
<td>38.5</td>
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<tr>
<td><strong>Total COUNTY ADMINISTRATION</strong></td>
<td>844.6</td>
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</table>
Pima County FY 2012/2013 Adopted Budget

Assessor

Expenditures: 8,635,053  
Revenues: 3,000  
FTEs 155.0

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

Assessor Statutory Mandates 72.77%
Administration 27.23%

Sources of All Funding

General Fund Support 99.97%
Department Revenue 0.03%
Department Summary by Program

Department: Assessor

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<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>2,269,136</td>
<td>2,393,852</td>
<td>2,351,677</td>
</tr>
<tr>
<td>Assessor Statutory Mandates</td>
<td>5,268,300</td>
<td>6,060,854</td>
<td>6,283,376</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>7,537,436</td>
<td>8,454,706</td>
<td>8,635,053</td>
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</table>

<table>
<thead>
<tr>
<th>Funding by Source</th>
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<tbody>
<tr>
<td>Revenues</td>
<td></td>
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</tr>
<tr>
<td>Administration</td>
<td>9,531</td>
<td>3,000</td>
<td>3,000</td>
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<tr>
<td>Total Revenues</td>
<td>9,531</td>
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<td>3,000</td>
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<td>General Fund Support</td>
<td>7,527,905</td>
<td>8,451,706</td>
<td>8,632,053</td>
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<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>-</td>
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<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
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<tr>
<td>Other Funding Sources</td>
<td>-</td>
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<tr>
<td>Total Program Funding</td>
<td>7,537,436</td>
<td>8,454,706</td>
<td>8,635,053</td>
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</table>

<table>
<thead>
<tr>
<th>Staffing (FTEs) by Program</th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Administration</td>
<td>47.5</td>
<td>46.5</td>
<td>45.0</td>
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<tr>
<td>Assessor Statutory Mandates</td>
<td>113.0</td>
<td>108.5</td>
<td>110.0</td>
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<tr>
<td>Total Staffing (FTEs)</td>
<td>160.5</td>
<td>155.0</td>
<td>155.0</td>
</tr>
</tbody>
</table>
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 law
- Maintain a local area network system with current technologies

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>ARS Title 42 statutory mandates met</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Computer systems maintained and upgraded for most efficiency</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
</tbody>
</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>1,980,785</td>
<td>2,126,143</td>
<td>2,063,837</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>268,663</td>
<td>257,709</td>
<td>277,840</td>
</tr>
<tr>
<td>Capital Equipment &gt; $5,000</td>
<td>19,688</td>
<td>10,000</td>
<td>10,000</td>
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<tr>
<td><strong>Total Program Expenditures</strong></td>
<td><strong>2,269,136</strong></td>
<td><strong>2,393,852</strong></td>
<td><strong>2,351,677</strong></td>
</tr>
</tbody>
</table>

Program Funding by Source

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Miscellaneous Revenue</td>
<td>9,531</td>
<td>3,000</td>
<td>3,000</td>
</tr>
<tr>
<td><strong>Operating Revenue Sub-Total</strong></td>
<td><strong>9,531</strong></td>
<td><strong>3,000</strong></td>
<td><strong>3,000</strong></td>
</tr>
<tr>
<td>General Fund Support</td>
<td>2,259,605</td>
<td>2,390,852</td>
<td>2,348,677</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
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</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Program Funding</strong></td>
<td><strong>2,269,136</strong></td>
<td><strong>2,393,852</strong></td>
<td><strong>2,351,677</strong></td>
</tr>
</tbody>
</table>

Program Staffing FTEs

|                                | 47.5 | 46.5 | 45.0 |
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 and parcel files; create and maintain all taxing authority boundaries.

Program Goals and Objectives
- Comply with statutory mandates
  - 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
  - Identify real property subject to taxation by December 15
  - 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
  - Determine the full cash value of such property by January 1
  - 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 limited property value of school districts and transmit the values to the county school superintendent by February 10
  - 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
  - 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
  - Consider and rule on each petition for assessor review of improper real property valuation or classification by August 15

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of responses made to Exemption and Legislative freeze requests</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of responses made to Administrative Appeals, Notices of Errors, and Notices of Claim</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Personal and real property valuations determined</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Taxpayers provided with notice of values for all personal and real property</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Assessment roll and lists prepared and delivered</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Values for levy limits, school districts, and truth in taxation rates prepared and transmitted</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
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</table>
Program Summary

<table>
<thead>
<tr>
<th>Department:</th>
<th>Assessor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program:</td>
<td>Assessor Statutory Mandates</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program Expenditures by Object</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Services</td>
<td>4,847,742</td>
<td>5,496,214</td>
<td>5,797,006</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>420,558</td>
<td>564,640</td>
<td>486,370</td>
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<tr>
<td><strong>Total Program Expenditures</strong></td>
<td>5,268,300</td>
<td>6,060,854</td>
<td>6,283,376</td>
</tr>
</tbody>
</table>

| **Program Funding by Source** |                     |                     |
| General Fund Support        | 5,268,300           | 6,060,854           | 6,283,376           |
| Net Operating Transfers In/(Out) | -                  | -                   | -                   |
| Fund Balance Decrease/(Increase) | -                  | -                   | -                   |
| Other Funding Sources       | -                   | -                   | -                   |
| **Total Program Funding**   | 5,268,300           | 6,060,854           | 6,283,376           |

| **Program Staffing FTEs** | 113.0 | 108.5 | 110.0 |
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Board of Supervisors

Expenditures: 1,971,080

Revenues: 0

FTEs 23.7

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
Department Summary by Program

Department: Board of Supervisors

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Expenditures by Program</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board of Supervisors</td>
<td>1,731,696</td>
<td>1,922,807</td>
<td>1,971,080</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>1,731,696</td>
<td>1,922,807</td>
<td>1,971,080</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td><strong>Funding by Source</strong></td>
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<td></td>
</tr>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board of Supervisors</td>
<td>4</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>4</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>General Fund Support</td>
<td>1,731,692</td>
<td>1,922,807</td>
<td>1,971,080</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>Total Program Funding</strong></td>
<td>1,731,696</td>
<td>1,922,807</td>
<td>1,971,080</td>
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<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Staffing (FTEs) by Program</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board of Supervisors</td>
<td>24.0</td>
<td>23.4</td>
<td>23.7</td>
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<tr>
<td><strong>Total Staffing (FTEs)</strong></td>
<td>24.0</td>
<td>23.4</td>
<td>23.7</td>
</tr>
</tbody>
</table>
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

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Adopted primary property tax levy</td>
<td>$296,197,333</td>
<td>$284,023,289</td>
<td>$275,951,044</td>
</tr>
<tr>
<td>County funding support for TREO/Job Path</td>
<td>$677,349</td>
<td>$721,473</td>
<td>$781,473</td>
</tr>
<tr>
<td>General Fund reserve as a percentage of General Fund revenues</td>
<td>5%</td>
<td>8%</td>
<td>7%</td>
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<tr>
<td>Meetings required by statute held on time</td>
<td>yes</td>
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<td>yes</td>
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<tr>
<td>Balanced budget adopted</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
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<tr>
<td>Neutral primary tax levy as defined by Truth in Taxation statute adopted</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
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<tr>
<td>County funding provided for graffiti abatement</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
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Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>1,626,243</td>
<td>1,710,177</td>
<td>1,773,925</td>
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<tr>
<td>Operating Expenses</td>
<td>93,285</td>
<td>212,630</td>
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<td>Capital Equipment &gt; $5,000</td>
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<td>-</td>
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<tr>
<td>Total Program Expenditures</td>
<td>1,731,696</td>
<td>1,922,807</td>
<td>1,971,080</td>
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</tbody>
</table>

Program Funding by Source

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<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Miscellaneous Revenue</td>
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</tr>
<tr>
<td>Operating Revenue Sub-Total</td>
<td>4</td>
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# Program Summary

**Department:** Board of Supervisors  
**Program:** Board of Supervisors

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 2011/2012</th>
<th>FY 2012/2013</th>
<th>FY 2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund Support</td>
<td>1,731,692</td>
<td>1,922,807</td>
<td>1,971,080</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
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</tr>
<tr>
<td>Other Funding Sources</td>
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</tr>
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<td><strong>Total Program Funding</strong></td>
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<td><strong>1,922,807</strong></td>
<td><strong>1,971,080</strong></td>
</tr>
</tbody>
</table>

**Program Staffing FTEs**

<table>
<thead>
<tr>
<th></th>
<th>FY 2011/2012</th>
<th>FY 2012/2013</th>
<th>FY 2013/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>23.7</td>
<td>24.0</td>
<td>23.4</td>
<td>23.7</td>
</tr>
</tbody>
</table>
Clerk of the Board

Expenditures: 1,271,711
Revenues: 2,100

FTEs 16.0

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

General Fund Support 99.83%
Department Revenue 0.17%
## Department Summary by Program

**Department: Clerk of the Board**

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Administration Management</td>
<td>593,126</td>
<td>700,775</td>
<td>707,173</td>
</tr>
<tr>
<td>Document and Micrographics Mgmt</td>
<td>528,301</td>
<td>546,734</td>
<td>564,538</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>1,121,427</strong></td>
<td><strong>1,247,509</strong></td>
<td><strong>1,271,711</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Funding by Source</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
</tr>
<tr>
<td>Administration Management</td>
</tr>
<tr>
<td>Document and Micrographics Mgmt</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
</tr>
</tbody>
</table>

| General Fund Support | 1,116,424 | 1,245,409 | 1,269,611 |
| Net Operating Transfers In/(Out) | - | - | - |
| Fund Balance Decrease/(Increase) | - | - | - |
| Other Funding Sources | - | - | - |
| **Total Program Funding** | **1,121,427** | **1,247,509** | **1,271,711** |

<table>
<thead>
<tr>
<th>Staffing (FTEs) by Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration Management</td>
</tr>
<tr>
<td>Document and Micrographics Mgmt</td>
</tr>
<tr>
<td><strong>Total Staffing (FTEs)</strong></td>
</tr>
</tbody>
</table>
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, 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 e-post digital audio 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
- Provide efficient and accurate responses to inquiries by County departments and the general public
- Migrate all ordinances to DMS for web portal access to comply with Senate Bill 1598, Regulatory Bill of Rights
- Perform long term conversion of microfilmed records into searchable text files for migration to Countywide standard Document Management System (DMS)

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Notices/agendas posted as statutorily required</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Minutes prepared for approval as statutorily required</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Ordinances are migrated to DMS</td>
<td>n/a</td>
<td>70%</td>
<td>100%</td>
</tr>
<tr>
<td>Microfilmed records converted to searchable text files and migrated to DMS</td>
<td>5%</td>
<td>20%</td>
<td>50%</td>
</tr>
<tr>
<td>Paper records migrated to DMS</td>
<td>20%</td>
<td>70%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>496,791</td>
<td>494,288</td>
<td>509,979</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>96,335</td>
<td>206,487</td>
<td>197,194</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>593,126</td>
<td>700,775</td>
<td>707,173</td>
</tr>
</tbody>
</table>

Program Funding by Source

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>3,500</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>326</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Miscellaneous Revenue</td>
<td>1,168</td>
<td>100</td>
<td>100</td>
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<tr>
<td>Charges for Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating Revenue Sub-Total</strong></td>
<td>4,994</td>
<td>2,100</td>
<td>2,100</td>
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</tbody>
</table>
## Program Summary

**Department:** Clerk of the Board  
**Program:** Administration Management

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2013</th>
<th>2013</th>
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<tbody>
<tr>
<td>General Fund Support</td>
<td>588,132</td>
<td>698,675</td>
<td>705,073</td>
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<td>Net Operating Transfers In/(Out)</td>
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<td>-</td>
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<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Total Program Funding</strong></td>
<td><strong>593,126</strong></td>
<td><strong>700,775</strong></td>
<td><strong>707,173</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Program Staffing FTEs</strong></th>
<th>7.0</th>
<th>7.0</th>
<th>7.0</th>
</tr>
</thead>
</table>
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 41-1346 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. 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

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Reduction in paper records stored</td>
<td>2%</td>
<td>3%</td>
<td>6%</td>
</tr>
<tr>
<td>Transition Record Retention Schedules from Custom to Bucket</td>
<td>n/a</td>
<td>15%</td>
<td>40%</td>
</tr>
<tr>
<td>Provide department digital images to replace microfilm</td>
<td>n/a</td>
<td>15%</td>
<td>25%</td>
</tr>
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</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>463,225</td>
<td>462,888</td>
<td>485,343</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>65,076</td>
<td>83,846</td>
<td>79,195</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>528,301</td>
<td>546,734</td>
<td>564,538</td>
</tr>
</tbody>
</table>

Program Funding by Source

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>9</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operating Revenue Sub-Total</td>
<td>9</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>General Fund Support</td>
<td>528,292</td>
<td>546,734</td>
<td>564,538</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
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</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Funding</td>
<td>528,301</td>
<td>546,734</td>
<td>564,538</td>
</tr>
</tbody>
</table>

Program Staffing FTEs

<table>
<thead>
<tr>
<th></th>
<th>9.0</th>
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<tbody>
<tr>
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</tbody>
</table>
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Communications Office

Expenditures: 790,464

Revenues: 110,500

FTEs: 10.0

Function Statement: Effectively communicate the various programs and services available to the public. Work with the Information Technology Department to develop a new interactive County website. Provide graphic design services to all County departments.

Mandates: None

Expenditures by Program

Sources of All Funding

Department Revenue 13.98%

General Fund Support 86.02%
## Department Summary by Program

**Department:** Communications Office

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Expenditures by Program</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications Office</td>
<td>500,068</td>
<td>860,907</td>
<td>790,464</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>500,068</td>
<td>860,907</td>
<td>790,464</td>
</tr>
<tr>
<td><strong>Funding by Source</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications Office</td>
<td>90,457</td>
<td>110,500</td>
<td>110,500</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>90,457</td>
<td>110,500</td>
<td>110,500</td>
</tr>
<tr>
<td>General Fund Support</td>
<td>409,611</td>
<td>750,407</td>
<td>679,964</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Funding</td>
<td>500,068</td>
<td>860,907</td>
<td>790,464</td>
</tr>
<tr>
<td><strong>Staffing (FTEs) by Program</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications Office</td>
<td>5.5</td>
<td>10.4</td>
<td>10.0</td>
</tr>
<tr>
<td>Total Staffing (FTEs)</td>
<td>5.5</td>
<td>10.4</td>
<td>10.0</td>
</tr>
</tbody>
</table>
Program Summary

Department: Communications Office
Program: Communications Office

Function
Provide information about County programs and activities to the general public, the media, and County employees in print and electronically via the Internet. Provide graphic design, photography and video services to other departments within County government.

Description of Services
Assist in the design and implementation of Pima County website; establish and manage content governance and social media policies for employee use of the Internet; prepare news releases and informational brochures 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 presentations for broadcast internally and externally; and act as media consultant and intermediary for all departments.

Program Goals and Objectives
- Increase revenues and decrease expenses to minimize General Fund impact
- Increase graphic designer billable hours
- Reduce paper usage
- Create a quality control process through information gained from Process Mapping exercises
- Enhance lines of communication between work force and management
- Hold monthly departmental meetings to share information
- Continue to establish workflow procedures through information gained from Process Mapping
- Increase customer service satisfaction
- Track and reduce the number of customer complaints

Program Performance Measures

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Customer Satisfaction</td>
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</table>

Program Expenditures by Object

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>432,159</td>
<td>804,483</td>
<td>734,248</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>67,909</td>
<td>56,424</td>
<td>56,216</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>500,068</td>
<td>860,907</td>
<td>790,464</td>
</tr>
</tbody>
</table>

Program Funding by Source

Revenues

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Miscellaneous Revenue</td>
<td>-</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>90,457</td>
<td>110,000</td>
<td>110,000</td>
</tr>
<tr>
<td>Operating Revenue Sub-Total</td>
<td>90,457</td>
<td>110,500</td>
<td>110,500</td>
</tr>
</tbody>
</table>

General Fund Support | 409,611 | 750,407 | 679,964 |

Net Operating Transfers In/(Out) | - | - | - |

Fund Balance Decrease/(Increase) | - | - | - |

Other Funding Sources | - | - | - |

Total Program Funding | 500,068 | 860,907 | 790,464 |

Program Staffing FTEs

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td>5.5</td>
<td>10.4</td>
<td>10.0</td>
</tr>
</tbody>
</table>
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County Administrator

Expenditures: 1,430,082

Revenues: 0

FTEs 11.2

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
### Department Summary by Program

**Department: County Administrator**

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Expenditures by Program</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County Administrator</td>
<td>1,414,863</td>
<td>1,496,062</td>
<td>1,430,082</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>1,414,863</td>
<td>1,496,062</td>
<td>1,430,082</td>
</tr>
<tr>
<td><strong>Funding by Source</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County Administrator</td>
<td>12,505</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>12,505</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>General Fund Support</td>
<td>1,402,186</td>
<td>1,496,062</td>
<td>1,430,082</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>172</td>
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</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Program Funding</strong></td>
<td>1,414,863</td>
<td>1,496,062</td>
<td>1,430,082</td>
</tr>
<tr>
<td><strong>Staffing (FTEs) by Program</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County Administrator</td>
<td>13.8</td>
<td>11.8</td>
<td>11.2</td>
</tr>
<tr>
<td><strong>Total Staffing (FTEs)</strong></td>
<td>13.8</td>
<td>11.8</td>
<td>11.2</td>
</tr>
</tbody>
</table>
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

Program Performance Measures

| Board requests met | yes | yes | yes |
| Mandated reports completed | yes | yes | yes |
| Department budget requests reviewed | yes | yes | yes |

Program Expenditures by Object

| Operating Expenses | 106,209 | 278,301 | 264,569 |
| Total Program Expenditures | 1,414,863 | 1,496,062 | 1,430,082 |

Program Funding by Source

| Intergovernmental | 12,160 | - | - |
| Miscellaneous Revenue | 517 | - | - |
| Investment Earnings | (172) | - | - |
| Grant Revenue Sub-Total | 12,505 | - | - |
| General Fund Support | 1,402,186 | 1,496,062 | 1,430,082 |
| Net Operating Transfers In/(Out) | - | - | - |
| Fund Balance Decrease/(Increase) | 172 | - | - |
| Other Funding Sources | - | - | - |
| Total Program Funding | 1,414,863 | 1,496,062 | 1,430,082 |

Program Staffing FTEs

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Elections

Expenditures: 6,206,723
Revenues: 2,105,291

FTEs 16.5

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

- Elections 100%
- Department Revenue 33.92%
- General Fund Support 65.95%
- Fund Balance Decrease 0.13%
## Department Summary by Program

**Department: Elections**

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Expenditures by Program</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elections</td>
<td>4,458,106</td>
<td>3,985,431</td>
<td>6,206,723</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>4,458,106</td>
<td>3,985,431</td>
<td>6,206,723</td>
</tr>
<tr>
<td><strong>Funding by Source</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elections</td>
<td>1,003,527</td>
<td>1,459,291</td>
<td>2,105,291</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>1,003,527</td>
<td>1,459,291</td>
<td>2,105,291</td>
</tr>
<tr>
<td>General Fund Support</td>
<td>3,462,058</td>
<td>2,514,231</td>
<td>4,093,503</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>(7,479)</td>
<td>11,909</td>
<td>7,929</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Funding</td>
<td>4,458,106</td>
<td>3,985,431</td>
<td>6,206,723</td>
</tr>
</tbody>
</table>

**Staffing (FTEs) by Program**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Elections</td>
<td>16.0</td>
<td>16.0</td>
<td>16.5</td>
</tr>
<tr>
<td>Total Staffing (FTEs)</td>
<td>16.0</td>
<td>16.0</td>
<td>16.5</td>
</tr>
</tbody>
</table>
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 and state laws and regulations, and provide election support to all jurisdictions (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
- Conduct fair and open elections
- Comply with all federal and state mandates and statutes
- Continue election integrity reform efforts
- Improve elections security
- Improve communications with political party chairpersons

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample ballots mailed on time</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Polling places ADA compliant</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Polling places with voting devices for visually impaired voters</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Voted, spoiled, and blank ballots tracked and logged</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Twice the required number of precincts ballots hand-counted to verify computer tabulation</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Election databases released immediately after the BOS canvasses an official election</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Monthly meetings with Elections and Integral Committees held</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
</tbody>
</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>2,462,686</td>
<td>1,753,664</td>
<td>2,816,930</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>1,978,724</td>
<td>1,630,567</td>
<td>2,788,573</td>
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<tr>
<td>Capital Equipment &gt; $5,000</td>
<td>16,696</td>
<td>601,200</td>
<td>601,220</td>
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<tr>
<td>Total Program Expenditures</td>
<td>4,458,106</td>
<td>3,985,431</td>
<td>6,206,723</td>
</tr>
</tbody>
</table>

Program Funding by Source

Revenues

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Intergovernmental</td>
<td>988,983</td>
<td>300,000</td>
<td>942,000</td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>1,095</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Charges for Services</td>
<td>5,970</td>
<td>5,000</td>
<td>5,000</td>
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<tr>
<td>Operating Revenue Sub-Total</td>
<td>996,048</td>
<td>305,000</td>
<td>947,000</td>
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</table>
# Program Summary

**Department:** Elections  
**Program:** Elections

<table>
<thead>
<tr>
<th>Revenues</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Intergovernmental</td>
<td>-</td>
<td>1,154,291</td>
<td>1,154,291</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>7,479</td>
<td>-</td>
<td>4,000</td>
</tr>
<tr>
<td><strong>Grant Revenue Sub-Total</strong></td>
<td>7,479</td>
<td>1,154,291</td>
<td>1,158,291</td>
</tr>
<tr>
<td><strong>General Fund Support</strong></td>
<td>3,462,058</td>
<td>2,514,231</td>
<td>4,093,503</td>
</tr>
<tr>
<td><strong>Net Operating Transfers In/(Out)</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Fund Balance Decrease/(Increase)</strong></td>
<td>(7,479)</td>
<td>11,909</td>
<td>7,929</td>
</tr>
<tr>
<td><strong>Other Funding Sources</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Program Funding</strong></td>
<td>4,458,106</td>
<td>3,985,431</td>
<td>6,206,723</td>
</tr>
</tbody>
</table>

**Program Staffing FTEs** | 16.0 | 16.0 | 16.5
Finance & Risk Management

Expenditures: $27,039,467
Revenues: $17,523,412
FTEs: 231.2

Function Statement:
Provide centralized financial and risk management services for the County. Financial and risk management operations include 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

Expenditures by Program

Sources of All Funding

Fund Balance Decrease 1.61%
General Fund Support 34.03%
Department Revenue 64.36%
# Department Summary by Program

## Department: Finance & Risk Management

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>382,381</td>
<td>485,336</td>
<td>1,654,582</td>
</tr>
<tr>
<td>Budget</td>
<td>1,236,690</td>
<td>1,334,142</td>
<td>1,517,493</td>
</tr>
<tr>
<td>Departmental Analysis</td>
<td>(18,686)</td>
<td>192,796</td>
<td>350,091</td>
</tr>
<tr>
<td>Financial Control &amp; Reporting</td>
<td>1,124,874</td>
<td>1,116,722</td>
<td>1,271,789</td>
</tr>
<tr>
<td>Financial Management &amp; Audit</td>
<td>239,606</td>
<td>402,745</td>
<td>643,387</td>
</tr>
<tr>
<td>Financial Operations</td>
<td>1,937,922</td>
<td>1,984,824</td>
<td>2,311,053</td>
</tr>
<tr>
<td>Financial Services - PHS*</td>
<td>(202,732)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Grants Management</td>
<td>482,993</td>
<td>535,675</td>
<td>944,209</td>
</tr>
<tr>
<td>Print Shop</td>
<td>1,083,818</td>
<td>933,485</td>
<td>862,671</td>
</tr>
<tr>
<td>Revenue Management</td>
<td>553,273</td>
<td>596,290</td>
<td>653,264</td>
</tr>
<tr>
<td>Risk Management</td>
<td>15,190,808</td>
<td>19,057,356</td>
<td>16,830,928</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>22,010,947</strong></td>
<td><strong>26,639,371</strong></td>
<td><strong>27,039,467</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Funding by Source</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>526</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Financial Operations</td>
<td>29,317</td>
<td>31,000</td>
<td>25,000</td>
</tr>
<tr>
<td>Grants Management</td>
<td>16</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Print Shop</td>
<td>1,010,873</td>
<td>990,000</td>
<td>874,400</td>
</tr>
<tr>
<td>Revenue Management</td>
<td>5,969</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Risk Management</td>
<td>21,876,725</td>
<td>19,574,650</td>
<td>16,624,012</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>22,923,426</strong></td>
<td><strong>20,595,650</strong></td>
<td><strong>17,523,412</strong></td>
</tr>
</tbody>
</table>

| General Fund Support                | 6,469,422            | 6,571,701            | 9,267,593            |
| Net Operating Transfers In/(Out)    | (708,726)            | (55,432)             | (181,518)            |
| Fund Balance Decrease/(Increase)    | (6,673,175)          | (472,548)            | 429,980              |
| **Other Funding Sources**           | -                    | -                    | -                    |
| **Total Program Funding**           | **22,010,947**       | **26,639,371**       | **27,039,467**       |

<table>
<thead>
<tr>
<th>Staffing (FTEs) by Program</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>8.5</td>
<td>14.0</td>
<td>20.0</td>
</tr>
<tr>
<td>Budget</td>
<td>14.5</td>
<td>13.5</td>
<td>14.5</td>
</tr>
<tr>
<td>Departmental Analysis</td>
<td>31.5</td>
<td>24.0</td>
<td>29.0</td>
</tr>
<tr>
<td>Financial Control &amp; Reporting</td>
<td>20.0</td>
<td>19.9</td>
<td>20.9</td>
</tr>
<tr>
<td>Financial Management &amp; Audit</td>
<td>17.1</td>
<td>15.1</td>
<td>18.1</td>
</tr>
<tr>
<td>Financial Operations</td>
<td>34.6</td>
<td>33.0</td>
<td>37.5</td>
</tr>
<tr>
<td>Financial Services - PHS*</td>
<td>38.0</td>
<td>32.0</td>
<td>-</td>
</tr>
<tr>
<td>Grants Management</td>
<td>24.0</td>
<td>23.6</td>
<td>28.5</td>
</tr>
<tr>
<td>Print Shop</td>
<td>10.1</td>
<td>10.6</td>
<td>9.0</td>
</tr>
<tr>
<td>Revenue Management</td>
<td>24.0</td>
<td>24.0</td>
<td>24.5</td>
</tr>
<tr>
<td>Risk Management</td>
<td>24.5</td>
<td>24.5</td>
<td>29.2</td>
</tr>
<tr>
<td><strong>Total Staffing (FTEs)</strong></td>
<td><strong>246.8</strong></td>
<td><strong>234.2</strong></td>
<td><strong>231.2</strong></td>
</tr>
</tbody>
</table>

* Pima Health System (PHS) ceased operations September 30, 2011. During fiscal years 2010/2011 and 2011/2012 personnel costs for these FTEs were fully transferred out.
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.

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
- Maintain integrated Countywide program for asset management, procurement, and work order management

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Special reports/analyses/investigations completed</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Debt packages prepared</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Financial information and reports available on Internet</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Critical procedures available on Internet</td>
<td>95%</td>
<td>100%</td>
</tr>
<tr>
<td>Budgeted timelines for installation of Countywide system met</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Average Fitch Pima County Bond Rating of AA</td>
<td>yes</td>
<td>yes</td>
</tr>
</tbody>
</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>293,212</td>
<td>426,962</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>89,169</td>
<td>58,374</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>382,381</td>
<td>485,336</td>
</tr>
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</table>

Program Funding by Source

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Miscellaneous Revenue</td>
<td>526</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operating Revenue Sub-Total</td>
<td>526</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Program Summary

<table>
<thead>
<tr>
<th>Department:</th>
<th>Finance &amp; Risk Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program:</td>
<td>Administration</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY 2012/2013 Adopted Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund Support</td>
<td>681,628</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>(299,773)</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Funding</td>
<td>382,381</td>
</tr>
</tbody>
</table>

| Program Staffing FTEs | 8.5 | 14.0 | 20.0 |

Pima County FY 2012/2013 Adopted Budget
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

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>GFOA review criteria rating of proficient/outstanding received in 93 criteria</td>
<td>93</td>
<td>93</td>
<td>93</td>
</tr>
<tr>
<td>Days tax statements mailed prior to taxes due</td>
<td>17</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>Taxpayer complaints received re: telephone hotline</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Budget schedules/books produced by due dates</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>GFOA Budget Presentation Award received</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Tax rates/levies compiled by due date</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>FYE projection vs CAFR actual (General Fund) &lt;1.0%</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
</tbody>
</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>928,019</td>
<td>964,248</td>
<td>1,136,413</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>308,671</td>
<td>369,894</td>
<td>381,080</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>1,236,690</td>
<td>1,334,142</td>
<td>1,517,493</td>
</tr>
<tr>
<td>General Fund Support</td>
<td>1,307,825</td>
<td>1,334,142</td>
<td>1,517,493</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>(71,135)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Funding</td>
<td>1,236,690</td>
<td>1,334,142</td>
<td>1,517,493</td>
</tr>
</tbody>
</table>

Program Staffing FTEs

<table>
<thead>
<tr>
<th>FTEs</th>
<th>Annual Full Time Equivalents</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.5</td>
<td></td>
</tr>
</tbody>
</table>

10-39
Program Summary

Department: Finance & Risk Management
Program: Departmental Analysis

Function
Provide accounting, budgeting, and analysis services to County departments that do not report to elected officials.

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
- Perform special projects as requested
- Submit annual budget request by due date
- Submit monthly projections by due date
- Complete department planning and control reports on time

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Special projects completed</td>
<td>10</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>Percentage of annual budget requests submitted by due date</td>
<td>75%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of monthly projections submitted by due date</td>
<td>90%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of department planning and control reports completed on time</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>(29,330)</td>
<td>159,941</td>
<td>339,819</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>10,644</td>
<td>32,855</td>
<td>10,272</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>(18,686)</td>
<td>192,796</td>
<td>350,091</td>
</tr>
</tbody>
</table>

Program Funding by Source

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>General Fund Support</td>
<td>87,680</td>
<td>192,796</td>
<td>350,091</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>(106,366)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Funding</td>
<td>(18,686)</td>
<td>192,796</td>
<td>350,091</td>
</tr>
</tbody>
</table>

Program Staffing FTEs

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td>31.5</td>
<td>24.0</td>
<td>29.0</td>
</tr>
</tbody>
</table>
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, 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 Regional Wastewater Reclamation, Development Services, Stadium District, Local Transportation Assistance Fund II, and Risk Management audits by 10/31
- Ensure all County financial statements are in compliance with GAAP
- Issue two indirect cost allocations for internal use and for use by federal grants

Program Performance Measures

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Quarterly financial statements issued for Regional Wastewater Reclamation, Development Services, and Risk Management</td>
<td>50%</td>
<td>100%</td>
</tr>
<tr>
<td>GFOA financial reporting award received</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Regional Wastewater Reclamation, Development Services, Stadium District, Local Transportation Assistance Fund II, and Risk Management audits completed by 10/31</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>County financial statements in compliance with GAAP</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Indirect cost allocations issued</td>
<td>yes</td>
<td>yes</td>
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</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>1,082,012</td>
<td>1,066,774</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>42,862</td>
<td>49,948</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>1,124,874</td>
<td>1,116,722</td>
</tr>
<tr>
<td>General Fund Support</td>
<td>1,164,986</td>
<td>1,116,722</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>(40,112)</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Funding</td>
<td>1,124,874</td>
<td>1,116,722</td>
</tr>
</tbody>
</table>

Program Staffing FTEs

| 20.0 | 19.9 | 20.9 |
Program Summary

Department: Finance & Risk Management
Program: Financial Management & Audit

Function
Perform centralized cash analysis function for County departments. Review, analyze and 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.

Program Goals and Objectives
- Prepare and analyze monthly cash flow components for the major County departments
- Perform internal audits on high risk areas
- Prepare the Annual Bond Update Reports for the Bond Advisory Committee

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Departmental cash flow analyses prepared</td>
<td>19</td>
<td>19</td>
<td>17</td>
</tr>
<tr>
<td>High risk audits completed</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Annual Bond Update Reports prepared</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

Program Expenditures by Object

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>174,366</td>
<td>326,285</td>
<td>619,208</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>65,240</td>
<td>76,460</td>
<td>24,179</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>239,606</td>
<td>402,745</td>
<td>643,387</td>
</tr>
</tbody>
</table>

Program Funding by Source

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>General Fund Support</td>
<td>393,205</td>
<td>402,745</td>
<td>643,387</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>(153,599)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Funding</td>
<td>239,606</td>
<td>402,745</td>
<td>643,387</td>
</tr>
</tbody>
</table>

Program Staffing FTEs

<table>
<thead>
<tr>
<th></th>
<th>17.1</th>
<th>15.1</th>
<th>18.1</th>
</tr>
</thead>
</table>

Pima County FY 2012/2013 Adopted Budget
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 and payroll warrants, 1099s, and W2s. 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

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>1099s mailed by statutory due date</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>County payroll and expense warrants processed timely and accurately</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Records maintained within assigned retention schedules</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Employees paid in accordance with federal timelines</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
</tbody>
</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>1,746,529</td>
<td>1,777,994</td>
<td>2,108,883</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>191,393</td>
<td>206,830</td>
<td>202,170</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>1,937,922</td>
<td>1,984,824</td>
<td>2,311,053</td>
</tr>
</tbody>
</table>

Program Funding by Source

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Miscellaneous Revenue</td>
<td>29,317</td>
<td>31,000</td>
<td>25,000</td>
</tr>
<tr>
<td>Operating Revenue Sub-Total</td>
<td>29,317</td>
<td>31,000</td>
<td>25,000</td>
</tr>
<tr>
<td>General Fund Support</td>
<td>2,016,062</td>
<td>1,953,824</td>
<td>2,286,053</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>(107,457)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Funding</td>
<td>1,937,922</td>
<td>1,984,824</td>
<td>2,311,053</td>
</tr>
</tbody>
</table>

Program Staffing FTEs

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>34.6</td>
<td>33.0</td>
<td>37.5</td>
</tr>
</tbody>
</table>
Program Summary

Department: Finance & Risk Management
Program: Financial Services - PHS

Function
Provide accounting and claims processing services to Pima Heath System & Services (PHS).

Description of Services
Provide monthly financial statements, quarterly Arizona Health Care Cost Containment System (AHCCCS) financial reports, annual financial audit, daily claims processing, revenue and expenditure projections, and periodic analysis as requested.

(Note: Personnel providing financial services to PHS occupy Finance Department positions. Their costs were transferred to PHS through September 30, 2011, when Pima County’s contract with the State ended. Beginning October 1, 2011, costs for AHCCCS closure activities were transferred to the PHS Transition special revenue fund.)

Program Goals and Objectives
- Close out PHS business

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>PHS business closed out</td>
<td>no</td>
<td>yes</td>
<td>n/a</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>(214,599)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>11,867</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>(202,732)</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>General Fund Support</td>
<td>(202,732)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Program Funding</td>
<td>(202,732)</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Program Staffing FTEs

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td>38.0</td>
<td>32.0</td>
<td>-</td>
</tr>
</tbody>
</table>
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, 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

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Grant reimbursement requests submitted on time</td>
<td>90%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Sub-recipient monitoring fulfilled</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>SEFA deadline met</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
<tr>
<td>Single audit free of findings</td>
<td>no</td>
<td>yes</td>
<td>yes</td>
</tr>
</tbody>
</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>446,127</td>
<td>503,205</td>
<td>910,069</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>36,866</td>
<td>32,470</td>
<td>34,140</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>482,993</td>
<td>535,675</td>
<td>944,209</td>
</tr>
</tbody>
</table>

Program Funding by Source

|                                                               |                     |                      |                      |
| Miscellaneous Revenue                                          | 16                   | -                     | -                    |
| Operating Revenue Sub-Total                                     | 16                   | -                     | -                    |
| General Fund Support                                            | 534,044              | 535,675              | 944,209              |
| Net Operating Transfers In/(Out)                               | (51,067)             | -                     | -                    |
| Fund Balance Decrease/(Increase)                               | -                    | -                     | -                    |
| Other Funding Sources                                           | -                    | -                     | -                    |
| Total Program Funding                                           | 482,993              | 535,675              | 944,209              |

Program Staffing FTEs

| Program Staffing FTEs                                         | 24.0                  | 23.6                  | 28.5                  |
Program Summary

Department: Finance & Risk Management
Program: Print Shop

Function
Provide high-speed digital black & white and color printing/copying, including file manipulation; offset printing; finishing and bindery services. Provide color and black & white large-format scanning and printing, and provide bindery services.

Description of Services
Provide high-speed digital black & white and color printing/copying, including file manipulation, and offset press printing. Provide finishing and bindery services including collating, folding, and comb, velo, coil, tape, and steel edge binding, drilling, punching, and numbering services. Provide forms design, digital color and 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.

(Note: This program was previously named Graphic Services Production.)

Program Goals and Objectives
- Increase revenues
- Increase customer service satisfaction
  - Maintain quality control through Process Mapping
  - Ensure press jobs are ready within 10 days
  - Track and reduce the number of customer complaints

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Quality Control - number of jobs reworked in-house</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Number of customer complaints</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Press jobs ready in 10 days</td>
<td>94%</td>
<td>97%</td>
</tr>
<tr>
<td>Revenues increased</td>
<td>no</td>
<td>no</td>
</tr>
</tbody>
</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>540,749</td>
<td>580,349</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>509,464</td>
<td>341,753</td>
</tr>
<tr>
<td>Depreciation</td>
<td>33,605</td>
<td>11,383</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>1,083,818</td>
<td>933,485</td>
</tr>
</tbody>
</table>

Program Funding by Source

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Investment Earnings</td>
<td>723</td>
<td>2,000</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>1,010,150</td>
<td>988,000</td>
</tr>
<tr>
<td>Other Revenue Total</td>
<td>1,010,873</td>
<td>990,000</td>
</tr>
</tbody>
</table>

General Fund Support | - | - | - |
Net Operating Transfers In/(Out) | - | (2,184) | (2,449) |
Fund Balance Decrease/(Increase) | 72,945 | (54,331) | (9,280) |
Other Funding Sources | - | - | - |
Total Program Funding | 1,083,818 | 933,485 | 862,671 |

Program Staffing FTEs

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<tr>
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<tbody>
<tr>
<td></td>
<td>10.1</td>
<td>10.6</td>
<td>9.0</td>
</tr>
</tbody>
</table>
Program Summary

Department: Finance & Risk Management
Program: Revenue Management

Function
Establish accounts receivables, manage, 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. Manage revenue contracts. Provide formation services and fiscal monitoring of all phases of the Improvement District process.

Program Goals and Objectives
- Develop and implement new strategies to reduce outstanding accounts receivable balances and increase collections by 3% per year
- Implement innovation where feasible to increase speed and accuracy of receipt posting

Program Performance Measures

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<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Average number of days to credit revenue to appropriate department</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Collections increase</td>
<td>2%</td>
<td>2%</td>
<td>3%</td>
</tr>
</tbody>
</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>529,814</td>
<td>560,830</td>
<td>600,915</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>23,459</td>
<td>35,460</td>
<td>52,349</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>553,273</td>
<td>596,290</td>
<td>653,264</td>
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</table>

Program Funding by Source

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>5,312</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operating Revenue Sub-Total</td>
<td>5,312</td>
<td>-</td>
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<tr>
<td>Miscellaneous Revenue</td>
<td>500</td>
<td>-</td>
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<tr>
<td>Investment Earnings</td>
<td>157</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Other Special Revenue Total</td>
<td>657</td>
<td>-</td>
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<tr>
<td>General Fund Support</td>
<td>486,724</td>
<td>550,461</td>
<td>599,989</td>
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<td>Net Operating Transfers In/(Out)</td>
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<td>Fund Balance Decrease/(Increase)</td>
<td>11,580</td>
<td>(2,436)</td>
<td>53,275</td>
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<td>Other Funding Sources</td>
<td>-</td>
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<td>Total Program Funding</td>
<td>553,273</td>
<td>596,290</td>
<td>653,264</td>
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Program Staffing FTEs

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Program Staffing FTEs</td>
<td>24.0</td>
<td>24.0</td>
<td>24.5</td>
</tr>
</tbody>
</table>
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 Workers’ 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 unemployment insurance and self-insured employee dental benefits.

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 costs to County departments using appropriate methodology. Represent the County for reimbursements from insurance carriers. Provide safety, loss prevention, and industrial hygiene regulatory administration, training, inspection, and consulting. Conduct safety investigations and analyses. 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. Provide medical surveillance to County departments and employees.

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/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 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

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Safety investigations and audits conducted for County departments</td>
<td>35</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Liability claim forms sent within 3 business days of request</td>
<td>95%</td>
<td>95%</td>
<td>100%</td>
</tr>
<tr>
<td>Workers’ Compensation lost time investigations begun within 3 days of notice</td>
<td>95%</td>
<td>95%</td>
<td>100%</td>
</tr>
<tr>
<td>Workers’ Compensation claims accepted or denied within the statutory period</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
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<tr>
<td>Insurance procured before renewal date</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
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<tr>
<td>Statement of Values updated annually</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
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</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>1,635,435</td>
<td>2,222,579</td>
<td>2,652,665</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>13,525,997</td>
<td>16,767,689</td>
<td>14,142,264</td>
</tr>
<tr>
<td>Capital Equipment &gt; $5,000</td>
<td></td>
<td>-</td>
<td>13,750</td>
</tr>
<tr>
<td>Depreciation</td>
<td>29,376</td>
<td>67,088</td>
<td>22,249</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>15,190,808</td>
<td>19,057,356</td>
<td>16,830,928</td>
</tr>
</tbody>
</table>
Program Summary

Department: Finance & Risk Management
Program: Risk Management

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Miscellaneous Revenue</td>
<td>347,658</td>
<td>17,400</td>
<td>17,400</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>443,675</td>
<td>521,602</td>
<td>521,602</td>
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<tr>
<td>Charges for Services</td>
<td>21,085,392</td>
<td>19,035,648</td>
<td>16,085,010</td>
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<tr>
<td>Other Revenue Total</td>
<td>21,876,725</td>
<td>19,574,650</td>
<td>16,624,012</td>
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<td>General Fund Support</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>71,783</td>
<td>(101,513)</td>
<td>(179,069)</td>
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<td>Fund Balance Decrease/(Increase)</td>
<td>(6,757,700)</td>
<td>(415,781)</td>
<td>385,985</td>
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<td>Other Funding Sources</td>
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<tr>
<td>Total Program Funding</td>
<td>15,190,808</td>
<td>19,057,356</td>
<td>16,830,928</td>
</tr>
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</table>

Program Staffing FTEs

24.5  24.5  29.2
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Forensic Science Center

Expenditures: **3,280,184**
Revenues: **1,533,000**

FTEs: **31.0**

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**

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<tr>
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<tbody>
<tr>
<td><strong>Expenditures by Program</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Forensic Science Center</td>
<td>3,287,473</td>
<td>3,116,858</td>
<td>3,280,184</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>3,287,473</td>
<td>3,116,858</td>
<td>3,280,184</td>
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</table>

<table>
<thead>
<tr>
<th><strong>Funding by Source</strong></th>
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<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Forensic Science Center</td>
<td>1,612,769</td>
<td>1,355,858</td>
<td>1,533,000</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>1,612,769</td>
<td>1,355,858</td>
<td>1,533,000</td>
</tr>
</tbody>
</table>

| General Fund Support  | 1,644,775           | 1,761,000            | 1,710,658            |
| Net Operating Transfers In/(Out) | -                  | -                    | -                    |
| Fund Balance Decrease/(Increase) | 29,929              | -                    | 36,526               |
| Other Funding Sources | -                   | -                    | -                    |
| **Total Program Funding** | 3,287,473           | 3,116,858            | 3,280,184            |

| **Staffing (FTEs) by Program** |                     |                      |                      |
| Forensic Science Center | 27.0               | 27.5                 | 31.0                 |
| **Total Staffing (FTEs)** | 27.0                | 27.5                 | 31.0                 |
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 11, 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 death investigation standards
  - Respond to requests for body removal within 60-90 minutes no less than 90% of the time
  - Complete at least 95% of cremation authorizations within 2 days
  - Prepare a minimum of 95% of reports within 3-4 weeks
  - Respond to at least 90% of outside personnel, families, etc. within 2 days

Program Performance Measures

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<tr>
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</thead>
<tbody>
<tr>
<td>Requests to remove bodies responded to within 60-90 minutes</td>
<td>70%</td>
<td>75%</td>
<td>90%</td>
</tr>
<tr>
<td>Cremation authorization completed within 2 days</td>
<td>80%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Reports prepared within 3-4 weeks</td>
<td>90%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Respond to outside personnel, families, etc. within 2 days</td>
<td>85%</td>
<td>90%</td>
<td>90%</td>
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</table>

Program Expenditures by Object

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Personnel Services</td>
<td>2,428,197</td>
<td>2,376,916</td>
<td>2,677,697</td>
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<tr>
<td>Operating Expenses</td>
<td>780,181</td>
<td>739,942</td>
<td>602,487</td>
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<tr>
<td>Capital Equipment &gt; $5,000</td>
<td>79,095</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>3,287,473</td>
<td>3,116,858</td>
<td>3,280,184</td>
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Program Funding by Source

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Revenues Miscellaneous Revenue</td>
<td>2,786</td>
<td>1,700</td>
<td>1,500</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>374</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>1,143,104</td>
<td>993,200</td>
<td>1,281,500</td>
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<tr>
<td>Operating Revenue Sub-Total</td>
<td>1,146,264</td>
<td>994,900</td>
<td>1,283,000</td>
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<tr>
<td>Revenues Intergovernmental</td>
<td>466,505</td>
<td>360,958</td>
<td>250,000</td>
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<tr>
<td>Grant Revenue Sub-Total</td>
<td>466,505</td>
<td>360,958</td>
<td>250,000</td>
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## Program Summary

**Department:** Forensic Science Center  
**Program:** Forensic Science Center

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<th></th>
<th>FY 2012</th>
<th>FY 2013</th>
<th>FY 2014</th>
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<tr>
<td>General Fund Support</td>
<td>1,644,775</td>
<td>1,761,000</td>
<td>1,710,658</td>
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<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>29,929</td>
<td>-</td>
<td>36,526</td>
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<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Program Funding</strong></td>
<td><strong>3,287,473</strong></td>
<td><strong>3,116,858</strong></td>
<td><strong>3,280,184</strong></td>
</tr>
</tbody>
</table>

**Program Staffing FTEs**  
27.0  
27.5  
31.0
Human Resources

Expenditures: 3,210,407
Revenues: 335,736
FTEs 49.1

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.

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

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>270,043</td>
<td>349,474</td>
<td>501,603</td>
</tr>
<tr>
<td>Benefits/Wellness/Reports and Records</td>
<td>796,125</td>
<td>865,060</td>
<td>1,207,549</td>
</tr>
<tr>
<td>Compensation/Classification/Recruitment/Dept HR Support</td>
<td>315,995</td>
<td>337,845</td>
<td>345,428</td>
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<tr>
<td>Employment Rights, FMLA, E-Verify &amp; Training</td>
<td>1,134,342</td>
<td>1,124,630</td>
<td>1,155,827</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>2,516,505</strong></td>
<td><strong>2,677,009</strong></td>
<td><strong>3,210,407</strong></td>
</tr>
</tbody>
</table>

#### Funding by Source

**Revenues**

| Administration                          | 46                   | -                     | -                     |
| Benefits/Wellness/Reports and Records   | 11,426               | 1,500                 | 335,736               |
| **Total Revenues**                      | **11,472**           | **1,500**             | **335,736**           |

| General Fund Support                    | 2,632,706            | 2,675,509             | 2,874,671             |
| Net Operating Transfers In/(Out)        | (127,673)            | -                     | -                     |
| Fund Balance Decrease/(Increase)        | -                    | -                     | -                     |
| Other Funding Sources                   | -                    | -                     | -                     |
| **Total Program Funding**               | **2,516,505**        | **2,677,009**         | **3,210,407**         |

#### Staffing (FTEs) by Program

| Administration                          | 6.4                  | 6.4                   | 8.3                   |
| Benefits/Wellness/Reports and Records   | 15.3                 | 13.4                  | 13.5                  |
| Compensation/Classification/Recruitment/Dept HR Support | 17.2                 | 14.7                  | 12.8                  |
| Employment Rights, FMLA, E-Verify & Training | 12.3                 | 14.6                  | 14.5                  |
| **Total Staffing (FTEs)**               | **51.2**             | **49.1**              | **49.1**              |
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 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.

Program Goals and Objectives
- Ensure Pima County is in total compliance with federal, state and local laws relating to human resources by identifying, investigating and recommending corrective action for potential violations 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
- Assess the retention of County employees by measuring the number of workers that had to be replaced on an annual basis as a tool for management to make sound personnel decisions

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>County's employee turnover rate</td>
<td>14%</td>
<td>15%</td>
<td>11%</td>
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</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>241,243</td>
<td>304,354</td>
<td>447,600</td>
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<tr>
<td>Operating Expenses</td>
<td>28,800</td>
<td>45,120</td>
<td>54,003</td>
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<tr>
<td>Total Program Expenditures</td>
<td>270,043</td>
<td>349,474</td>
<td>501,603</td>
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Program Funding by Source

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Revenues</td>
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<td></td>
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</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>46</td>
<td>-</td>
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</tr>
<tr>
<td>Operating Revenue Sub-Total</td>
<td>46</td>
<td>-</td>
<td>-</td>
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</table>
## Program Summary

<table>
<thead>
<tr>
<th></th>
<th>Department: Human Resources</th>
<th>Program: Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Fund Support</strong></td>
<td>$349,609</td>
<td>$349,474</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>(79,612)</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Program Funding</strong></td>
<td><strong>270,043</strong></td>
<td><strong>349,474</strong></td>
</tr>
</tbody>
</table>

| **Program Staffing FTEs** | 6.4 | 6.4 | 8.3 |

Pima County FY 2012/2013 Adopted Budget
Program Summary

Department: Human Resources
Program: Benefits/Wellness/Reports and Records

Function
Maintain official employee personnel records both by hardcopy and automated information programs, maintain data necessary to meet federal reporting requirements, process personnel action forms, and maintain Equal Employment Opportunity (EEO) forms and manage the employee discount and bus pass program. Provide employees with comprehensive and affordable benefits options for healthcare (medical and dental), life insurance as well as other ancillary services. Provide education to enable employees to make well-informed decisions on benefits that will meet their individual needs. Counsel and coordinate retirement and long-term disability matters with employees and the State. Provide quality programs and activities to encourage and support healthy, active lifestyles of employees. Emphasize the importance of education, awareness, self-care, and behavioral change programs to enhance overall well-being. Provide rewards for healthy behaviors by County employees through financial and other incentives, including those connected with health insurance premiums.

Description of Services
Manage the Records Center which houses all official personnel files, by performing the day-to-day activity for maintaining official personnel files, respond to subpoenas, process personnel action forms, process employment verification. Maintain personnel documents within the records center section in a manner consistent with the Arizona Revised Statutes (ARS) and Human Resources Policies and Procedures. Manage the employee discount and bus pass program and ensure proper reconciliation of each account. Verify and process all personnel action forms to ensure compliance with County rules and policies. Provide benefits administration and advocacy; contract development, negotiations and renewal activity; benefits open enrollment and special program coverage. Develop a strategic approach for negotiating and purchasing the best benefits and insurance packages for eligible employees and their dependents. Pima County’s current medical contract amount is $33.9 million, with approximately 5,300 of the 6,300 benefits eligible employees enrolled. Educate and assist employees with enrollment in benefits and insurance programs. Coordinate retirement and long-term disability plans with the State of Arizona and assist employees with accessing these services, and coordinate the payment of death benefits.

Program Goals and Objectives
- Ensure that official personnel records are maintained accurately, timely, completely and easily accessible in accordance with the Arizona State retention schedule; and personnel action forms are processed in accordance with the County rules and policies
- Ensure that bus passes and discount vouchers are available for employees to purchase and accounted for accurately
- Provide employees a comprehensive 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 wellness benefits available
  - Maintain a consistent and realistic average cost per employee for the County's benefits program
  - Reduce the number of employee complaints by enhancing the process for carriers to respond directly, cooperatively and timely to employees needs
  - Manage employee benefits and insurance records and ensure that documents are maintained in a confidential manner and pursuant to the State Retention and Disposition Schedule
- Provide education and resources to help employees identify and reduce health risks before serious health problems occur
  - Provide special follow-up and assistance to employees identified at highest risk for preventable illnesses and excessive medical costs
  - When health problems do exist, help employees better manage their condition and use
Program Summary

Department: Human Resources
Program: Benefits/Wellness/Reports and Records

### Program Performance Measures

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<tbody>
<tr>
<td>Personnel records reviewed for compliance with State Retention and Disposition Schedule</td>
<td>1,703</td>
<td>1,200</td>
<td>1,400</td>
</tr>
<tr>
<td>Total attendance at wellness events</td>
<td>22,889</td>
<td>22,000</td>
<td>22,000</td>
</tr>
<tr>
<td>Percentage of employees attending benefit information sessions</td>
<td>38%</td>
<td>40%</td>
<td>45%</td>
</tr>
<tr>
<td>Percentage of benefits complaints resolved</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>Percentage of covered employees needing Human Resources intervention for health matters</td>
<td>125%</td>
<td>100%</td>
<td>75%</td>
</tr>
</tbody>
</table>

### Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>732,995</td>
<td>788,330</td>
<td>802,518</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>63,130</td>
<td>76,730</td>
<td>405,031</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>796,125</td>
<td>865,060</td>
<td>1,207,549</td>
</tr>
</tbody>
</table>

### Program Funding by Source

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenue Sub-Total</td>
<td>11,426</td>
<td>1,500</td>
<td>335,736</td>
</tr>
<tr>
<td>General Fund Support</td>
<td>832,760</td>
<td>863,560</td>
<td>871,813</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>(48,061)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Funding</td>
<td>796,125</td>
<td>865,060</td>
<td>1,207,549</td>
</tr>
</tbody>
</table>

### Program Staffing FTEs

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>13.4</td>
<td>13.5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Program Summary

Department: Human Resources
Program: Compensation/Classification/Recruitment/Dept HR Support

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. Provide staff to certain large departments in need of direct personnel assistance to ensure quality and timely service.

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 review. Manage and monitor the Human Resources workforce assigned to large departments with particular emphasis on the public works and health areas.

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 reduction in time to fill to 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 in 40 calendar days

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Average calendar days to complete certified list of qualified job applicants</td>
<td>14</td>
<td>10</td>
<td>14</td>
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<tr>
<td>Average calendar days to fill vacancies</td>
<td>65</td>
<td>45</td>
<td>65</td>
</tr>
<tr>
<td>Applications received/reviewed</td>
<td>20,254</td>
<td>23,250</td>
<td>21,400</td>
</tr>
<tr>
<td>Classification/compensation audit review performed</td>
<td>365</td>
<td>375</td>
<td>370</td>
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<tr>
<td>Average calendar days to complete reallocations</td>
<td>39</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>Department assists provided</td>
<td>1,000</td>
<td>975</td>
<td>1,265</td>
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Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>294,345</td>
<td>322,185</td>
<td>342,278</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>21,650</td>
<td>15,660</td>
<td>3,150</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>315,995</td>
<td>337,845</td>
<td>345,428</td>
</tr>
</tbody>
</table>

Program Funding by Source

<table>
<thead>
<tr>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>General Fund Support</td>
<td>315,995</td>
<td>337,845</td>
<td>345,428</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Funding</td>
<td>315,995</td>
<td>337,845</td>
<td>345,428</td>
</tr>
</tbody>
</table>

Program Staffing FTEs

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>17.2</td>
<td>14.7</td>
<td>12.8</td>
<td></td>
</tr>
</tbody>
</table>
Program Summary

Department: Human Resources
Program: Employment Rights, FMLA, E-Verify & Training

Function
Provide Merit System Rule and Personnel Policy (MSR/PP) interpretation and review to Pima County management staff and employees. Investigate allegations of violations of the MSR/PPs or personnel-related Board of Supervisors Policies 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
Provide official interpretation of MSR/PPs and related policies and procedures. Provide Americans with Disabilities Act (ADA) program analysis, guidance and resolution. Provide personnel guidance to managers and supervisors to ensure personnel actions are in compliance with laws and mandates. Mediate and reconcile employee and management conflicts or refer individuals to other resources when mediation fails. Edit and publish the MSR/PPs and Law Enforcement MSRs. Respond to and investigate Equal Employment Opportunity (EEO) and non-EEO grievances. Respond to and investigate workplace violence and sexual/workplace harassment allegations. Prepare confidential management reports summarizing results of investigations and develop recommendations identifying corrective actions. Accept the filing of appeals and provide administrative support to the Merit System Commission/Law Enforcement Merit System Council. Provide services to management and employees regarding layoff. Conduct New Employee Orientation on the MSR/PPs and conduct Interview Monitor training. Assist Department Personnel Representatives with personnel-related issues within their departments.

Develop and utilize existing training programs to train managers and supervisors on Federal, State and County mandates. Coordinate and administer the training of newly designated managers and supervisors in the areas of (1) Rules and Policies, (2) Positive and Progressive Discipline, (3) Performance Management and (4) Harassment Prevention. Provide training on Workplace Violence Prevention/Aggression Management and other topics as requested/approved. Create and update informational handouts and other classroom materials necessary for the support of professional management development. Research and procure relevant training videos. Provide ongoing training and support for the countywide performance management system. Oversee the County Trainee Program. Provide one-on-one coaching for individual managers or supervisors as required or requested. Provide updated on-site workshops addressing Workplace Harassment Prevention for non-supervisory employees when requested by an Appointing Authority and approved by the Director of Human Resources.

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 (DPRs) on relevant federal, state, and county mandates and procedures. Maintain FMLA records and Form I-9 permanent retention for county employees in accordance with federal, state and county mandates and procedures.

Program Goals and Objectives
- Ensure Pima County is in total compliance with federal, state, and local laws relating to human resources by:
  - identifying, investigating, and recommending corrective action for potential violations in a timely fashion
  - providing quality assistance and guidance with employment-related matters throughout the County
  - facilitating reasonable accommodations for applicants and employees in compliance with the Americans with Disabilities Act as amended
  - developing and implementing management training regarding the ADA
  - providing a venue and a process for professionally resolving internal complaints and work-related disputes
  - minimizing exposure to external filings and lawsuits by partnering with departments to properly address personnel-related matters
  - researching, proposing, and developing rules, policies and procedures that reflect current trends in human resources management
Program Summary

Department: Human Resources
Program: Employment Rights, FMLA, E-Verify & Training

- Prepare newly designated managers and supervisors to function successfully in a public sector environment while enhancing the organization's management skills, by:
  - Expanding the mandatory Management Core Series Training through the creation of classes on the topics of (1) Workplace Violence Prevention/Aggression Management, (2) Fair Labor Standards Act, and (3) Ethics Training
  - Identifying, developing and creating online training alternatives for Ajo employees with potential expansion to other County groups
  - Assuming coordination and scheduling responsibilities for the Pima County New Employee Orientation module
  - Researching, proposing, developing and coordinating a Leadership for Supervision Program, utilizing internal County resources, with the purpose of providing a progressive series of classes essential for effective and successful management
- Section Title: FMLA/Form I-9 Training:
  - Provide training to new managers, supervisors, and department personnel representatives (DPRs) and refresher sessions as needed in FMLA regulations and county procedures
  - Provide ongoing training and education to department personnel representatives (DPRs) in FMLA regulations and Form I-9 completion procedures through formal and informal means, such as quarterly newsletters

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Number of contacts for MSR/PP Interpretation</td>
<td>3,118</td>
<td>3,250</td>
<td>3,500</td>
</tr>
<tr>
<td>Employees processed through E-Verify</td>
<td>1,619</td>
<td>1,545</td>
<td>1,481</td>
</tr>
<tr>
<td>Employees trained on FMLA &amp; I-9</td>
<td>819</td>
<td>728</td>
<td>550</td>
</tr>
<tr>
<td>ADA Requests for accommodation</td>
<td>62</td>
<td>75</td>
<td>80</td>
</tr>
<tr>
<td>Appeals filed</td>
<td>15</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Investigations conducted</td>
<td>43</td>
<td>50</td>
<td>55</td>
</tr>
<tr>
<td>Requests for mediation</td>
<td>32</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>Management training headcount</td>
<td>785</td>
<td>1,936</td>
<td>1,200</td>
</tr>
<tr>
<td>New employee orientation benefits training headcount</td>
<td>404</td>
<td>500</td>
<td>650</td>
</tr>
<tr>
<td>FMLA requests</td>
<td>1,898</td>
<td>1,897</td>
<td>1,897</td>
</tr>
<tr>
<td>FMLA approvals</td>
<td>1,544</td>
<td>1,557</td>
<td>1,557</td>
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</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>998,043</td>
<td>1,006,153</td>
<td>1,026,320</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>130,739</td>
<td>118,477</td>
<td>129,507</td>
</tr>
<tr>
<td>Capital Equipment &gt; $5,000</td>
<td>5,560</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>1,134,342</td>
<td>1,124,630</td>
<td>1,155,827</td>
</tr>
</tbody>
</table>

Program Funding by Source

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund Support</td>
<td>1,134,342</td>
<td>1,124,630</td>
<td>1,155,827</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Funding</td>
<td>1,134,342</td>
<td>1,124,630</td>
<td>1,155,827</td>
</tr>
</tbody>
</table>

Program Staffing FTEs

|                                | 12.3 | 14.6 | 14.5 |
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Information Technology

Expenditures: 16,014,456
Revenues: 5,989,321
FTEs 166.0

Function Statement:
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. Coordinate Pima County Information Technology activities with various agencies and the general public.

Mandates: None
## Department Summary by Program

### Department: Information Technology

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Expenditures by Program</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Technology</td>
<td>7,794,991</td>
<td>8,333,441</td>
<td>11,260,025</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>4,309,151</td>
<td>4,799,147</td>
<td>4,754,431</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>12,104,142</td>
<td>13,132,588</td>
<td>16,014,456</td>
</tr>
</tbody>
</table>

|                      |                      |                      |                      |
| **Funding by Source** |                      |                      |                      |
| **Revenues** |                      |                      |                      |
| Information Technology | 635,305              | 502,166              | 522,228              |
| Telecommunications    | 4,628,159            | 4,836,816            | 5,467,093            |
| **Total Revenues**    | 5,263,464            | 5,338,982            | 5,989,321            |
| General Fund Support  | 8,605,322            | 7,001,275            | 10,570,693           |
| Net Operating Transfers In/(Out) | (216,460)          | (955,422)            | (465,221)            |
| Fund Balance Decrease/(Increase) | (1,548,184)        | 1,747,753            | (80,337)             |
| Other Funding Sources | -                    | -                    | -                    |
| **Total Program Funding** | 12,104,142          | 13,132,588           | 16,014,456           |

|                      |                      |                      |                      |
| **Staffing (FTEs) by Program** |                      |                      |                      |
| Information Technology | 177.0                | 150.0                | 140.0                |
| Telecommunications    | 23.0                 | 22.0                 | 26.0                 |
| **Total Staffing (FTEs)** | 200.0                | 172.0                | 166.0                |
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 a high-speed, secure, and cost effective electronic communications network to include county-wide and voice 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; 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

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Scheduled Outages Per Year</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Online System Availability (excluding scheduled maintenance)</td>
<td>99%</td>
<td>99%</td>
<td>100%</td>
</tr>
<tr>
<td>Storage/Server Availability (excluding scheduled maintenance)</td>
<td>99%</td>
<td>99%</td>
<td>100%</td>
</tr>
<tr>
<td>Critical Outage Situations Resolved within 4 hours</td>
<td>85%</td>
<td>95%</td>
<td>100%</td>
</tr>
<tr>
<td>Citizen complaints against cable companies resolved within two business days.</td>
<td>99%</td>
<td>99%</td>
<td>99%</td>
</tr>
<tr>
<td>Percent of customers satisfied in NOC incident close out process.</td>
<td>95%</td>
<td>95%</td>
<td>97%</td>
</tr>
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</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>3,830,587</td>
<td>5,184,927</td>
<td>6,831,785</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>3,518,505</td>
<td>2,860,514</td>
<td>4,371,240</td>
</tr>
<tr>
<td>Capital Equipment &gt; $5,000</td>
<td>445,899</td>
<td>288,000</td>
<td>57,000</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>7,794,991</td>
<td>8,333,441</td>
<td>11,260,025</td>
</tr>
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</table>
### Program Summary

**Department:** Information Technology  
**Program:** Information Technology

#### Program Funding by Source

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Licenses &amp; Permits</th>
<th>Miscellaneous Revenue</th>
<th>Charges for Services</th>
<th>Operating Revenue Sub-Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>18,900</td>
<td>-</td>
<td>590,373</td>
<td>16,263</td>
<td>625,536</td>
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<tr>
<td>-</td>
<td>479,641</td>
<td>22,525</td>
<td>517,628</td>
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<tr>
<td><strong>Operating Revenue Sub-Total</strong></td>
<td>502,166</td>
<td>19,550</td>
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<tr>
<td><strong>Other Special Revenue Total</strong></td>
<td>9,769</td>
<td>-</td>
<td>4,600</td>
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<tr>
<td>9,769</td>
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</table>

#### General Fund Support

<table>
<thead>
<tr>
<th>Net Operating Transfers In/(Out)</th>
<th>8,605,322</th>
<th>8,661,275</th>
<th>10,570,693</th>
</tr>
</thead>
<tbody>
<tr>
<td>(210,171)</td>
<td>(945,000)</td>
<td>(454,000)</td>
<td></td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>(1,235,465)</td>
<td>115,000</td>
<td>621,104</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Program Funding</strong></td>
<td>7,794,991</td>
<td>8,333,441</td>
<td>11,260,025</td>
</tr>
</tbody>
</table>

#### Program Staffing FTEs

<table>
<thead>
<tr>
<th></th>
<th>177.0</th>
<th>150.0</th>
<th>140.0</th>
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</table>
Program Summary

Department: Information Technology
Program: Telecommunications

Function
Provide communications services (voice, data, and wireless) for Pima County government. Provide for the planning, installation, and maintenance of the County's high-speed network and storage infrastructure. Provide wireless communications services in support of public safety agencies for Pima County government and those subscribing agencies.

Description of Services
Provide voice (telephone), data and wireless radio communication networks, and associated services to Pima County departments. Develop and maintain inventories of equipment and infrastructure diagrams for the purpose of determining capacity and developing long range plans for network growth. Participate in the planning for wiring new and remodeled facilities to ensure they meet current and future communications requirements. Provide Internet connectivity and install and manage firewall and virus protection software. Assist in the development and management of County-wide fiber, wireless, and other networks.

Program Goals and Objectives
- Provide the highest quality voice and data services at the lowest possible cost
- Ensure quality customer service
- Document all service orders
- Initiate repairs within 4 hours of service request
- Maintain network availability 24 hours 365 days per year (excluding scheduled maintenance or facility power outages)
- Maintain Internet availability 24 hours 365 days per year (excluding scheduled maintenance)
- Maintain wireless network availability 24 hours 365 days per year (excluding scheduled maintenance)

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Orders Documented</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Repairs Initiated within 4 hours of Request</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Network Backbone Availability (excluding scheduled maintenance)</td>
<td>99%</td>
<td>99%</td>
<td>100%</td>
</tr>
<tr>
<td>Internet Availability (excluding scheduled maintenance)</td>
<td>99%</td>
<td>99%</td>
<td>100%</td>
</tr>
<tr>
<td>Wireless Network Availability (excluding scheduled maintenance)</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>1,586,305</td>
<td>1,580,501</td>
<td>1,564,200</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>2,366,533</td>
<td>2,994,985</td>
<td>2,883,323</td>
</tr>
<tr>
<td>Capital Equipment &gt; $5,000</td>
<td>-</td>
<td>46,000</td>
<td>46,000</td>
</tr>
<tr>
<td>Contra Assets</td>
<td>-</td>
<td>(46,000)</td>
<td>(46,000)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>356,313</td>
<td>223,661</td>
<td>306,908</td>
</tr>
<tr>
<td><strong>Total Program Expenditures</strong></td>
<td><strong>4,309,151</strong></td>
<td><strong>4,799,147</strong></td>
<td><strong>4,754,431</strong></td>
</tr>
</tbody>
</table>

Program Funding by Source

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Miscellaneous Revenue</td>
<td>82,627</td>
<td>77,740</td>
<td>83,728</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>21,564</td>
<td>9,602</td>
<td>10,575</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>4,523,968</td>
<td>4,749,474</td>
<td>5,372,790</td>
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<tr>
<td><strong>Other Revenue Total</strong></td>
<td><strong>4,628,159</strong></td>
<td><strong>4,836,816</strong></td>
<td><strong>5,467,093</strong></td>
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</tbody>
</table>
# Program Summary

<table>
<thead>
<tr>
<th>Department:</th>
<th>Information Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program:</td>
<td>Telecommunications</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY 2012</th>
<th>FY 2013</th>
<th>FY 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund Support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>(6,289)</td>
<td>(10,422)</td>
<td>(11,221)</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>(312,719)</td>
<td>(27,247)</td>
<td>(701,441)</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Program Funding</td>
<td>4,309,151</td>
<td>4,799,147</td>
<td>4,754,431</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program Staffing FTEs</th>
<th>FY 2012</th>
<th>FY 2013</th>
<th>FY 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>23.0</td>
<td>22.0</td>
<td>26.0</td>
<td></td>
</tr>
</tbody>
</table>
Non Departmental

Expenditures: 156,192,467
Revenues: 66,970,152

FTEs 0.0

Function Statement:
Record and report the receipt, transfer, and payment transactions for Non Departmental, General Government Revenues, Contingency, General Fund Debt Service, Debt Service, Employee Benefit Liability Fund, and Improvement Districts activities. (Note: Total revenue for this department amounts to $484,301,923 with $417,331,771 coming from general government revenues used to support General Fund operations. The difference between these amounts, or $66,970,152, is the amount to be considered as departmental revenue.)

Mandates:
None

Expenditures by Program

- Non Departmental 5.07%
- General Government Revenues 0.45%
- Contingency 22.16%
- Debt Service 72.32%

Sources of All Funding

- General Fund Support 24.42%
- Operating Transfers In 31.85%
- Debt Service Revenue - Property Taxes 40.39%
- Hotel Tax Proceeds MTCVB 2.04%
- Fund Balance Decrease - PHS Transition 0.40%
- Non Departmental Revenue - Vehicle Towing 0.45%
- General Government Revenues 0.45%
- Contingency 22.16%
- Debt Service Revenue - Property Taxes 40.39%
- Operating Transfers In 31.85%
## Department Summary by Program

### Department: Non Departmental

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contingency</td>
<td>185,221</td>
<td>66,665,129</td>
<td>34,605,458</td>
</tr>
<tr>
<td>Debt Service</td>
<td>96,483,732</td>
<td>100,824,209</td>
<td>112,966,351</td>
</tr>
<tr>
<td>Employee Benefit Liability Fund</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>-</td>
</tr>
<tr>
<td>General Fund Debt Service</td>
<td>5,920,107</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>General Government Revenues</td>
<td>382,126</td>
<td>705,000</td>
<td>705,000</td>
</tr>
<tr>
<td>Improvement Districts</td>
<td>29,178</td>
<td>9,243</td>
<td>-</td>
</tr>
<tr>
<td>Non Departmental</td>
<td>12,617,495</td>
<td>15,296,678</td>
<td>7,915,658</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>116,617,859</strong></td>
<td><strong>184,500,259</strong></td>
<td><strong>156,192,467</strong></td>
</tr>
</tbody>
</table>

### Funding by Source

#### Revenues

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contingency</td>
<td>696,967</td>
<td>4,625,000</td>
<td>-</td>
</tr>
<tr>
<td>Debt Service</td>
<td>69,676,653</td>
<td>65,603,403</td>
<td>63,090,152</td>
</tr>
<tr>
<td>General Fund Debt Service</td>
<td>359</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>General Government Revenues</td>
<td>437,783,887</td>
<td>422,221,760</td>
<td>417,331,771</td>
</tr>
<tr>
<td>Improvement Districts</td>
<td>338,853</td>
<td>264,884</td>
<td>-</td>
</tr>
<tr>
<td>Non Departmental</td>
<td>2,795,484</td>
<td>2,766,626</td>
<td>3,880,000</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>511,292,203</strong></td>
<td><strong>495,483,709</strong></td>
<td><strong>484,301,923</strong></td>
</tr>
</tbody>
</table>

#### General Fund Support

- **(379,940,391)**
  - **(405,910,660)**
  - **(348,636,060)**

#### Net Operating Transfers In/(Out)

- **(576,346)**
  - **2,758,617**
  - **28,056,779**

#### Fund Balance Decrease/(Increase)

- **(14,157,607)**
  - **92,168,593**
  - **(7,530,175)**

#### Other Funding Sources

- **-**
  - **-**
  - **-**

**Total Program Funding**

- **116,617,859**
  - **184,500,259**
  - **156,192,467**
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 $29,930,587.

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. Reserved contingency funds are included for Green Valley Softball Fields in the amount of $45,000 and for FC Tucson Bleachers in the amount of $70,000.

The Budget Stabilization Fund provides for the following expenditures:

<table>
<thead>
<tr>
<th>Description of Services</th>
<th>FY 2011/2012 Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stadium District Operations</td>
<td>1,500,000</td>
</tr>
<tr>
<td>Development Services' Countywide Planning</td>
<td>1,000,000</td>
</tr>
<tr>
<td>Solid Waste Operating Services</td>
<td>800,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,300,000</strong></td>
</tr>
</tbody>
</table>

Carryovers from Fiscal Year 2011/12:

<table>
<thead>
<tr>
<th>Description of Services</th>
<th>FY 2011/2012 Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superior Court - Remodel Adult Probation So Office</td>
<td>90,000</td>
</tr>
<tr>
<td>Superior Court - Procurement Furniture</td>
<td>7,000</td>
</tr>
<tr>
<td>Juvenile Court - Remodel Northwest Center</td>
<td>68,000</td>
</tr>
<tr>
<td>Clerk of the Board - Agenda Management System</td>
<td>60,000</td>
</tr>
<tr>
<td>Superior Court - Community Restitution Vehicles</td>
<td>50,700</td>
</tr>
<tr>
<td>Office of Court Appointed Counsel - Remodel</td>
<td>32,177</td>
</tr>
<tr>
<td>Community Services - Kino Veteran's Center</td>
<td>30,000</td>
</tr>
<tr>
<td>Juvenile Court - Audio/Visual Upgrades</td>
<td>26,000</td>
</tr>
<tr>
<td>Office of Court Appointed Counsel - Vehicle</td>
<td>21,000</td>
</tr>
<tr>
<td>Superior Court - Reporters Offices</td>
<td>130,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>514,877</strong></td>
</tr>
</tbody>
</table>

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
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</tr>
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<tbody>
<tr>
<td>Monthly accounting reconciliations performed</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Status report updated for each transaction</td>
<td>yes</td>
<td>yes</td>
<td>yes</td>
</tr>
</tbody>
</table>

10-73
# Program Summary

**Department:** Non Departmental  
**Program:** Contingency

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program Expenditures by Object</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Services</td>
<td>(37,485)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>160,719</td>
<td>66,665,129</td>
<td>34,605,458</td>
</tr>
<tr>
<td>Capital Equipment &gt; $5,000</td>
<td>61,987</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Program Expenditures</strong></td>
<td>185,221</td>
<td>66,665,129</td>
<td>34,605,458</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Program Funding by Source</strong></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>485,445</td>
<td>4,625,000</td>
<td>-</td>
</tr>
<tr>
<td>Fines &amp; Forfeits</td>
<td>1,864</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>94,767</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>502</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Operating Revenue Sub-Total</strong></td>
<td>582,578</td>
<td>4,625,000</td>
<td>-</td>
</tr>
</tbody>
</table>

| Investment Earnings          | 114,389              | -                    | -                    |
| **Other Special Revenue Total** | 114,389            | -                    | -                    |

| **General Fund Support**     |                      |                      |                      |
| 3,296,643                   | 39,663,540           | 34,605,458           |

| **Net Operating Transfers In/(Out)** |                      |                      |                      |
| 18,660,490                   | -                    | -                    |

| **Fund Balance Decrease/(Increase)** |                      |                      |                      |
| (22,468,879)                 | 22,376,589           | -                    |

| **Other Funding Sources**     |                      |                      |                      |
| -                            | -                    | -                    |

| **Total Program Funding**    |                      |                      |                      |
| 185,221                     | 66,665,129           | 34,605,458           |
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 debt for the Regional Flood Control District, Transportation bonds, General Obligation bonds, and the lease purchases of the Public Works Building, the Justice Building, and the County jail facility. Debt for the Justice Building and the County jail facility lease purchases that was previously managed in General Fund Debt Service will be managed in Debt Service effective fiscal year 2011/12. (Note: See the Long Term Debt Service Schedule portion, in the Supplemental Information section, for the Reconciliation of Long Term Debt to Budgeted Debt Service Expenditures.)

Program Goals and Objectives
- Account for long term debt and provide payment in an accurate and timely manner

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Transactions accurately recorded</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expenses</td>
<td>343</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Debt Service</td>
<td>96,483,389</td>
<td>100,824,209</td>
<td>112,966,351</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>96,483,732</td>
<td>100,824,209</td>
<td>112,966,351</td>
</tr>
</tbody>
</table>

| Program Funding by Source | | |
|---------------------------| | |
| Revenues | | |
| Property Taxes | 69,307,873 | 65,603,403 | 63,090,152 |
| Intergovernmental | 18,448 | - | - |
| Investment Earnings | 350,332 | - | - |
| Other Revenue Total | 69,676,653 | 65,603,403 | 63,090,152 |
| General Fund Support | - | - | - |
| Net Operating Transfers In/(Out) | 18,186,132 | 25,237,058 | 58,038,443 |
| Fund Balance Decrease/(Increase) | 8,620,947 | 9,983,748 | (8,162,244) |
| Other Funding Sources | - | - | - |
| Total Program Funding | 96,483,732 | 100,824,209 | 112,966,351 |
Program Summary

Department: Non Departmental
Program: Employee Benefit Liability Fund

Function
Provide a centralized account to fund employee benefit payoffs.

Description of Services
Consolidate into one centralized account the payoff to terminating and retiring employees of up to 240 hours of unused vacation leave and the allowable percentage of accumulated sick leave, as provided by Pima County Personnel Policies.

(Note: Information is presented for historical purposes only.)

Program Goals and Objectives
- Ensure that appropriate funds are budgeted to cover payoffs to employees required by County policies

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Required employee payoffs funded</td>
<td>yes</td>
<td>yes</td>
<td>n/a</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>-</td>
</tr>
<tr>
<td>General Fund Support</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Funding</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>-</td>
</tr>
</tbody>
</table>
Program Summary

Department: Non Departmental
Program: General Fund Debt Service

Function
Record and report the annual debt service on major General Fund lease purchases.

Description of Services
Manage the debt service pertaining to the lease purchase of the County jail facility, the Bank of America Plaza, the Justice Building Project, and the Jackson Learning Center Project.

(Note: Effective fiscal year 2011/12 the debt service previously budgeted in General Fund Debt Service will be budgeted in Debt Service. Information here is presented for historical purposes only.)

Program Goals and Objectives
- Manage the General Fund debt service and provide payment in an accurate and timely manner

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Transactions accurately recorded</td>
<td>100%</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt Service</td>
<td>5,920,107</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>5,920,107</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>359</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operating Revenue Sub-Total</td>
<td>359</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>General Fund Support</td>
<td>2,932,975</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>2,986,773</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Funding</td>
<td>5,920,107</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue status reports produced</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expenses</td>
<td>382,126</td>
<td>705,000</td>
<td>705,000</td>
</tr>
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<td>Total Program Expenditures</td>
<td>382,126</td>
<td>705,000</td>
<td>705,000</td>
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<table>
<thead>
<tr>
<th>Program Funding by Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Property Taxes</td>
</tr>
<tr>
<td>Intergovernmental</td>
</tr>
<tr>
<td>Licenses &amp; Permits</td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
</tr>
<tr>
<td>Investment Earnings</td>
</tr>
<tr>
<td>Charges for Services</td>
</tr>
<tr>
<td><strong>Operating Revenue Sub-Total</strong></td>
</tr>
<tr>
<td>General Fund Support</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
</tr>
<tr>
<td>Other Funding Sources</td>
</tr>
<tr>
<td><strong>Total Program Funding</strong></td>
</tr>
</tbody>
</table>
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.

(Note: Information is presented for historical purposes only.)

Program Goals and Objectives
- Account for Improvement District interfund loan funds accumulation and timely transfer to proper County departments

Program Performance Measures

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<thead>
<tr>
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<tbody>
<tr>
<td>Transactions accurately recorded</td>
<td>100%</td>
<td>100%</td>
<td>n/a</td>
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</table>

Program Expenditures by Object

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<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
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<tr>
<td>Debt Service</td>
<td>647</td>
<td>9,243</td>
<td>n/a</td>
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<tr>
<td>Total Program Expenditures</td>
<td>29,178</td>
<td>9,243</td>
<td>n/a</td>
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Program Funding by Source

Revenues

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<tr>
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<tbody>
<tr>
<td>Special Assessments</td>
<td>329,646</td>
<td>264,884</td>
<td>n/a</td>
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<td>Investment Earnings</td>
<td>9,207</td>
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<td>n/a</td>
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<td>Other Special Revenue Total</td>
<td>338,853</td>
<td>264,884</td>
<td>n/a</td>
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</table>

General Fund Support

Net Operating Transfers In/(Out)

Fund Balance Decrease/(Increase)

(309,675)  (255,641)  n/a

Other Funding Sources

Total Program Funding

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<tbody>
<tr>
<td>29,178</td>
<td>9,243</td>
<td></td>
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</tr>
</tbody>
</table>
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 $3,180,000 to 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 $91,935 and the U.S. Mexico Border Counties Coalition of $12,608, and Lobbyist costs of $42,700. Provide expenditure authority of $105,249 for Special Projects, $21,799 for Bond Oversight, $1,556,000 for ASRS General Fund refunds and $1,696,879 for the General Fund portion of self insurance costs. Record revenues and expenditures of $700,000 for the towing component of the Sheriff Department Vehicle Impound Program. Special revenue funding of $508,488 for Pima Health System closure activity is budgeted in this program.

Program Goals and Objectives
- Provide and account for all Non Departmental activities

Program Performance Measures

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<tr>
<td>Transactions accurately recorded</td>
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Program Expenditures by Object

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<thead>
<tr>
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<tbody>
<tr>
<td>Personnel Services</td>
<td>45,239</td>
<td>26,100</td>
<td>1,884,628</td>
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<td>Operating Expenses</td>
<td>12,569,120</td>
<td>15,270,578</td>
<td>6,031,030</td>
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<td>Capital Equipment &gt; $5,000</td>
<td>3,136</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Total Program Expenditures</td>
<td>12,617,495</td>
<td>15,296,678</td>
<td>7,915,658</td>
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Program Funding by Source

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<thead>
<tr>
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<tr>
<td>Intergovernmental</td>
<td>2,795,484</td>
<td>2,768,662</td>
<td>3,180,000</td>
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<td>2,795,484</td>
<td>2,768,662</td>
<td>3,880,000</td>
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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>General Fund Support</td>
<td>5,225,325</td>
<td>9,931,331</td>
<td>3,527,170</td>
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<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>4,596,686</td>
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<td>(123,581)</td>
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<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
<td>2,596,685</td>
<td>632,069</td>
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<td>Other Funding Sources</td>
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<tr>
<td>Total Program Funding</td>
<td>12,617,495</td>
<td>15,296,678</td>
<td>7,915,658</td>
</tr>
</tbody>
</table>
Pima County FY 2012/2013 Adopted Budget

Office of Emergency Mgmt & Homeland Security

**Expenditures:** 1,919,951  
**Revenues:** 417,126  
**FTEs:** 17.7

**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

---

**Expenditures by Program**

- **OEM Radio System:** 52.08%
- **Office of Emergency Management & Homeland Security:** 47.92%

---

**Sources of All Funding**

- **Operating Transfers:** 52.09%
- **General Fund Support:** 26.26%
- **Department Revenue:** 21.65%
## Department Summary by Program

**Department: Office of Emergency Management & Homeland Security**

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<thead>
<tr>
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<tbody>
<tr>
<td><strong>Expenditures by Program</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Mgt/Homeland Security</td>
<td>-</td>
<td>1,611,892</td>
<td>919,951</td>
</tr>
<tr>
<td>OEM Radio System</td>
<td>-</td>
<td>-</td>
<td>1,000,000</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>-</td>
<td>1,611,892</td>
<td>1,919,951</td>
</tr>
<tr>
<td><strong>Funding by Source</strong></td>
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<td></td>
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<tr>
<td><strong>Revenues</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Mgt/Homeland Security</td>
<td>-</td>
<td>1,098,818</td>
<td>417,126</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>-</td>
<td>1,098,818</td>
<td>417,126</td>
</tr>
<tr>
<td>General Fund Support</td>
<td>-</td>
<td>513,074</td>
<td>504,249</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>-</td>
<td>-</td>
<td>1,000,000</td>
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<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
<td>-</td>
<td>(1,424)</td>
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<tr>
<td>Other Funding Sources</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td><strong>Total Program Funding</strong></td>
<td>-</td>
<td>1,611,892</td>
<td>1,919,951</td>
</tr>
<tr>
<td><strong>Staffing (FTEs) by Program</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Mgt/Homeland Security</td>
<td>-</td>
<td>11.6</td>
<td>8.6</td>
</tr>
<tr>
<td>OEM Radio System</td>
<td>-</td>
<td>-</td>
<td>9.1</td>
</tr>
<tr>
<td><strong>Total Staffing (FTEs)</strong></td>
<td>-</td>
<td>11.6</td>
<td>17.7</td>
</tr>
</tbody>
</table>
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 and Pima County Code Title 19.

Description of Services
Provide professional emergency management services including planning and prevention, protection, response and recovery activities, and training to protect lives, property, and the environment in the event of a disaster. Develop County emergency response and mitigation plans. Coordinate with and assist other jurisdictions within the County, the State, the region and at the federal level to develop coordinated, interoperable response capabilities to ensure the highest level of individual and agency preparedness to respond to and recover from a disaster. Perform all emergency management tasks required by law and local mandate. Comply with Homeland Security Presidential Directives, National Incident Management System and National Response Plan, National Infrastructure Protection Plan, and National Preparedness Goals and Guidance. Provide emergency response and management training opportunities to trainers throughout the jurisdiction. Maintain and operate a state-of-the-art Emergency Operations Center (EOC).

(Note: In fiscal year 2010/11 this department was presented in the Health Fund.)

Program Goals and Objectives
- Ensure that all jurisdictions within Pima County have access to accurate, complete information and systems, including communications, command and control and date, to enable them to respond to large emergency situations and/or threats to homeland security quickly, efficiently and effectively to safeguard the lives and property of the citizens of Pima County
- Maintain a state-of-the-art EOC to ensure County and local jurisdictions have the ability to communicate and operate in a coordinated fashion to implement emergency plans and to operate in any emergency including coordination with state, regional, federal emergency 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 by the Board of Supervisors, the County Administrator, or a municipality within Pima County
- Implement a state-of-the-art, web-based EOC functionality to enable users to interface with the EOC from remote locations
- Reduce response and recovery costs to the County by providing comprehensive disaster response plans and ongoing mitigation projects to prevent or mitigate the loss of life and damage to property resulting from a disaster
- Maintain a comprehensive, coordinated County emergency response plan that provides for the survival of the maximum number of people within the borders of Pima County and minimizes damage to property in the event of a natural or human-caused disaster
- Coordinate, conduct, and participate in regular and 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
- Provide regular and quality training in emergency management to emergency response agencies, municipalities, and County departments
- Facilitate attendance for local responders to federal and state emergency management training courses

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Exercises conducted</td>
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<td>30</td>
<td>30</td>
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<tr>
<td>Community Emergency Response Team (CERT) classes</td>
<td>n/a</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Citizens trained in CERT</td>
<td>n/a</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>Community outreach presentations</td>
<td>n/a</td>
<td>40</td>
<td>40</td>
</tr>
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</table>
Program Summary

Department: Office of Emergency Management & Homeland Security
Program: Emergency Mgt/Homeland Security

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<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>-</td>
<td>914,558</td>
<td>767,811</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>-</td>
<td>697,334</td>
<td>152,140</td>
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<tr>
<td>Total Program Expenditures</td>
<td>-</td>
<td>1,611,892</td>
<td>919,951</td>
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</table>

Program Funding by Source

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Intergovernmental</td>
<td>-</td>
<td>1,098,818</td>
<td>417,126</td>
</tr>
<tr>
<td>Grant Revenue Sub-Total</td>
<td>-</td>
<td>1,098,818</td>
<td>417,126</td>
</tr>
</tbody>
</table>

| General Fund Support          | -                   | 513,074              | 504,249              |
| Net Operating Transfers In/(Out) | -               | -                    | -                    |
| Fund Balance Decrease/(Increase) | -             | -                    | (1,424)              |
| Other Funding Sources         | -                   | -                    | -                    |
| Total Program Funding         | -                   | 1,611,892            | 919,951              |

Program Staffing FTEs

| - | 11.6 | 8.6 |
Program Summary

Department: Office of Emergency Management & Homeland Security
Program: OEM Radio System

Function
Provide funding for operating and maintenance costs associated with the Radio System established by the Pima County Wireless Integrated Network (PCWIN) project, including the Pima Emergency Communications and Operations Center (PECOC) that are not included in other Pima County departmental budgets.

Description of Services
Monitor PCWIN Radio System personnel, operating, and maintenance costs. Allocate costs to individual tenant agencies.

Program Goals and Objectives
- Ensure all Radio System operating and maintenance costs are budgeted
- Submit annual budget request by due date

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>All operating and maintenance costs budgeted</td>
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Program Expenditures by Object

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<tr>
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<tr>
<td>Personnel Services</td>
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<td>Operating Expenses</td>
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<tr>
<td>Net Operating Transfers In/(Out)</td>
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<tr>
<td>Fund Balance Decrease/(Increase)</td>
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<td>Other Funding Sources</td>
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<tr>
<td>Total Program Funding</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Program Staffing FTEs
- 9.1
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Procurement

Expenditures: 2,311,452
Revenues: 3,000
FTEs: 31.7

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
Vendor Relations & SBE Program 12.50%
Administration 22.97%
Design & Construction 25.11%
Materials & Services 39.42%

Sources of All Funding
Department Revenue 0.13%
General Fund Support 99.87%
# Department Summary by Program

**Department: Procurement**

## Expenditures by Program

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<thead>
<tr>
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<tbody>
<tr>
<td>Administration</td>
<td>507,607</td>
<td>534,052</td>
<td>530,858</td>
</tr>
<tr>
<td>Design &amp; Construction</td>
<td>546,286</td>
<td>553,391</td>
<td>580,396</td>
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<tr>
<td>Materials &amp; Services</td>
<td>862,460</td>
<td>848,564</td>
<td>911,162</td>
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<tr>
<td>Vendor Relations &amp; SBE Program</td>
<td>228,835</td>
<td>245,000</td>
<td>289,036</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>2,311,452</strong></td>
<td><strong>2,181,007</strong></td>
<td><strong>2,311,452</strong></td>
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</table>

## Funding by Source

### Revenues

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Design &amp; Construction</td>
<td>40</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Materials &amp; Services</td>
<td>696</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Vendor Relations &amp; SBE Program</td>
<td>1,250</td>
<td>3,000</td>
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<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>1,986</strong></td>
<td><strong>3,000</strong></td>
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General Fund Support

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<tr>
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<tbody>
<tr>
<td><strong>2,215,881</strong></td>
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<td></td>
<td><strong>2,308,452</strong></td>
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Net Operating Transfers In/(Out)

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<tr>
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<tbody>
<tr>
<td>(72,679)</td>
<td>(72,679)</td>
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</table>

Fund Balance Decrease/(Increase)

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Other Funding Sources

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**Total Program Funding**

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<tr>
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</thead>
<tbody>
<tr>
<td><strong>2,145,188</strong></td>
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<td></td>
<td><strong>2,311,452</strong></td>
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</table>

## Staffing (FTEs) by Program

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<tr>
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</thead>
<tbody>
<tr>
<td>Administration</td>
<td>8.0</td>
<td>8.0</td>
<td>7.0</td>
</tr>
<tr>
<td>Design &amp; Construction</td>
<td>7.0</td>
<td>7.0</td>
<td>7.0</td>
</tr>
<tr>
<td>Materials &amp; Services</td>
<td>11.8</td>
<td>11.6</td>
<td>11.7</td>
</tr>
<tr>
<td>Vendor Relations &amp; SBE Program</td>
<td>4.0</td>
<td>4.0</td>
<td>6.0</td>
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<tr>
<td><strong>Total Staffing (FTEs)</strong></td>
<td><strong>30.8</strong></td>
<td><strong>30.6</strong></td>
<td><strong>31.7</strong></td>
</tr>
</tbody>
</table>
Program Summary

Department: Procurement
Program: Administration

Function
Administer all functions of the department. Provide support to each function to meet the needs of the department. Conduct contracts review, provide training, ensure compliance with policies and procedures, administer PCard Program, support County Enterprise Business System and Vendor Self Service System.

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 practice, competency and systems changes, and associated 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. 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 a centralized control point where all contracts are reviewed for compliance with the Pima County Procurement Code, policies, and procedures prior to execution. Oversee contracts processing and enter relevant data into the County Enterprise Business System. Provide contracts training to departments.

Maintain and distribute the Procurement Policy and Procedures Manual. Administer the County PCard Program and implement Countywide as a strategy to reduce Finance Department payment transactions, improve visibility of purchased items, and provide opportunities to consolidate and bid like items for improved pricing and control.

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. Maintain Pima County’s Intranet home page. 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 reverse and surplus property auctions. Conduct online Countywide and vendor satisfaction surveys. Provide long term Internet and Intranet strategy planning and IT project management. Serve on Countywide e-Government/Systems committee.

Program Goals and Objectives
- Provide Countywide training and assistance with purchasing policies and procedures
- Ensure compliance with PCard policy
  - Review online PCard transactions within 24 hours of posting
  - Review PCard transaction documentation for compliance to policy within 5 days of receipt
- Generate General Fund revenue through PCard rebate

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<thead>
<tr>
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<tbody>
<tr>
<td>PCard rebate generated</td>
<td>$80,993</td>
<td>$82,546</td>
<td>$82,300</td>
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<tr>
<td>Training Sessions Provided</td>
<td>57</td>
<td>76</td>
<td>75</td>
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<tr>
<td>Policies/procedures updated/improved</td>
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<td>6</td>
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<tr>
<td>Percent of online PCard transactions reviewed within 24 hours of posting</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of online PCard transactions reviewed for compliance to policy within 5 days of receipt</td>
<td>100%</td>
<td>100%</td>
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<tr>
<td>Personnel Services</td>
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<td>9,912</td>
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<td>Total Program Expenditures</td>
<td>507,607</td>
<td>534,052</td>
<td>530,858</td>
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</table>
# Program Summary

**Department:** Procurement  
**Program:** Administration

## Program Funding by Source

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 2012/13 Adopted Budget</th>
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</thead>
<tbody>
<tr>
<td>General Fund Support</td>
<td>580,286</td>
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<td>Net Operating Transfers In/(Out)</td>
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<tr>
<td>Fund Balance Decrease/(Increase)</td>
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<tr>
<td>Other Funding Sources</td>
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<tr>
<td><strong>Total Program Funding</strong></td>
<td><strong>507,607</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>534,052</th>
<th>530,858</th>
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</table>

## Program Staffing FTEs

<table>
<thead>
<tr>
<th></th>
<th>8.0</th>
<th>8.0</th>
<th>7.0</th>
</tr>
</thead>
</table>
Program Summary

Department: Procurement
Program: Design & Construction

Function
Procure design, construction, and related services for all County departments. Consult with Public Works departments and Facilities Management regarding solicitations, project management, and contracts administration.

Description of Services
Procure construction, architectural, 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 alternative project delivery methods (APDM) project. In conjunction with the County Attorney research, develop, or tailor correspondingly appropriate solicitation and contract language for both consulting and construction contracts. Manage the procurement and evaluation process, draft award documents, and manage the contract signature process while ensuring consistency with law and policy. Process all change orders and amendments for construction, architectural, engineering, and related contracts. Craft appropriate documents. Assign and manage the appropriate approval/signature process.

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

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Average requisitions more than 90 days old per week</td>
<td>1</td>
<td>2</td>
<td>2</td>
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<tr>
<td>Policies/procedures updated/improved</td>
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Program Expenditures by Object

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<tr>
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<td>Total Program Expenditures</td>
<td>546,286</td>
<td>553,391</td>
<td>580,396</td>
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Program Funding by Source

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<thead>
<tr>
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<tr>
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<tr>
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<td>580,396</td>
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<tr>
<td>Other Funding Sources</td>
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<td>580,396</td>
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</tbody>
</table>

Program Staffing FTEs

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<tr>
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<td>7.0</td>
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</tr>
</tbody>
</table>
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 with the exception of the Design and Construction Division. 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. Implement practice and competency improvements and continuous improvement processes to offset the increasing number of purchase requisitions and improve current performance. 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, heads, 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
- 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
- Update policies/procedures as necessary

Program Performance Measures

<table>
<thead>
<tr>
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<tbody>
<tr>
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<tr>
<td>Policies/procedures updated/improved</td>
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<tr>
<td>Outstanding Agency Accreditation Achievement Award received</td>
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<td>Achievement of Excellence in Procurement Award received</td>
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Program Expenditures by Object

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<tr>
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<td>Personnel Services</td>
<td>843,639</td>
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<td>Operating Expenses</td>
<td>18,821</td>
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<td>18,586</td>
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<td>Total Program Expenditures</td>
<td>862,460</td>
<td>848,564</td>
<td>911,162</td>
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Program Funding by Source

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<thead>
<tr>
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<tbody>
<tr>
<td>Revenues</td>
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<tr>
<td>Miscellaneous Revenue</td>
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<tr>
<td>Operating Revenue Sub-Total</td>
<td>696</td>
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</table>
## Program Summary

**Department:** Procurement  
**Program:** Materials & Services

<table>
<thead>
<tr>
<th></th>
<th>FY 2012</th>
<th>FY 2013</th>
<th>Total</th>
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<tbody>
<tr>
<td>General Fund Support</td>
<td>861,764</td>
<td>848,564</td>
<td>911,162</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>-</td>
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<tr>
<td>Fund Balance Decrease/(Increase)</td>
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</tr>
<tr>
<td>Other Funding Sources</td>
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<td>-</td>
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</tr>
<tr>
<td><strong>Total Program Funding</strong></td>
<td>862,460</td>
<td>848,564</td>
<td>911,162</td>
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<tr>
<td><strong>Program Staffing FTEs</strong></td>
<td>11.8</td>
<td>11.6</td>
<td>11.7</td>
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</table>

Pima County FY 2012/2013 Adopted Budget
Program Summary

Department: Procurement
Program: Vendor Relations & SBE Program

Function
Manage Pima County Vendor Relations, Small Business Enterprise (SBE), 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 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. 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 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 (Advantage AMS) with over 15,000 records, 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
  - Continue on-site Living Wage compliance visits
  - Increase County vendors in database
  - Update policies/procedures as necessary
Program Summary

Department: Procurement
Program: Vendor Relations & SBE Program

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Minority-owned SBE vendors in database</td>
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<td>64</td>
<td>60</td>
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<tr>
<td>On-site Living Wage compliance visits</td>
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<td>28</td>
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<tr>
<td>County vendors in database</td>
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<td>15,300</td>
<td>15,500</td>
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<td>Policies/procedures updated/improved</td>
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<td>4</td>
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<tr>
<td>Woman-owned SBE vendors in database</td>
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<tr>
<td>Non-MWBME SBE vendors in database</td>
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<td>SBE vendor training programs provided</td>
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<td>Projects reviewed for SBE/DBE goals</td>
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<td>Projects reviewed for SBE/DBE compliance</td>
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<td>Pima County sponsored SBE outreach activities</td>
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<td>Certified SBE vendors</td>
<td>198</td>
<td>210</td>
<td>220</td>
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<td>Living Wage contracts reviewed</td>
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<tr>
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<tbody>
<tr>
<td>Personnel Services</td>
<td>222,049</td>
<td>235,921</td>
<td>277,357</td>
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<td>Operating Expenses</td>
<td>6,786</td>
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<td>Total Program Expenditures</td>
<td>228,835</td>
<td>245,000</td>
<td>289,036</td>
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<table>
<thead>
<tr>
<th>Program Funding by Source</th>
<th>FY 2010/2011 Actual</th>
<th>FY 2011/2012 Adapted</th>
<th>FY 2012/2013 Adapted</th>
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<tbody>
<tr>
<td>Revenues</td>
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<tr>
<td>Miscellaneous Revenue</td>
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<td>Operating Revenue Sub-Total</td>
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<tr>
<td>General Fund Support</td>
<td>227,585</td>
<td>242,000</td>
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<td>Net Operating Transfers In/(Out)</td>
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<td>Other Funding Sources</td>
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<tr>
<td>Total Program Funding</td>
<td>228,835</td>
<td>245,000</td>
<td>289,036</td>
</tr>
</tbody>
</table>

| Program Staffing FTEs                                           | 4.0                  | 4.0                  | 6.0                  |
Pima County FY 2012/2013 Adopted Budget

**Recorder**

**Expenditures:** 5,040,291

**Revenues:** 2,770,877

**FTEs:** 47.0

**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**

- **Voter Registration:** 47.59%
- **Information Services:** 26.36%
- **Recorder Division:** 17.99%
- **Administration:** 8.06%

**Sources of All Funding**

- **Department Revenue:** 54.98%
- **General Fund Support:** 29.79%
- **Fund Balance Decrease:** 15.23%
## Department Summary by Program

### Department: Recorder

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<tr>
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<tbody>
<tr>
<td><strong>Expenditures by Program</strong></td>
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<td></td>
</tr>
<tr>
<td>Administration</td>
<td>392,245</td>
<td>404,459</td>
<td>406,092</td>
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<tr>
<td>Information Services</td>
<td>1,112,861</td>
<td>1,483,601</td>
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<tr>
<td>Recorder Division</td>
<td>701,763</td>
<td>732,153</td>
<td>906,634</td>
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<tr>
<td>Voter Registration</td>
<td>2,143,391</td>
<td>1,603,098</td>
<td>2,398,749</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td>4,350,260</td>
<td>4,223,311</td>
<td>5,040,291</td>
</tr>
</tbody>
</table>

| **Funding by Source**     |                     |                      |                      |
| Revenues                  |                     |                      |                      |
| Information Services      | 838,039             | 838,000              | 752,380              |
| Recorder Division         | 1,842,506           | 1,986,100            | 1,865,180            |
| Voter Registration        | 265,128             | 504,860              | 153,317              |
| **Total Revenues**        | 2,945,673           | 3,328,960            | 2,770,877            |

- General Fund Support
  - FY 2010/2011: 1,130,780
  - FY 2011/2012: 241,710
  - FY 2012/2013: 1,501,578

- Net Operating Transfers In/(Out)
  - FY 2010/2011: -
  - FY 2011/2012: -
  - FY 2012/2013: -

- Fund Balance Decrease/(Increase)
  - FY 2010/2011: 273,807
  - FY 2011/2012: 652,641
  - FY 2012/2013: 767,836

- Other Funding Sources
  - FY 2010/2011: -
  - FY 2011/2012: -
  - FY 2012/2013: -

**Total Program Funding**

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<tbody>
<tr>
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<td>4,223,311</td>
<td>5,040,291</td>
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</table>

<table>
<thead>
<tr>
<th><strong>Staffing (FTEs) by Program</strong></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Administration</td>
<td>4.0</td>
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<tr>
<td>Information Services</td>
<td>10.5</td>
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<tr>
<td>Recorder Division</td>
<td>16.8</td>
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<td>17.0</td>
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<tr>
<td>Voter Registration</td>
<td>30.5</td>
<td>14.0</td>
<td>13.0</td>
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<tr>
<td><strong>Total Staffing (FTEs)</strong></td>
<td>61.8</td>
<td>45.0</td>
<td>47.0</td>
</tr>
</tbody>
</table>
Program Summary

Department: Recorder
Program: Administration

Function
Provide management, budget oversight, and resources procurement for the Recording 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

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Statutory mandates under Titles 16 and 19 of the Arizona Revised Statutes are met</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Statutory mandates under Title 11 of the Arizona Revised Statutes are met</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>All necessary supplies and production materials are purchased so that there is no downtime due to a shortage of supplies or materials</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>386,845</td>
<td>396,659</td>
<td>398,242</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>5,400</td>
<td>7,800</td>
<td>7,850</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>392,245</td>
<td>404,459</td>
<td>406,092</td>
</tr>
</tbody>
</table>

General Fund Support                                         | 392,245              | 404,459              | 406,092              |
Net Operating Transfers In/(Out)                             | -                    | -                    | -                    |
Fund Balance Decrease/(Increase)                             | -                    | -                    | -                    |
Other Funding Sources                                        | -                    | -                    | -                    |
Total Program Funding                                        | 392,245              | 404,459              | 406,092              |

Program Staffing FTEs                                       | 4.0                   | 4.0                   | 4.0                   |
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 the operation of the system and the proper storage of all data, and monitor the system on a 24 hour basis. Recommend hardware and software changes and upgrades necessary for optimal operations. Make any programming changes required by legislative changes prior to 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

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer system maintained with no unplanned downtime</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Voter registration program modified as needed to implement statutory or jurisdictional mandates prior to next election</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Computer programs updated as necessary within one year of release of new versions</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Computer system maintained for most efficient operations possible</td>
<td>85%</td>
<td>90%</td>
<td>95%</td>
</tr>
</tbody>
</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>620,292</td>
<td>700,151</td>
<td>618,466</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>428,574</td>
<td>663,450</td>
<td>530,350</td>
</tr>
<tr>
<td>Capital Equipment &gt; $5,000</td>
<td>63,995</td>
<td>120,000</td>
<td>180,000</td>
</tr>
<tr>
<td><strong>Total Program Expenditures</strong></td>
<td><strong>1,112,861</strong></td>
<td><strong>1,483,601</strong></td>
<td><strong>1,328,816</strong></td>
</tr>
</tbody>
</table>

Program Funding by Source

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>838,039</td>
<td>838,000</td>
<td>752,380</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>10,167</td>
<td>5,500</td>
<td>7,150</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>827,872</td>
<td>832,500</td>
<td>745,230</td>
</tr>
<tr>
<td><strong>Other Special Revenue Total</strong></td>
<td><strong>838,039</strong></td>
<td><strong>838,000</strong></td>
<td><strong>752,380</strong></td>
</tr>
</tbody>
</table>
# Program Summary

**Department:** Recorder  
**Program:** Information Services

<table>
<thead>
<tr>
<th>Source</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund Support</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>274,822</td>
<td>645,601</td>
<td>576,436</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Program Funding</strong></td>
<td>1,112,861</td>
<td>1,483,601</td>
<td>1,328,816</td>
</tr>
</tbody>
</table>

**Program Staffing FTEs:**

<table>
<thead>
<tr>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.5</td>
<td>10.0</td>
<td>13.0</td>
</tr>
</tbody>
</table>
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. Provide assistance to the public in researching and making copies of documents that were recorded previously.

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 documents 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

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Days to complete data entry and second check processing of all recorded documents</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Documents presented for are reviewed and entered in the computer system on the date of receipt</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>All data entry information is reviewed for accuracy (second check)</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Data entry accuracy rate of 100 percent is achieved</td>
<td>99%</td>
<td>99%</td>
<td>100%</td>
</tr>
<tr>
<td>All appropriate documents are returned by mail or private/commercial courier</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Public walk-in customers served within five minutes of arrival in office</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>602,640</td>
<td>582,097</td>
<td>749,339</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>99,123</td>
<td>150,056</td>
<td>157,295</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>701,763</td>
<td>732,153</td>
<td>906,634</td>
</tr>
</tbody>
</table>

Program Funding by Source

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>175,002</td>
<td>175,600</td>
<td>-</td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>1,667,504</td>
<td>1,810,500</td>
<td>1,865,180</td>
</tr>
<tr>
<td>Operating Revenue Sub-Total</td>
<td>1,842,506</td>
<td>1,986,100</td>
<td>1,865,180</td>
</tr>
</tbody>
</table>
# Program Summary

<table>
<thead>
<tr>
<th>Department:</th>
<th>Recorder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program:</td>
<td>Recorder Division</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>2012/2013</th>
<th>2013/2014</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund Support</td>
<td>(1,140,743)</td>
<td>(1,253,947)</td>
<td>(958,546)</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Program Funding</strong></td>
<td>701,763</td>
<td>732,153</td>
<td>906,634</td>
</tr>
</tbody>
</table>

| Program Staffing FTEs | 16.8 | 17.0 | 17.0 |
Program Summary

Department: Recorder
Program: Voter Registration

Function
Maintain an accurate and efficient voter registration system for all voters in Pima County.

Description of Services
Provide accurate and prompt entry of voter registration forms into the county voter registration roll promptly 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 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 accurately and promptly after receipt
- Make and link digitized images of voter registration forms received in the correct format to individual voter records and properly file the original forms 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, and mail voter registration identification cards prior to any statewide general election that includes candidates for President of the United States
- Assemble and mail early ballots to eligible voters who request a ballot by mail within time limits set by state and federal statutes and accurately issue the correct ballot to voters requesting ballots 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 possession of the Recorder's Office including ballots waiting to be mailed or voted ballots received from voters
- Provide 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

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Voter Registration forms processed accurately and in a timely fashion</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Early ballots issued, mailed and validated within statutory deadlines</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Petitions received by the office are properly reviewed and validated in compliance with statutory mandates</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Voter roll list maintenance including address testing, removal of deceased or cancelled voters, performed as required under state and federal mandates</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Eligible early voters are provided with prompt and accurate service including issuance of the correct ballot</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>
# Program Summary

## Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>726,458</td>
<td>541,063</td>
<td>814,348</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>1,384,782</td>
<td>1,062,035</td>
<td>1,584,401</td>
</tr>
<tr>
<td>Capital Equipment &gt; $5,000</td>
<td>32,151</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Program Expenditures</strong></td>
<td>2,143,391</td>
<td>1,603,098</td>
<td>2,398,749</td>
</tr>
</tbody>
</table>

## Program Funding by Source

### Revenues

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Miscellaneous Revenue</td>
<td>40</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>241,013</td>
<td>319,900</td>
<td>152,717</td>
</tr>
<tr>
<td><strong>Operating Revenue Sub-Total</strong></td>
<td>241,053</td>
<td>319,900</td>
<td>152,717</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Intergovernmental</td>
<td>23,060</td>
<td>184,360</td>
<td>-</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>1,015</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td><strong>Grant Revenue Sub-Total</strong></td>
<td>24,075</td>
<td>184,960</td>
<td>600</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund Support</td>
<td>1,879,278</td>
<td>1,091,198</td>
<td>2,054,032</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>(1,015)</td>
<td>7,040</td>
<td>191,400</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total Program Funding**

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,143,391</td>
<td>1,603,098</td>
<td>2,398,749</td>
</tr>
</tbody>
</table>

### Program Staffing FTEs

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>14.0</td>
<td>13.0</td>
<td></td>
</tr>
</tbody>
</table>
Pima County FY 2012/2013 Adopted Budget

Treasurer

Expenditures: 2,856,580
Revenues: 103,100
FTEs 38.5

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

Fund Balance Decrease 9.17%
Department Revenue 3.61%
General Fund Support 87.22%
# Department Summary by Program

## Department: Treasurer

### Expenditures by Program

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Treasurer Operations</td>
<td>2,104,069</td>
<td>2,961,358</td>
<td>2,856,580</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>2,104,069</td>
<td>2,961,358</td>
<td>2,856,580</td>
</tr>
</tbody>
</table>

### Funding by Source

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treasurer Operations</td>
<td>88,521</td>
<td>97,650</td>
<td>103,100</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>88,521</td>
<td>97,650</td>
<td>103,100</td>
</tr>
<tr>
<td>General Fund Support</td>
<td>1,958,250</td>
<td>2,455,392</td>
<td>2,491,607</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>57,298</td>
<td>408,316</td>
<td>261,873</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Program Funding</strong></td>
<td>2,104,069</td>
<td>2,961,358</td>
<td>2,856,580</td>
</tr>
</tbody>
</table>

### Staffing (FTEs) by Program

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Treasurer Operations</td>
<td>38.6</td>
<td>38.5</td>
<td>38.5</td>
</tr>
<tr>
<td><strong>Total Staffing (FTEs)</strong></td>
<td>38.6</td>
<td>38.5</td>
<td>38.5</td>
</tr>
</tbody>
</table>
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. Be the custodian of excess proceeds from trustee sales.

Program Goals and Objectives
- Maximize automation of tax payments
- Meet or exceed established investment benchmarks
- Develop and 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

Program Performance Measures

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Months meeting or exceeding investment benchmarks</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Percentage of payments processed through automated methods</td>
<td>96%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Percent completed of tax collection system</td>
<td>80%</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Program Expenditures by Object

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>1,653,690</td>
<td>2,001,289</td>
<td>2,166,686</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>349,511</td>
<td>741,589</td>
<td>532,894</td>
</tr>
<tr>
<td>Capital Equipment &gt; $5,000</td>
<td>100,868</td>
<td>218,480</td>
<td>157,000</td>
</tr>
<tr>
<td>Total Program Expenditures</td>
<td>2,104,069</td>
<td>2,961,358</td>
<td>2,856,580</td>
</tr>
</tbody>
</table>

Program Funding by Source

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues - Operating Revenue Sub-Total</td>
<td>-</td>
<td>150</td>
<td>600</td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>35,032</td>
<td>45,000</td>
<td>-</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>2,484</td>
<td>2,500</td>
<td>2,500</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>51,005</td>
<td>50,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Other Special Revenue Total</td>
<td>88,521</td>
<td>97,500</td>
<td>102,500</td>
</tr>
<tr>
<td>General Fund Support</td>
<td>1,958,250</td>
<td>2,455,392</td>
<td>2,491,607</td>
</tr>
<tr>
<td>Net Operating Transfers In/(Out)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance Decrease/(Increase)</td>
<td>57,298</td>
<td>408,316</td>
<td>261,873</td>
</tr>
<tr>
<td>Other Funding Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Program Funding</td>
<td>2,104,069</td>
<td>2,961,358</td>
<td>2,856,580</td>
</tr>
</tbody>
</table>

Program Staffing FTEs

|                                | 38.6                 | 38.5                   | 38.5                 |
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