Adopted Budget

Fiscal Year 2017/2018

PIMA COUNTY, ARIZONA

ADOPTED BUDGET

FISCAL YEAR 2017/2018

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District 1

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District 5

Submitted by:

C. H. HUCKELBERRY
COUNTY ADMINISTRATOR

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PREFACE

The Fiscal Year 2017/2018 Adopted Budget publication was developed to serve the needs of an audience that ranges from the Board of Supervisors and County Administration to the County departments and the general public. Since the need for financial information and detail varies with each group, the budget is presented in different formats, with differing levels of detail.

The *Budget Issues* section starts with a brief that discusses the primary issues that the Board of Supervisors and County Administrator had to confront in developing the final budget. Since there are many who require more information on these considerations, the County Administrator's Recommended Budget, Tentative Budget, and Final Budget memoranda are also included in this section. These memoranda not only serve the purpose of providing background information on the fiscal year 2017/2018 budget process, they also provide permanent documentation of the issues, considerations, and financial planning that went into the budget development.

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

Since others require a more comprehensive review of the budget, the *Budget Overview* section includes a discussion of Pima County's Financial Structure, as well as presentations of the expenditures, revenues, full time equivalents (positions with funded hours), and capital projects for fiscal year 2017/2018.

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

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

MEMORANDUM

Date: October 10, 2017

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

From: C. H. Huckelberry
County Administrator

Subject: Fiscal Year 2017/2018 Adopted Budget

Transmitted herewith is the budget for fiscal year 2017/2018, as adopted by the Board on June 20, 2017. This document provides the detail for the fiscal year 2017/2018 budget, which totals $1,267,072,355 in expenditures and $1,086,225,487 in revenues.

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

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

It should also be noted that the fiscal year 2016/2017 budget document received the Distinguished Budget Presentation Award from the Government Finance Officers Association. This is the nineteenth consecutive year the County's budget was so recognized.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Pima County

Arizona

For the Fiscal Year Beginning

July 1, 2016

Executive Director

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Map provided by: Pima Association of Governments

PIMA COUNTY CHARACTERISTICS

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

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

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

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

Although greatly reduced from its original size, Pima County still covers 9,189 square miles. It ranges in elevation from 1,200 feet to the 9,185-foot peak of Mount Lemmon. Together, the San Xavier, Pascua Yaqui and Tohono O'odham reservations cover 42.4 percent of Pima County's 5.88 million acres. Lands held in trust for the state's schools comprise another 15.4 percent of the County's land ownership, and 28.7 percent is held by Federal agencies as wildlife refuges, national forests, national parks and monuments. Military reserves and bases occupy 1.1 percent, and local government holdings, including Pima County property, account for 2.9 percent. Privately owned lands comprise 9.5 percent of the County's total acreage. Foreign trade zones encompass 473 acres on four sites in the metropolitan Tucson area. South Tucson and portions of the City of Tucson are located in an Empowerment Zone. Employment tax credits, property tax reductions and other incentives to reduce operating costs are available for businesses locating within these zones.

CLIMATE CHARACTERISTICS

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

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

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

TRANSPORTATION FACILITIES

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

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

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

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

Pima County has several small airports, an international airport and an Air Force base. The international airport, located on the south side of Tucson, serves as the major air terminal for southeastern Arizona. Six airlines provide air service to Arizona cities and other states for 3.23 million annual passenger departures/arrivals. Four smaller facilities in the County provide a variety of general aviation services. Davis-Monthan Air Force Base accommodates military aircraft and is not open to public use without permission from the Department of Defense.

Source: Pima County Budget Division.

TAX CHARACTERISTICS

CORPORATE INCOME TAX

The corporate income tax in Arizona for 2017 is 4.9 percent of taxable income, with a $50 minimum tax.

SALES TAX

Arizona has a general sales tax rate of 5.6 percent. South Tucson has a general sales tax of 4.5 percent, Marana, Oro Valley and Tucson each have a general sales tax rate of 2.5 percent, and Sahuarita has a 2 percent general sales tax rate. The Regional Transportation Authority has a 0.5 percent sales tax for transportation and mass transit improvements in the metropolitan area of eastern Pima County.

PAYROLL TAX

Payroll taxes for employers and employees in Arizona are paid when federal filings are made. Employees select a state income tax withholding rate between 0.8 and 5.1 percent of their taxable wages, net of pre-tax deductions such as health insurance premiums. Employers must pay an unemployment insurance premium that ranges from .04 percent to 10.59 percent on the first $7,000 of wages for each employee during the calendar year based on the employer's rating.

PROPERTY TAX

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

POPULATION CHARACTERISTICS

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

POPULATION

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

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

POPULATION GROWTH RATES

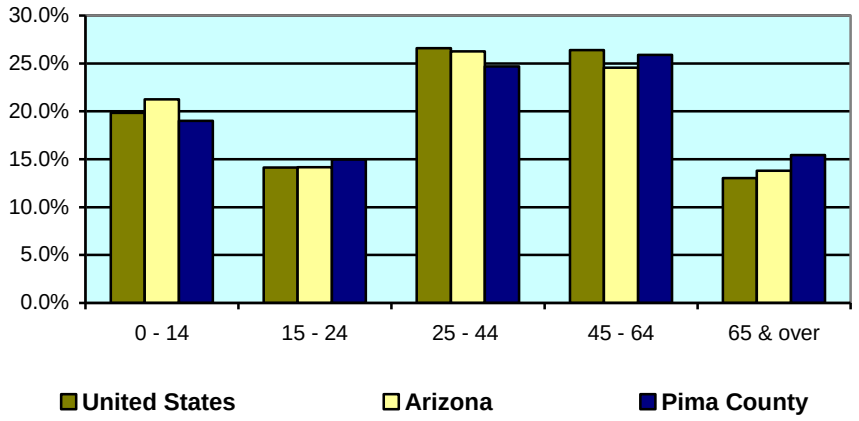
Average Annual Compounded Rate of Change

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

Source: Pima County Budget Division.

AGE DISTRIBUTION

2010 Census

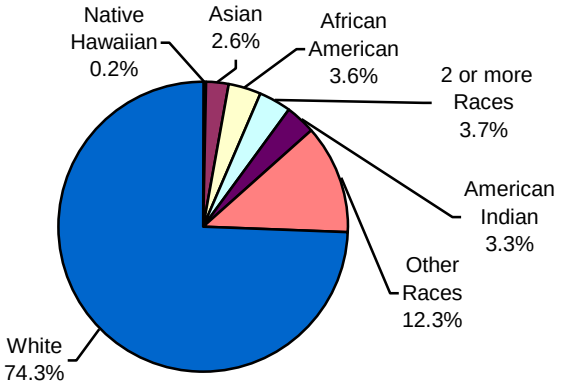


Source: Bureau of the Census, 2010 Census.

POPULATION DIVERSITY

Racial Mix

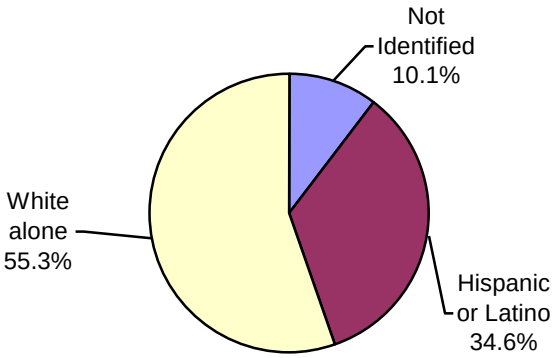
(PERCENT OF TOTAL POPULATION, 2010)



Source: Bureau of the Census, 2010 Census.

White & Hispanic/Latino

(PERCENT OF TOTAL WHITE POPULATION, 2010)



Source: Bureau of the Census, 2010 Census.

EMPLOYMENT CHARACTERISTICS

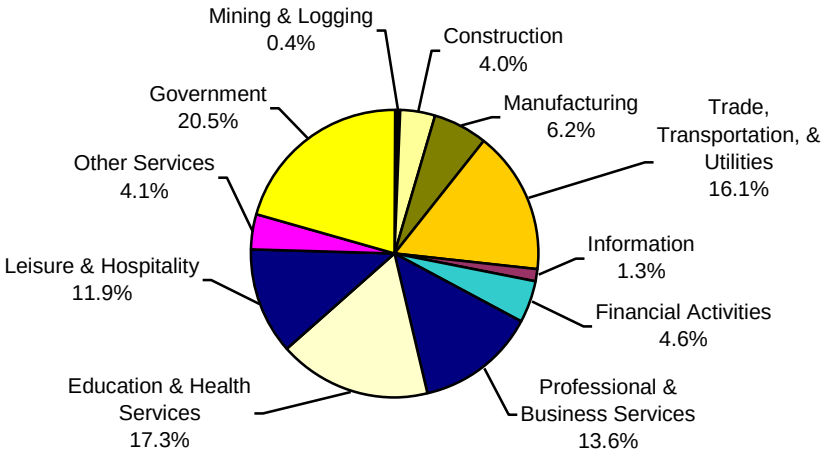
UNEMPLOYMENT RATES

	2011	2012	2013	2014	2015	2016
Pima County	8.5%	7.4%	6.8%	6.0%	5.4%	4.9%
Arizona	9.5%	8.3%	7.7%	6.8%	6.0%	5.3%
United States	8.9%	8.1%	7.4%	6.2%	5.3%	4.9%

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

EMPLOYMENT BY INDUSTRY

Percent of Non-Farm Employment, 2016`



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

MAJOR EMPLOYERS (Employers with 1,900 or more employees)

Company	Employment Sector	Employees 2014	Employees 2015
University of Arizona	Government (College Education)	11,235	11,251
Raytheon Missile Systems	Manufacturing	9,600	9,600
State of Arizona	Government	8,524	8,580
Davis-Monthan Air Force Base	Government (Military)	8,335	8,406
Pima County *	Government	7,255	7,061
Tucson Unified School District	Government (K -12 Education)	7,134	6,770
Banner – University Medical Center	Services (Health)	6,542	6,272
U.S. Customs and Border Protection **	Government	6,470	5,739
Freeport-McMoran Copper & Gold Inc.	Mining	5,800	5,530
Wal-Mart Stores Inc.***	Trade (Retail)	5,400	5,500
City of Tucson *	Government	4,782	4,782
Tohono O'odham Nation	Government	4,350	4,350
Carondelet Health Network	Services (Health)	3,943	3,860
TMC HealthCare	Services (Health)	2,976	3,162
Southern Arizona VA Health Care System	Government (Health)	2,255	2,464
Fry's Food Stores ***	Trade (Grocery)	2,136	2,346
Pima Community College	Government (College Education)	2,207	2,235
Asarco	Mining	2,427	2,200
Sunnyside Unified School District	Government (K-12 Education)	2,200	2,100
Afni, Inc.	Call Center, Business Services	2,220	1,900

* Budgeted full-time equivalents reported by Pima County and City of Tucson for fiscal years 2014/15 and 2015/16.

** U.S. Customs and Border Protection says its FTE count is flat year-over-year and the 2014 count was flawed.

*** Employee counts for 2015/16 are based on Star estimates.

Source: Star 200 Directory, published by The Arizona Daily Star (April 24, 2016) and Pima County Budget Division.

MAJOR MANUFACTURERS (Manufacturers with 300 or more employees)

Company	Type of Business	Employees 2014	Employees 2015
Raytheon Missile Systems	Military and Defense	9,600	9,600
Ventana Medical Systems	Manufacturing and Research	1,200	1,286
Bombardier Aerospace	Aerospace and Aircraft	865	984
IBM *	Manufacturing and Research	915	900
Honeywell Aerospace *	Aerospace and Aircraft	800	715
Hexcel	Manufacturing and Research	500	500
Texas Instruments, Inc. *	Manufacturing and Research	370	370
CAID Industries Inc.	Manufacturing and Research	251	352
Frito-Lay	Manufacturing and Research	325	325
Sargent Aerospace & Defense	Aerospace and Aircraft	315	310

* Employee counts for 2015/16 are based on Star estimates.

Source: Star 200 Directory, published by The Arizona Daily Star (April 24, 2016).

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

Industry	2011	2012	2013	2014	2015	2016
Trade, Transportation & Utilities	58,000	58,000	59,200	60,600	60,500	60,200
Educational & Health Services	59,900	61,000	61,600	61,500	62,700	64,700
Professional & Business Services	47,100	48,900	49,900	50,000	50,500	50,700
Leisure & Hospitality	39,100	40,300	40,100	41,600	42,900	44,200
Manufacturing	23,300	23,200	23,000	22,500	22,600	23,200
Construction	14,500	14,400	15,400	14,800	14,600	14,900
Financial Activities	16,900	16,900	17,300	17,500	17,200	17,200
Information	4,400	4,500	4,500	4,400	4,500	5,000
Mining & Logging	1,900	2,100	2,300	2,300	2,300	1,600
Other Services	12,600	12,800	12,700	13,500	14,600	15,200
Government	76,800	77,700	77,200	77,000	76,200	76,400
Total Non-Farm Employment	354,400	359,800	363,200	365,800	368,700	373,400

Source: U.S. Department of Labor, Bureau of Labor Statistics.
Sum by industry may not add to total because industry employment is rounded to nearest 100 employees.

EMPLOYMENT BY OCCUPATION, 2016

Occupations	Percent of Total
Office and Administrative Support	17.0%
Food Preparation and Serving Related	10.2%
Sales and Related	10.0%
Healthcare Practitioners and Technical	6.7%
Education, Training, and Library	6.2%
Management	5.2%
Personal Care and Service	4.9%
Transportation and Material Moving	4.6%
Business and Financial Operations	4.2%
Installation, Maintenance and Repair	4.0%
Construction and Extraction	3.7%
Protective Service	3.4%
Computer and Mathematical	3.2%
Production	3.2%
Building and Grounds Cleaning and Maintenance	3.2%
Healthcare Support	2.8%
Community and Social Service	2.2%
Architecture and Engineering	2.1%
Arts, Design, Entertainment, Sports, and Media	1.3%
Life, Physical, and Social Science	1.1%
Legal	0.7%
Farming, Fishing, and Forestry	0.1%

Source: U.S. Department of Labor, Bureau of Labor Statistics, May 2017.

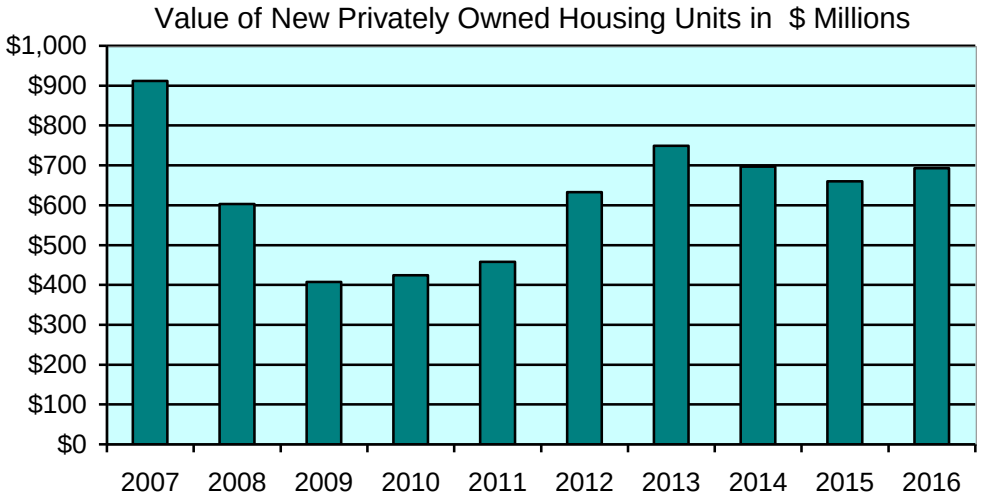
NEW COMPANIES IN PIMA COUNTY (New company announcements from July 2015 to June 2016)

Company Name	Product or Service	Projected # of Jobs
Comcast Cable	Business Services – Call Center	1,125
HomeGoods	Distribution Center for Retailer	910
Caterpillar	Construction Equipment	600
Vector Space Systems	Manufacturing – Small Rockets	500
ADP	Professional and Business Services	450
Tucson Premium Outlets	Retail trade – Outlet Mall	450
World View Enterprises	Manufacturing – Balloons for Space Exploration	400

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

CONSTRUCTION ACTIVITY

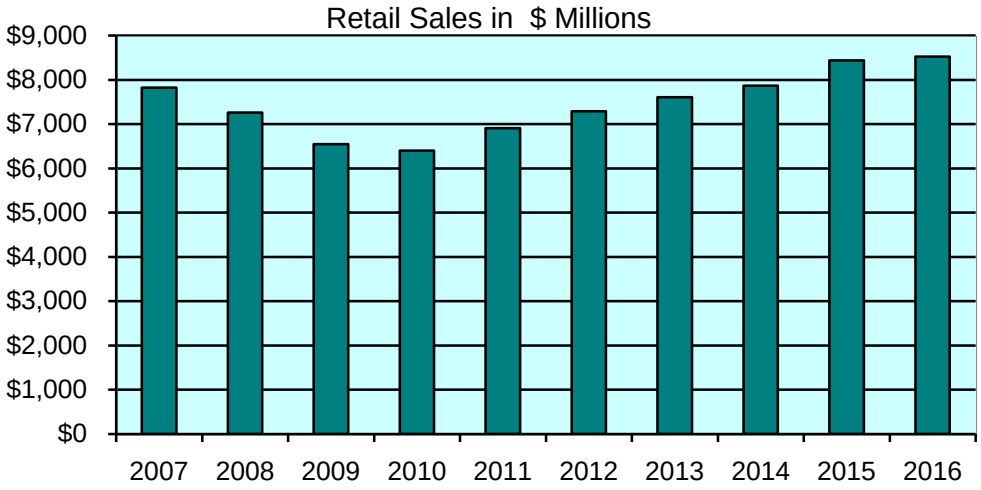
PIMA COUNTY VALUE OF NEW PRIVATELY OWNED HOUSING UNITS AUTHORIZED



Source: Real Estate Center, Texas A&M University

RETAIL SALES

PIMA COUNTY RETAIL SALES (not including food sales)



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

INTRODUCTION

ORGANIZATION

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

REPORTING RELATIONSHIPS

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

BOARD OF SUPERVISORS

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

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

COUNTY ADMINISTRATOR

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

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

SERVICES PROVIDED

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

GENERAL GOVERNMENT SERVICES

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

COMMUNITY RESOURCES

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

HEALTH SERVICES

Health Services provides forensic science services; various public health and animal control services, as well as medical assistance to indigents. The component departments are Behavioral Health; Health; Medical Examiner; and Pima Animal Care Center.

JUSTICE & LAW

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

PUBLIC WORKS

Public Works provides construction, operations, and maintenance services related to the County infrastructure and related planning and environmental issues. The departments within this area are Capital Projects; Development Services; Environmental Quality; Natural Resources, Parks and Recreation; Office of Sustainability & Conservation; Public Works Administration; Regional Flood Control District; Regional Wastewater Reclamation; and Transportation.

THE BUDGETARY PROCESS

FUND COMPOSITION

The County adopts budgets for all governmental and enterprise funds. The internal service funds, Fleet Services, Health Benefits Trust, IT Leased Hardware, Enterprise Software, and Server Storage; Risk Management, Telecommunications, and WIN Subscriber Services, are described in the budget document but are not included in the total amount budgeted. To do so would duplicate the revenues and expenditures of the internal service funds in the budget as a whole.

BASIS OF PRESENTATION

As in prior years, departments are budgeted on a cost unit/object line item basis. Fiscal year 1998/1999 was the first year the budget presentation included and emphasized the programmatic components of County services. Accordingly, the fiscal year 2017/2018 budget shows the costs and funding associated with programs, regardless of the funding source.

BASIS OF BUDGETING

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

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

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

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

BUDGETARY CONTROL

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

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

These concepts provide a clearer picture of how dollars are allocated rather than emphasizing expenditures alone. For example, it is possible that a department could remain within its expenditure budget while, at the same time, fail to generate its corresponding budgeted revenues. In this

event, more dollars would be required to meet the departmental and/or programmatic objectives than noted solely by the spending ceilings granted by the Board of Supervisors.

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

BUDGET AMENDMENTS

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

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

BUDGET PREPARATION AND APPROVAL

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

Departmental Operating Budgets

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

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

After these departmental budget requests are prepared, they are verified, corrected as necessary, and consolidated by the Budget Division for presentation to the County Administrator. The County Administrator then reviews and recommends base and supplemental requests to the Board of Supervisors (usually in the month of April or May). Following receipt and public discussion of the *Recommended Budget*, the Board of Supervisors, on or before the third Monday in July, adopt a *Tentative Budget* setting a ceiling on expenditures that may be incurred for the County as a whole. The final step in the process is a public hearing and special Board meeting, where the *Final Budget* is

adopted as required by Arizona Revised Statutes. Unless the budget process is accelerated, this special meeting is customarily held on the first Monday in August, for the adoption of the budget covering the fiscal year that began July 1.

Capital Improvement Budget

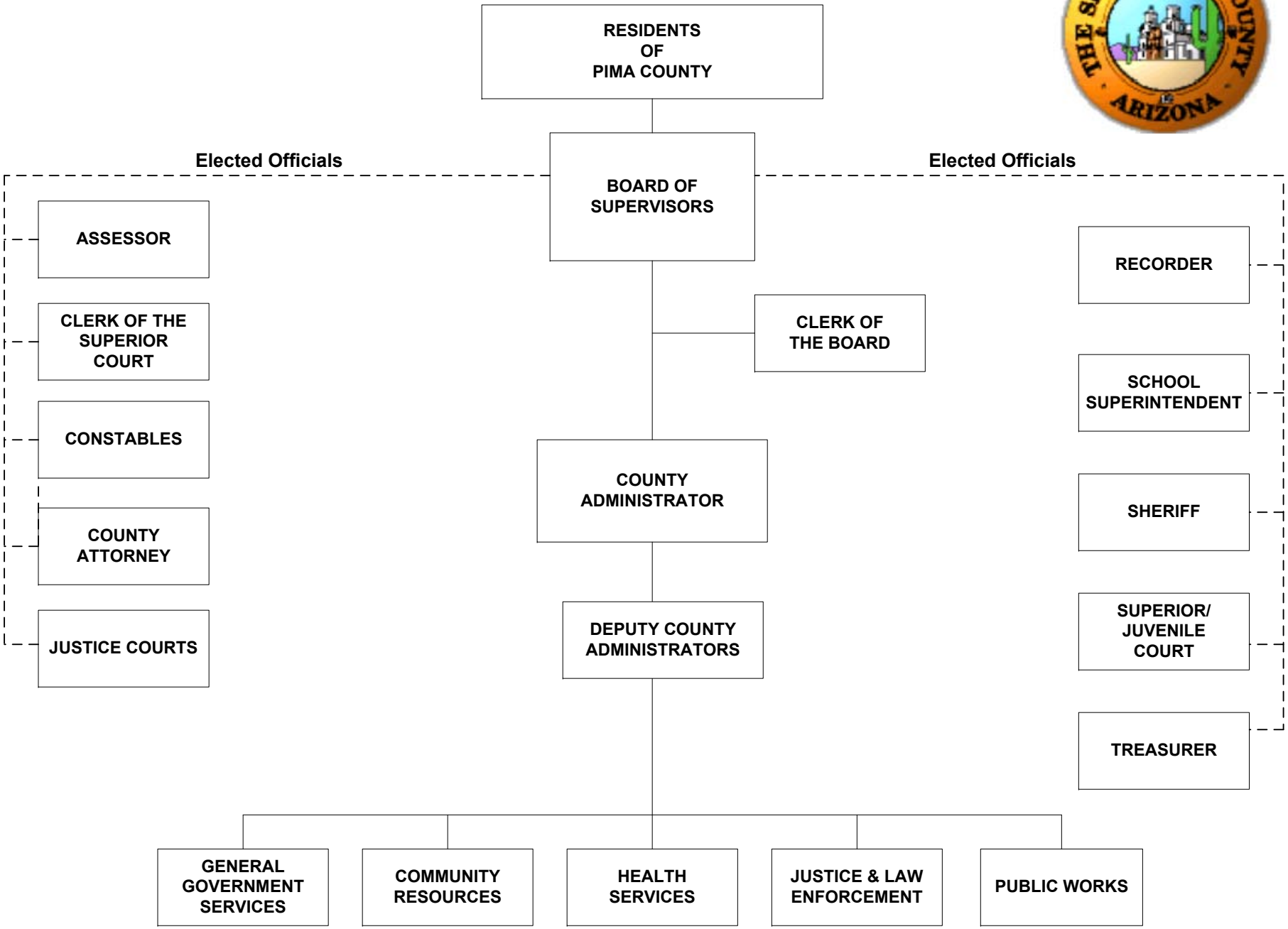
On an annual basis, the County Administrator's office prepares a five-year Capital Improvement Plan (CIP) and a one-year Capital Improvement Budget. A summary of capital improvement projects for fiscal year 2017/18-2021/22 and beyond is provided in the Capital Improvement Program section, and a Capital Improvement Program overview is provided in the Budget Overview section.

Preparation and Approval Timetable

A timetable for the budget preparation and approval processes for fiscal year 2017/18 is provided below.

November 7, 2016	Planning and Budgeting System (the budget system) released for budgeting
November 7, 2016	Base target budgets for General Fund departments, assumptions, location of SharePoint site and other information are distributed to departments
November 10, 2016	Meetings for existing budget system users providing an overview of upgrades to the PB system
November 17, 2016 or December 6, 2016	Creating a Departmental Budget Training for new users
January 17, 2017	Operational, Grant and CIP Budgets due to Budget Division, Department Analysis, Grants Management and Finance CIP from departments
March 10, 2017	County Administrator department meetings regarding CIP budgets
March 17, 2017	County Administrator meets with County Budget Division
April 28, 2017	County Administrator submits Recommended Budget to the Board
May 2, 2017 – May 17, 2017	Board of Supervisors Departmental Budget Hearings
May 23, 2017	Board of Supervisors Tentative Budget adoption
June 20, 2017	Board of Supervisors Final Budget adoption
August 21, 2017	Board of Supervisors adoption of the Levy of Taxes

PIMA COUNTY ORGANIZATIONAL CHART



LEGAL REQUIREMENTS

COUNTY SPENDING LIMITATION

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

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

TENTATIVE BUDGET PREPARATION AND PUBLICATION

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

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

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

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

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

FINAL BUDGET ADOPTION

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

Copies of the Board of Supervisors' resolutions adopting the fiscal year 2017/18 budgets for Pima County, the County Free Library District, the Flood Control District, and the Stadium District are provided on pages 3-7 through 3-10.

BUDGET REVISIONS

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

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

TRUTH IN TAXATION

State law (ARS § 42-17052) requires that on or before February 10th of each year, the County Assessor shall transmit to the Board of Supervisors an estimate of the total net assessed valuation of the County, including an estimate of new property that has been added to the tax roll since the previous levy of property taxes in the County. If the proposed primary property tax levy, excluding amounts that are attributable to new construction, is greater than the amount levied by the County in the preceding year, the Board of Supervisors is required by ARS § 42-17107 to publish a notice of tax increase, inviting citizens to appear and speak for or against the proposed increase at a public truth in taxation hearing. The notice of tax increase must be published twice, with the first publication of the notice being at least fourteen but not more than twenty days before the date of the truth in taxation hearing and the second publication being at least seven days but not more than ten days prior to the hearing. Starting in 2016, truth in taxation requirements also apply to the County Free Library District and the Flood Control District pursuant to ARS § 48-254.

ARS § 42-17107 requires a public truth in taxation hearing be held prior to the Board's approval of the adopted budget. Furthermore, ARS § 42-17104 requires such a public hearing be held on or before the fourteenth day before the day taxes are levied. Whenever a truth in taxation

hearing has been required, Pima County has customarily held such a hearing on the same day and immediately preceding the Board's approval of the adopted budget.

ADOPTION OF TAX LEVY

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

ARS § 42-17151 requires the primary property tax levy and rate and the secondary property tax levy and rate adopted by the Board of Supervisors shall be fixed using the net assessed values of real and personal property from the assessment roll of the County as transmitted pursuant to ARS § 42-17052 by the Assessor on or before February 10th of each year, unless subsequent changes in such values are approved by the Property Tax Oversight Commission. Pima County also uses the net assessed values from this assessment roll in fixing the secondary property tax levies and rates in the adopted budgets of the County Free Library District and the Flood Control District.

A copy of the Board of Supervisors' resolution for the levy of taxes for fiscal year 2017/18 is provided on pages 3-11 through 3-25.

PROPERTY TAX LEVY LIMITATION

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

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

Secondary Property Tax Levy: Secondary property tax levies allow the County to levy ad valorem property taxes for various specific purposes. For many years, Pima County has levied four secondary property taxes. ARS § 11-275 authorizes a tax levy on the taxable net assessed value of all real and personal property in the County for the purpose of retiring principal and paying interest on general obligation bonds. ARS § 48-807 mandates the Board of Supervisors levy a countywide Fire District Assistance Tax on the taxable net assessed value of all real and personal property to assist the fire districts in Pima County, and ARS § 48-3903 authorizes a similar secondary tax levy on all property to pay the expenses of the County Free Library District. ARS § 48-3620 authorizes a tax levy only on the taxable net assessed value of real property in the County to pay the expenses of the Regional Flood Control District.

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

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

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RESOLUTION NO. 2017 - 40

PIMA COUNTY RESOLUTION FOR THE ADOPTION OF THE BUDGET FISCAL YEAR 2017/2018

The Board of Supervisors of Pima County, Arizona finds:

1. On May 23, 2017, in accordance with A.R.S. §42-17101 et seq., the Board of Supervisors made an estimate of the different amounts required to meet the public expenditures of the County for the ensuing year, an estimate of revenue from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of Pima County.

2. The estimates were published as required by law, together with a notice that the Board would hold a public hearing and special board meeting on this date for the purpose of hearing taxpayers.

3. The public hearing was duly held today, at the time and place designated in the published notice, at which any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies.

NOW, THEREFORE, BE IT RESOLVED, that the estimates of revenues and expenditures shown on the accompanying schedules are adopted as the budget of Pima County for the Fiscal Year 2017/2018.

Passed and adopted this 20th day of June, 2017.

Sharon Bronson

Chair
Pima County Board of Supervisors

JUN 20 2017

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Regina LaBasse

Deputy County Attorney
REGINA NASSEN

46965 / 00267275 / v 1

RESOLUTION NO. 2017 - LD 1

PIMA COUNTY RESOLUTION FOR THE ADOPTION OF THE COUNTY FREE LIBRARY DISTRICT BUDGET FISCAL YEAR 2017/2018

The Board of Supervisors, sitting as the Board of Directors of the Pima County Free Library District (the "District"), finds:

1. On May 23, 2017, in accordance with A.R.S. §§ 42-17101 et seq. and 48-3903, the Board of Supervisors, sitting as the District Board, made an estimate of the different amounts required to meet the public expenditures of the District for the ensuing year, an estimate of revenue from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the District.

2. The estimates were published as required by law, together with a notice that the Board would hold a public hearing and special board meeting on this date for the purpose of hearing taxpayers.

3. The public hearing was duly held today, at the time and place designated in the published notice, at which any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies.

NOW, THEREFORE, BE IT RESOLVED, that the estimates of revenues and expenditures shown on the accompanying schedules are adopted as the budget of District for the Fiscal Year 2017/2018.

Passed and adopted this 20th day of June, 2017.

Sharon Bronson

Chair
Pima County Free Library District Board

JUN 20 2017

ATTEST:

Castañeda

Clerk of the Board

APPROVED AS TO FORM:

Regina LaNasse

Deputy County Attorney
REGINA NASSEN

46965 / 00267282 / v 1

RESOLUTION NO. 2017 - FC_2_____

PIMA COUNTY RESOLUTION FOR THE ADOPTION OF THE FLOOD CONTROL DISTRICT BUDGET FISCAL YEAR 2017/2018

The Board of Supervisors, sitting as the Board of Directors of the Pima County Flood Control District (the "District"), finds:

1. On May 23, 2017, in accordance with A.R.S. §§ 42-17101 et seq. and 48-3620, the Board of Supervisors, sitting as the District Board, made an estimate of the different amounts required to meet the public expenditures of the District for the ensuing year, an estimate of revenue from sources other than direct taxation, and the amount to be raised by taxation upon real property of the District.

2. The estimates were published as required by law, together with a notice that the Board would hold a public hearing and special board meeting on this date for the purpose of hearing taxpayers.

3. The public hearing was duly held today, at the time and place designated in the published notice, at which any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies.

NOW, THEREFORE, BE IT RESOLVED, that the estimates of revenues and expenditures shown on the accompanying schedules are adopted as the budget of District for the Fiscal Year 2017/2018.

Passed and adopted this 20th day of June, 2017.

Sharon Bronson

Chair
Pima County Flood Control District Board

JUN 20 2017

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Regina Nassen

Deputy County Attorney
REGINA NASSEN

46965 / 00267279 / v 1

RESOLUTION NO. 2017 - SD_1_____

PIMA COUNTY RESOLUTION FOR THE ADOPTION OF THE STADIUM DISTRICT BUDGET FISCAL YEAR 2017/2018

The Board of Supervisors, sitting as the Board of Directors of the Pima County Stadium District (the "District"), finds:

1. On May 23, 2017, in accordance with A.R.S. §§ 42-17101 et seq. and 48-4232, the Board of Supervisors, sitting as the District Board, made an estimate of the different amounts required to meet the public expenditures of the District for the ensuing year, together with the other estimates required by 48-4232.

2. The estimates were published, together with a notice that the Board would hold a public hearing and special board meeting for the purpose of hearing taxpayers.

3. The public hearing was duly held today, at the time and place designated in the published notice, at which any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies.

NOW, THEREFORE, BE IT RESOLVED, that the estimates of revenues and expenditures shown on the accompanying schedules are adopted as the budget of the District for the Fiscal Year 2017/2018.

Passed and adopted this 20th day of June, 2017.

Chair JUN 20 2017
Pima County Stadium District Board

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Deputy County Attorney
REGINA NASSEN

46965 / 00482203 / v 1

RESOLUTION NO. 2017 – 61

RESOLUTION OF THE PIMA COUNTY BOARD OF SUPERVISORS FOR THE LEVY OF TAXES FOR FISCAL YEAR 2017/2018

The Board of Supervisors of Pima County, Arizona finds:

1. In accordance with the provisions of A.R.S. §§ 42-17101 to 42-17110, 48-252, and 48-3620, the Board of Supervisors, acting as the governing board of the Pima County Flood Control District, on May 23, 2017, made an estimate of the different amounts required to meet the public expenditures of the district for the 2017/2018 fiscal year and, on June 20, 2017, following a public hearing, adopted the budget of the district and determined the amount of its property tax levy.

2. In accordance with the provisions of A.R.S. §§ 42-17101 to 42-17110, 48-252, and 48-3903, the Board of Supervisors, acting as the governing board of the Pima County Free Library District, on May 23, 2017, made an estimate of the different amounts required to meet the public expenditures of the district for the 2017/2018 fiscal year and, on June 20, 2017, following a public hearing, adopted the budget of the district and determined the amount of its property tax levy.

3. In accordance with the provisions of A.R.S. §§ 35-451 and 42-17101 to 42-17110, the Board of Supervisors, on May 23, 2017, made an estimate of the different amounts required to meet the public expenditures of Pima County for the 2017/2018 fiscal year and, on June 20, 2017, following a public hearing, adopted the budget for the County and determined the amount of its property tax levy.

4. The Board of Supervisors has received information regarding the tax levies of the various school districts, municipalities, and special taxing districts in the County for Fiscal Year 2017/2018, so that the Board can designate the amount of property taxes to be collected for those entities.

5. Public notice of the levy of taxes was given as required by law.

NOW, THEREFORE, BE IT RESOLVED, that the taxes and special assessments levied upon property in Pima County by jurisdiction are in the amounts as follows:

PIMA COUNTY FISCAL YEAR 2017/18 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
STATE OF ARIZONA:			
State of Arizona Property Tax			
Primary	8,074,957,717	0	0.0000
STATE (EDUCATION) EQUALIZATION ASSISTANCE TAX:			
Primary	8,074,957,717	39,365,419	0.4875
PIMA COUNTY:			
Primary			
General Fund	8,074,957,717	339,923,420	4.2096
Transportation Property Road Tax		20,187,394	0.2500
TOTAL PRIMARY		360,110,814	4.4596
Secondary			
County Free Library	8,074,957,717	40,802,761	0.5053
Debt Service	8,074,957,717	56,524,704	0.7000
Fire District Assistance	8,074,957,717	3,706,407	0.0459
Flood Control District	7,373,372,757	23,115,524	0.3135
TOTAL PIMA COUNTY		484,260,210	6.0243
PIMA COMMUNITY COLLEGE:			
Primary	8,074,957,717	112,161,162	1.3890
CENTRAL ARIZONA WATER CONSERVATION DISTRICT:			
Ad Valorem Secondary	8,074,957,717	8,074,958	0.1000
Water Storage Secondary	8,074,957,717	3,229,983	0.0400
Ground Water Replenishment			
Category 1 Member Lands			
Water Usage (rate per acre-foot and usage of 815.23 acre-feet)		617,944	758.0000
Membership Dues (rate per lot, with 15,824 lots assessed)		373,130	23.5800
Total Category 1 Member Lands		991,074	
Category 2 Member Lands			
Water Usage (rate per acre-foot and no usage)		0	627.0000

PIMA COUNTY FISCAL YEAR 2017/18 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
CITY OF TUCSON:			
Primary	3,326,014,485		
Primary		15,030,260	0.4519
Involuntary Tort Judgments (Arizona Administrative Code Regulation 15-12-202)		205,000	0.0062
TOTAL PRIMARY		15,235,260	0.4581
Secondary	3,326,014,485	32,465,710	0.9761
TOTAL CITY OF TUCSON		47,700,970	1.4342
CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT:		514,388	list attached
CITY OF SOUTH TUCSON:			
Primary	21,943,650	54,574	0.2487
STREET LIGHTING IMPROVEMENT DISTRICTS:			
Cardinal Estates	714,993	8,352	1.1681
Carriage Hills No. 1	2,387,147	3,936	0.1649
Carriage Hills No. 3	1,002,246	1,269	0.1266
Desert Steppes	1,645,614	2,362	0.1435
Hermosa Hills Estates	2,485,578	2,026	0.0815
Lakeside No. 1	1,828,743	3,149	0.1722
Littletown	1,573,114	16,315	1.0371
Longview Estates No. 1	2,266,146	4,272	0.1885
Longview Estates No. 2	2,751,251	4,635	0.1685
Manana Grande "B"	1,952,506	3,370	0.1726
Manana Grande "C"	2,456,061	5,166	0.2103
Midvale Park	6,293,279	8,532	0.1356
Mortimore Addition	3,490,651	14,202	0.4069
Oaktree No. 1	818,114	14,232	1.7396
Oaktree No. 2	565,563	11,196	1.9796
Oaktree No. 3	715,464	14,664	2.0496
Orange Grove Valley	1,370,092	4,512	0.3293
Peach Valley	448,516	1,834	0.4089
Peppertree	11,046,814	8,237	0.0746
Rolling Hills	5,847,565	8,093	0.1384
Salida del Sol	587,582	9,132	1.5542

PIMA COUNTY FISCAL YEAR 2017/18 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
FIRE DISTRICTS:			
Arivaca	4,406,678	110,168	2.5000
Avra Valley	32,187,554		
Operations		1,046,096	3.2500
Bonds		186,688	0.5800
Total Avra Valley		1,232,784	3.8300
Corona de Tucson	53,210,719	1,622,927	3.0500
Drexel Heights	199,065,465	6,469,628	3.2500
Golder Ranch	654,657,902		
Operations		15,017,852	2.2940
Bonds		654,658	0.1000
Total Golder Ranch		15,672,510	2.3940
Green Valley	362,680,733	9,175,462	2.5299
Hidden Valley	26,879,314	212,908	0.7921
Mescal-J6	3,562,311	53,369	1.4982
Mt. Lemmon	15,055,803	489,314	3.2500
Mountain Vista	280,622,189	6,594,621	2.3500
Northwest	1,080,073,267		
Operations		29,156,442	2.6995
Bonds		4,038,459	0.3739
Total Northwest		33,194,901	3.0734
Picture Rocks	33,260,441		
Operations		1,080,964	3.2500
Bonds		234,001	0.7035
Total Picture Rocks		1,314,965	3.9535
Rincon Valley	110,535,805		
Operations		2,977,945	2.6941
Bonds		580,581	0.5252
Total Rincon Valley		3,558,526	3.2193
Sabino Vista	31,449,740	385,102	1.2245
Sonoita-Elgin	4,587,779	121,576	2.6500
Tanque Verde Valley	13,527,294	257,020	1.9000
Three Points	38,940,401		
Operations		1,265,563	3.2500
Bonds		584,106	1.5000
Total Three Points		1,849,669	4.7500
Tucson Country Club Estates	19,604,447	192,555	0.9822
Why	856,948	27,849	3.2500
HEALTH DISTRICTS:			
Ajo-Lukeville Health District	13,999,806	104,999	0.7500

PIMA COUNTY FISCAL YEAR 2017/18 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
TUCSON UNIFIED SCHOOL DISTRICT NO 1:			
Primary	3,215,767,737		
Maintenance & Operation		196,251,635	6.1028
Unrestricted Capital		8,794,741	0.2735
TOTAL PRIMARY		205,046,376	6.3763
Secondary	3,215,767,737		
Class B Bond Interest and Redemption		17,540,874	0.5455
TOTAL SECONDARY		17,540,874	0.5455
MARANA UNIFIED SCHOOL DISTRICT NO 6:			
Primary	802,296,626		
Maintenance & Operation		33,177,729	4.1353
Unrestricted Capital		551,253	0.0687
Adjacent Ways		1,435,795	0.1790
TOTAL PRIMARY		35,164,777	4.3830
Secondary	802,296,626		
Class B Bond Interest and Redemption		8,162,666	1.0174
Override Maintenance & Operation		6,683,232	0.8330
TOTAL SECONDARY		14,845,898	1.8504
FLOWING WELLS UNIFIED SCHOOL DISTRICT NO. 8:			
Primary	191,100,575		
Maintenance & Operation		7,892,817	4.1302
Unrestricted Capital		148,730	0.0778
TOTAL PRIMARY		8,041,547	4.2080
Secondary	191,100,575		
Class B Bond Interest and Redemption		2,203,154	1.1529
Override Maintenance & Operation		2,662,059	1.3930
TOTAL SECONDARY		4,865,213	2.5459
AMPHITHEATER UNIFIED SCHOOL DISTRICT NO. 10:			
Primary	1,474,077,031		
Maintenance & Operation		62,004,490	4.2063
Unrestricted Capital		787,157	0.0534
TOTAL PRIMARY		62,791,647	4.2597
Secondary	1,474,077,031		
Class B Bond Interest and Redemption		12,805,197	0.8687
Override Maintenance & Operation		7,409,951	0.5027
TOTAL SECONDARY		20,215,148	1.3714

PIMA COUNTY FISCAL YEAR 2017/18 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
SUNNYSIDE UNIFIED SCHOOL DISTRICT NO. 12:			
Primary	425,183,120		
Maintenance & Operation		17,633,047	4.1472
Unrestricted Capital		243,769	0.0573
TOTAL PRIMARY		17,876,816	4.2045
Secondary	425,183,120		
Class B Bond Interest and Redemption		6,362,568	1.4964
TOTAL SECONDARY		6,362,568	1.4964
TANQUE VERDE UNIFIED SCHOOL DISTRICT NO. 13:			
Primary	184,252,375		
Maintenance & Operation		7,049,241	3.8259
Unrestricted Capital		509,883	0.2767
Adjacent Ways		234,764	0.1274
TOTAL PRIMARY		7,793,888	4.2300
Secondary	184,252,375		
Class B Bond Interest and Redemption		1,162,835	0.6311
Override Maintenance & Operation		1,651,504	0.8963
TOTAL SECONDARY		2,814,339	1.5274
AJO UNIFIED SCHOOL DISTRICT NO. 15:			
Primary	17,857,543		
Maintenance & Operation		784,466	4.3929
Unrestricted Capital		56,751	0.3178
TOTAL PRIMARY		841,217	4.7107
Secondary	17,857,543	0	0.0000
CATALINA FOOTHILLS UNIFIED SCHOOL DISTRICT NO. 16:			
Primary	600,958,516		
Maintenance & Operation		24,361,790	4.0538
Unrestricted Capital		385,833	0.0642
TOTAL PRIMARY		24,747,623	4.1180
Secondary	600,958,516		
Class B Bond Interest and Redemption		4,026,381	0.6700
Override Maintenance & Operation		2,487,367	0.4139
Override Election K-3		789,426	0.1314
Override Capital Outlay		2,000,000	0.3328
TOTAL SECONDARY		9,303,174	1.5481

PIMA COUNTY FISCAL YEAR 2017/18 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
VAIL UNIFIED SCHOOL DISTRICT NO. 20:			
Primary	463,748,958		
Maintenance & Operation		19,086,048	4.1156
Unrestricted Capital		235,383	0.0508
Adjacent Ways		500,000	0.1078
TOTAL PRIMARY		19,821,431	4.2742
Secondary	463,748,958		
Class B Bond Interest and Redemption		5,416,829	1.1681
Override Maintenance & Operation		8,443,622	1.8207
TOTAL SECONDARY		13,860,451	2.9888
SAHUARITA UNIFIED SCHOOL DISTRICT NO. 30:			
Primary	285,070,259		
Maintenance & Operation		12,224,098	4.2881
Unrestricted Capital		159,571	0.0560
Adjacent Ways		1,000,000	0.3508
TOTAL PRIMARY		13,383,669	4.6949
Secondary	285,070,259		
Class B Bond Interest and Redemption		6,957,077	2.4405
Override Maintenance & Operation		4,429,153	1.5537
Override Capital Outlay		1,000,000	0.3508
TOTAL SECONDARY		12,386,230	4.3450
SAN FERNANDO ELEMENTARY SCHOOL DISTRICT NO. 35:			
Primary	11,123,505		
Maintenance & Operation		440,307	3.9583
A.R.S. 15-992 B		60,285	0.5420
TOTAL PRIMARY		500,592	4.5003
Secondary	11,123,505	0	0.0000
EMPIRE ELEMENTARY SCHOOL DISTRICT NO. 37:			
Primary	6,639,013		
Maintenance & Operation		321,964	4.8496
A.R.S. 15-992 B		36,682	0.5525
TOTAL PRIMARY		358,646	5.4021
Secondary	6,639,013	0	0.0000

PIMA COUNTY FISCAL YEAR 2017/18 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
CONTINENTAL ELEMENTARY SCHOOL DISTRICT NO. 39:			
Primary	329,030,042		
Maintenance & Operation		4,754,078	1.4449
Unrestricted Capital		226,057	0.0687
A.R.S. 15-992 B		1,829,439	0.5477
TOTAL PRIMARY		6,809,574	2.0613
Secondary	329,030,042		
Class B Bond Interest and Redemption		981,917	0.2984
Override Maintenance & Operation		458,721	0.1394
TOTAL SECONDARY		1,440,638	0.4378
BABOQUIVARI UNIFIED SCHOOL DISTRICT NO. 40:			
Primary	1,907,870		
Maintenance & Operation		0	0.0000
TOTAL PRIMARY		0	0.0000
Secondary	1,907,870	0	0.0000
REDINGTON ELEMENTARY SCHOOL DISTRICT NO. 44:			
Primary	1,358,131		
Maintenance & Operation		117,958	8.6853
TOTAL PRIMARY		117,958	8.6853
Secondary	1,358,131	0	0.0000
ALTAR VALLEY ELEMENTARY SCHOOL DISTRICT NO. 51:			
Primary	46,625,497		
Maintenance & Operation		2,189,635	4.6962
Unrestricted Capital		77,706	0.1667
TOTAL PRIMARY		2,267,341	4.8629
Secondary	46,625,497		
Override Maintenance & Operation		424,710	0.9109
TOTAL SECONDARY		424,710	0.9109
UNORGANIZED SCHOOL DISTRICT TAX:			
Primary	17,896,114	362,110	2.0234
JOINT TECHNICAL EDUCATION DISTRICT			
Secondary	7,662,220,610	3,831,110	0.0500

PIMA COUNTY FISCAL YEAR 2017/18 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
DOMESTIC WATER IMPROVEMENT DISTRICTS:			
Marana Domestic Water Improvement District			
Secondary	6,715,049	35,500	0.5287
Mt. Lemmon Domestic Water District			
Secondary	13,462,768	363,463	2.6998
IMPROVEMENT DISTRICTS:			
Hayhook Ranch			
Secondary	839,495	30,000	3.5736
GLADDEN FARMS COMMUNITY FACILITIES DISTRICT:			
Secondary	19,637,370		
Maintenance & Operation		58,912	0.3000
Bond Indebtedness		490,934	2.5000
TOTAL SECONDARY		549,846	2.8000
GLADDEN FARMS PHASE II COMMUNITY FACILITIES DISTRICT:			
Secondary	66,309		
Maintenance & Operation		199	0.3000
TOTAL SECONDARY		199	0.3000
SAGUARO SPRINGS COMMUNITY FACILITIES DISTRICT			
Secondary	6,409,935		
Maintenance & Operation		19,230	0.3000
TOTAL SECONDARY		19,230	0.3000
VANDERBILT FARMS COMMUNITY FACILITIES DISTRICT:			
Secondary	799,122		
Maintenance & Operation		2,397	0.3000
TOTAL SECONDARY		2,397	0.3000
QUAIL CREEK COMMUNITY FACILITIES DISTRICT:			
Secondary	15,803,367		
Maintenance & Operation		47,410	0.3000
Bond Indebtedness		474,100	3.0000
TOTAL SECONDARY		521,510	3.3000
RANCHO SAHUARITA COMMUNITY FACILITIES DISTRICT:			
Secondary	818,856		
Maintenance & Operation		2,457	0.3000
TOTAL SECONDARY		2,457	0.3000

PIMA COUNTY FISCAL YEAR 2017/18 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
CORTARO-MARANA IRRIGATION DISTRICT 12,153 ACRES			
Maintenance & Operation		911,475	75.0000
FLOWING WELLS IRRIGATION DISTRICT 1,681.77 ACRES			
Maintenance & Operation		32,542	19.3500
SILVERBELL IRRIGATION & DRAINAGE DISTRICT 1,912.15 ACRES			
Maintenance & Operation		5,736	3.0000
MOBILE HOME RELOCATION FUND ASSESSMENT			
Primary	Valuation Unavailable		0.0000
	TOTAL	**1,295,432,997**	

PIMA COUNTY FISCAL YEAR 2017/18 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY
11706089C	$2,832.85
11706166B	5,085.01
11706168A	3,200.22
11706168B	129.18
11706168C	563.79
117061740	267.58
11706177A	608.63
117061780	319.14
11706179A	2,067.49
11706183B	6,653.64
11706187E	2,991.87
117061900	1,541.22
117061910	2,169.67
11706193D	511.00
11706194A	580.21
11706195A	2,474.42
117061960	1,844.96
117062010	2,885.43
117062050	1,442.78
117062060	1,655.00
117062070	2,342.94
117062080	1,442.78
117062090	1,442.78
117062100	3,810.76
117062110	592.83
117062120	1,095.96
117062160	2,216.34
117062170	3,224.72
11706218A	1,511.30
11706219D	3,148.80
11706219F	926.55
117062200	3,008.56
117067090	1,294.68
117067100	1,648.62
117067110	526.13
117067120	124.70
117067130	891.34
117067290	2,750.01
117067300	11,399.23
117101260	689.57
117101270	429.86
117101280	895.55
117101290	604.49

PARCEL ID #	TAX LEVY
117067310	$1,256.14
117067320	906.67
117067480	910.20
117067490	11,975.43
117067500	19,600.61
117067510	3,083.53
117100600	1,759.34
117100610	980.42
117100620	1,581.66
117100630	1,736.48
11710065A	1,116.45
11710066A	1,002.20
117100670	809.11
117100680	284.68
11710069A	262.42
11710069B	348.31
117100710	54.28
11710075B	759.04
117100760	3,455.18
11710077A	743.10
117100780	465.68
11710079A	1,215.30
11710081D	1,024.04
11710082A	544.52
11710083A	576.68
117100840	498.39
11710089A	11,627.05
117100920	418.60
11710094A	316.83
117100950	356.18
117100960	596.01
117100970	256.11
11710098A	399.20
117100990	762.03
11710100A	991.34
117101010	2,115.12
117101020	1,575.96
117101210	1,542.38
117101250	564.13
11711102A	1,443.93
117111040	1,554.25
117111050	1,643.19
117111060	357.07

PIMA COUNTY FISCAL YEAR 2017/18 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY
117101300	$443.16
117101310	393.36
117101320	366.77
11710133A	804.70
117101350	502.25
117101360	432.75
117110160	1,163.26
117110170	14,002.35
117110180	627.63
117110210	2,989.57
117110730	811.93
117110740	978.79
117110750	271.11
11711076A	1,068.55
11711076B	2,260.17
117110770	459.99
117110780	475.32
117110790	838.96
11711080A	23,277.03
11711080C	3,181.43
117110820	1,446.31
117110830	1,662.19
117110840	2,493.28
11711085A	3,138.28
117110890	967.87
117110900	3,969.72
117110910	1,204.92
117110920	1,081.98
11711096C	12,703.81
11711096D	9,487.98
11711096E	5,995.82
117110980	1,534.98
117110990	689.30
117111000	1,768.91
117111010	1,287.69
11713029A	9,104.53
117130360	1,452.21
11713037A	1,267.54
11713039A	2,276.11
11713039B	566.84
117130400	2,660.72
117130410	2,030.18
117130420	1,148.71

PARCEL ID #	TAX LEVY
117120030	$102.78
11712006A	969.36
11712007A	3,907.84
117120080	5,183.52
117120130	660.60
117120140	942.02
117120150	275.45
11712017A	2,566.29
11712019A	615.82
117120200	3,667.47
117120210	3,320.04
117120220	860.88
117120280	833.81
117120290	846.02
117120300	516.97
117120310	2,427.88
11712033A	1,692.11
117120360	724.58
117120470	1,738.79
11712048A	254.82
117120490	231.62
117120860	1,968.03
11712087B	5,873.16
11712087C	9,320.68
11712098A	19,721.44
11712099A	3,294.26
11712103C	23,671.69
117121240	533.26
117121250	510.53
117121260	519.96
117121270	262.63
117121280	531.22
117121290	1,199.22
117121940	502.73
11713027A	867.43
117140860	2,925.59
117140870	1,908.33
117150010	2,650.75
117150030	888.36
117150040	1,043.38
117150050	2,084.86
117160030	3,325.47
117160050	1,316.45

PIMA COUNTY FISCAL YEAR 2017/18 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY
117130430	$1,670.20
11713156B	7,700.21
11713156C	2,169.16
117131600	3,761.81
117131610	746.29
117131620	976.69
117131630	125.38
117131640	841.27
117131650	33.92
117131660	1,058.37
117131670	1,058.37
117131680	416.84
117131720	3,059.79
117131740	1,393.93
117131750	590.38
11713177B	6,210.48
11713182A	3,320.85
117131830	1,364.28
117132170	182.37
117132180	1,591.63
117132190	398.52
117132200	387.53
117132210	387.53
117132220	398.52
11713223A	697.71
117132250	385.49
117132260	366.97
117132270	6,554.25
11714072A	1,107.09
11714077A	2,021.15
11714081A	1,553.98
117170670	28.16
117170680	28.16
117170690	28.90
117170700	37.31
117170710	36.23
117170720	36.23
117170730	37.31
117170740	29.38
117170750	42.61
117170760	42.61
117170770	39.15
117170780	46.68

PARCEL ID #	TAX LEVY
11716007B	$6,122.15
117160100	1,887.30
117160110	2,147.41
117160120	746.83
117160130	3,246.22
117160300	1,103.69
117160310	592.96
117160330	978.05
117160360	1,017.67
117160370	1,248.34
117160380	74.49
117170010	2,650.82
117170020	997.31
117170060	598.39
11717007B	541.40
11717008B	1,250.10
117170090	1,882.68
117170110	2,221.16
117170120	2,941.94
117170170	3,274.92
11717020A	3,096.56
117170340	509.92
117170380	1,040.12
117170400	453.61
11717044B	975.43
117170610	37.31
117170620	36.30
117170630	36.30
117170640	37.31
117170650	28.90
117170660	28.16
117170950	42.61
117170960	42.61
117170970	42.61
117170980	43.22
117170990	37.38
117171000	36.43
117171010	36.43
117171020	37.38
117171030	29.04
117171040	28.22
117171050	28.22
117171060	28.22

PIMA COUNTY FISCAL YEAR 2017/18 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY	PARCEL ID #	TAX LEVY
117170790	$37.38	117171070	$29.04
117170800	36.43	117171080	37.38
117170810	36.43	117171090	36.36
117170820	37.38	117171100	36.36
117170830	29.04	117171110	36.36
117170840	28.22	117171120	36.36
117170850	28.22	117171130	37.38
117170860	28.22	117171140	312.22
117170870	29.04	117171150	131.75
117170880	37.38	117171160	404.62
117170890	36.36	117171170	378.30
117170900	36.36	117171180	316.70
117170910	36.36	117171190	316.70
117170920	36.36	117171200	107.74
117170930	37.38	117171210	157.26
117170940	29.38	11720024A	4,414.71
		Total Levy	**$514,387.88**

Passed and adopted this 21st day of August, 2017.

Chair
Pima County Board of Supervisors

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Deputy County Attorney

REGINA NASSEN

2017/18 Levy Resolution

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BUDGET ISSUES

This section of the Fiscal Year 2017/2018 Adopted Budget for Pima County identifies the predominant budget issues faced by the Pima County Board of Supervisors during the formulation and adoption of this fiscal year's budget. The issues are delineated in the County Administrator's memorandum, *Transmittal of Recommended Fiscal Year 2017/18 Budget*, dated April 26, 2017; his May 23, 2017, *Tentative Budget Adoption: Fiscal Year 2017/18*; and his June 20, 2017 memorandum, *Fiscal Year 2017/18 Final Budget Adoption.* (The memoranda are located on pages 4-5, 4-30, and 4-69, respectively.) The tax rates included in the June 20th memorandum are not the final rates; Schedule B in the State Reports section contains the adopted County Tax Rates approved for fiscal year 2017/2018.

Issues Synopsis

During the development of the fiscal year 2017/18 budget, the following issues were recognized:

- State Budget Cost Shifts - The shifting of the State of Arizona's Budget Costs to Pima County continues to have direct, adverse impacts on the programs and services provided by the County in FY 2017/18. This year, State Budget cost shifts continue to be transferred to Pima County in the amount of $86 million, or nearly 26 percent of the existing primary property tax levy.

  The County has successfully resisted at least a portion of the State cost shifts. Based on a May 2016 decision by the Maricopa Superior Court, the County prevailed in litigation against the State of Arizona regarding the unconstitutional transfer to the County by the State's Property Tax Oversight Commission of property tax liability to fund the State's one-percent homeowner's rebate. This positive ruling relieved Pima County of $15.8 million of annual payments to school districts in the County.

- Increase in Taxable Assessed Values - The Taxable Assessed Value for FY 2017/18 totals $8,074,957,717. This is a net increase of $258,257,957, or 3.3 percent, over the current year and represents only the third annual increase in Taxable Assessed Value since FY 2009/10. While this amount represents an increase from FY 2016/17, the Taxable Assessed Value is still $910,754,113, or 10.1 percent less than eight years ago in FY 2009/10.

- Annual 5-Percent Cap on Taxable Net Assessed Value Increases – Fiscal year 2017/18 represents the third effective year of a Constitutional amendment, approved by Arizona voters five years ago, that will substantially limit future overall appreciation of the existing property tax base by setting a five percent cap on taxable assessed value increases from year to year. Previously, the market dictated increases in taxable net assessed value.

- Maintenance of Effort Budget - The budget that was adopted by the Board of Supervisors for fiscal year 2017/18 is primarily a "maintenance of effort" budget. It did not expand or add service programs. Because of ongoing state budget cost transfers to the County, there were insufficient dollars to fund these existing essential services as well as absorb the state cost transfers.

- Property Taxes - The fiscal year 2017/18 Adopted Budget primary property tax rate for General Government decreases by $0.0800 from fiscal year 2016/17 due to the creation of the property road tax. The Transportation Property Road tax rate is $0.2500. The Library District and Regional Flood Control secondary property tax rates decrease by $0.0100 and $0.0200, respectively. Debt Service secondary property tax remains unchanged. The total

property tax rate for Pima County (excluding the State mandated Fire District Assistance Tax) increased from $5.8384 to $5.9784 per $100 of net taxable value, a net increase of $0.1400.

- Transportation Property Road Tax - The property road tax is separate from and a subset of the County's primary property tax rate, but it is added to the overall primary property tax rate for purposes of collection, expenditure limit calculation and for Truth in Taxation Hearing requirements. The maximum allowable rate for a property road tax is $0.2500 per $100 of net taxable value. This rate would yield $19,526,525 in revenues dedicated only to road repair and pavement preservation of local and neighborhood roads throughout the County. Arterial and collector roads will not be funded by this property road tax. These roads will have their own separate funding mechanisms. As noted above, the primary property tax rate has decreased by $0.0800, and the combined secondary tax rates have decreased by $0.0300, a total of $0.1100 reduction to offset the property road tax rate of $0.2500 per $100 of net taxable value.

- Combined Property Tax Levy - Pima County's fiscal year 2017/18 combined property tax rate increased by 14.00 cents per $100 of net taxable value over the prior fiscal year due to the Transportation Property Road Tax. The County will levy $481 million in primary and secondary property taxes in fiscal year 2017/18 (amount excludes the State mandated Fire District Assistance Tax). Last fiscal year was the third time that the combined levy had increased since fiscal year 2010/11 when it totaled $418 million. The current year's levy is $63 million or 15 percent more than the amount levied in fiscal year 2010/11.

- State-Shared Revenues - State shared sales tax revenue is projected to increase by $3.1 million in fiscal year 2017/18. This increase reflects a gradual recovery in the local economy and continued statewide economic growth.

- Banner- University of Arizona Medical Center – South Campus - In fiscal year 2010/11, the County entered into a two-year agreement with the Arizona Board of Regents (ABOR) on behalf of the University of Arizona College of Medicine for funding of what is now designated as Banner University of Arizona Medical Center – South Campus. In May 2012 the Board of Supervisors approved a second two-year contract with ABOR with an annual base funding of $15,000,000. In May 2014, the Board of Supervisors approved a third two-year contract with ABOR with an annual amount of $15,000,000 effective July 1, 2014. Due to the increased State Budget Cost shifts to the County in fiscal year 2015/16, the payment to Banner Health reflects a one-time decrease of $2,500,000 for this fiscal year. For fiscal years 2016/17 and 2017/18, the annual contribution amount is $15,000,000.

- Rainy Day Funds - Maintaining a budget reserve has given the County a favorable bond rating which has produced substantial savings from lower interest payments on County bonds. The reserve has also enabled the County to minimize the negative fiscal impacts of a variety of unforeseen events over which the County has had little or no control. The total General Fund Reserve for fiscal year 2017/18 totals $50,292,886. This reserve represents 9.1 percent of projected operating General Fund revenues for fiscal year 2017/18 compared to the budgeted ending fund balance of 10.8 percent of budgeted revenue last fiscal year.

- General Fund Fiscal Year 2016/17 Ending Fund Balance - The projected General Fund available ending fund balance for fiscal year 2016/17 is $66,995,846. This is a projected increase of $5,754,994 over the budgeted General Fund Reserve of $61,240,853. This ending balance represents approximately 12 percent of projected General Fund revenues for FY 2016/17.

This net increase of $5,754,994 results from numerous offsetting increases and decreases in actual expenditures, revenues and operating transfers from the Adopted Budget. Several General Fund departments experienced larger cost savings than originally anticipated when the budget was adopted, including savings in mandated payments, personnel vacancy savings due to inability to attract qualified applicants, election related cost savings, and general facilities costs.

- Employee Compensation - A two-part employee compensation plan affecting general County employees, Sheriff Deputies and Corrections Officers was implemented for fiscal year 2016/17. There is no employee compensation plan for fiscal year 2017/18, except for those positions with job codes that are subject to the state mandated minimum wage increase.

- Employee Benefits Costs - The County's costs associated with providing benefits to its employees continues to increase. FY 2017/18 overall benefits costs are expected to increase by a net of $3.7 million over FY 2016/17 (from $145.4 million to $149.1 million). This increase in benefits costs will be absorbed by the County despite increasing costs within other areas of the County's budget.

- Employee Medical Insurance Benefits - Prior to fiscal year 2013/14, the County purchased medical insurance from an independent provider. Over the five years prior to fiscal year 2013/14, the County's employee medical insurance premiums increased by an average of 15 to 20 percent yearly. In order to control the rate of increase of employee medical insurance costs, the County moved to a self-insured medical plan run by a third party administrator starting in fiscal year 2013/14. Under this new model, fiscal year 2013/14 insurance costs increased by less than 7% from the fiscal year 2012/13 cost. Medical insurance costs are expected to increase by approximately 5 percent to 7 percent per year under this new model.

  Fiscal year 2017/18 will be the County's fifth year under a self-insured model for employee medical and pharmacy benefits. Based on the performance of the Health Insurance Benefits Trust Fund over the past year, both employer and employee biweekly rates remain unchanged from fiscal year 2016/17. Review of the Health Insurance Benefits Trust financial reports continue to show that transitioning to a self-insured plan was a prudent and beneficial decision for both employees and the County.

- Employee Retirement Benefits - Retirement costs for certain employee plans continue to rise significantly. Employer and employee contribution rates for our main employee retirement plan, the Arizona State Retirement System (ASRS), will increase slightly from FY 2016/17. However, the County's contribution to the Public Safety Personnel Retirement System (PSPRS), Correction Officer Retirement Plans (CORPs) and the Elected Official Retirement Plan (EORP) will experience net increases of over $5.4 million from the current year.

- Hall(EORP)/Parker(PSPRS) Settlements - Recent court decisions pertaining to reform of pension contribution rates and retirement benefits for employees enrolled in the PSPRS, EORP and CORP will affect the County's employer contribution rates in future years. Employees in PSPRS and EORP hired on or before July 19, 2011 recently had their contribution rates reduced and will be receiving refunds from the plans for past year's overpayments. The County will pay close to $8 million refunds to the affected employees. Interest payments will be made on both the Hall and Parker settlements. PSPRS will allow for employer contribution credits in the amount to be paid back to help employers who need to use that method to free up funds.

- Combined Adopted Budget - Overall County budgeted expenditures of $1,267,072,355 are 2.8 percent higher than fiscal year 2016/17 budgeted expenditures of $1,232,771,605 and 15 percent less than ten years ago.

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

MEMORANDUM

Date: April 26, 2017

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

From: C.H. Huckelberry
County Administrator

Re: **Transmittal of the Recommended Fiscal Year 2017/2018 Budget**

Introduction

This memorandum transmits the Recommended Fiscal Year (FY) 2017/18 Budget for Pima County. These recommendations are based on information available in April 2017. **As of today, the Governor and the State Legislature have not adopted a State budget for FY 2017/18. It is likely the final budget adopted by the State will have impacts on Pima County's final budget and may change the recommendations made in this memorandum.** It is also possible additional relevant information will become available for the Board of Supervisors as it deliberates on the budget prior to final adoption on June 20, 2017.

On March 7, 2017, the Board approved holding five public hearings on the budget. These hearings will be held on the dates shown in the budget schedule below. In total, the Board will hold seven public hearings regarding the budget, totaling approximately 20 hours, before Final Budget Adoption. The budget hearings will be televised, as well as available for viewing through the internet.

Working budget drafts, including budgets submitted by all County departments, have been available on the County Budget website since January 30, 2017. These reports receive weekly updates throughout the budget process and include the following:

- Recommended Summary by Object Reports for both revenue and expenditures;
- Recommended Detail Line Item by Individual Unit Reports for revenue and expenditures;
- Recommended Positions by Individual Unit.

The above financial reports include the FY 2015/16 actual amounts, the FY 2016/17 Adopted Budget, the FY 2016/17 year-to-date amounts as of the date of the report and the FY 2017/18 Recommended Budget.

In addition to these reports, the County Budget website includes budget-related communications issued to the Board and County departments throughout the FY 2017/18 budget process to date. This information can be accessed at the County's home page (www.pima.gov) by clicking on the County Budget link.

Significant dates in the budget adoption and tax levy processes are as follows:

May 02, 2017	Board of Supervisors Budget Hearing (afternoon session)
May 09, 2017	Board of Supervisors Budget Hearing (morning and afternoon sessions)
May 16, 2017	Board of Supervisors Budget Hearing (afternoon session)
May 17, 2017	Board of Supervisors Budget Hearing (afternoon session)
May 23, 2017	Tentative Budget Adoption (Sets Budget Ceiling)
June 20, 2017	Truth in Taxation Hearing (Primary, Regional Flood Control and the County Free Library)
June 20, 2017	Final Budget Adoption
August 21, 2017	Tax Levy Adoption (Date set by state statute)

The documents shown below follow this budget memorandum.

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

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

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I. OVERVIEW OF RECOMMENDED BUDGET

Pima County's FY 2017/18 Recommended Budget continues the conservative approach to budgeting that has been followed since the start of the last recession over nine years ago. During the recession, the County adjusted its budget in response to reduced revenues and increased service demands. It implemented various initiatives to address redundancy and improve efficiency. The centralization of core internal services, such as Finance, increased efficiency and reduced cost. The size of the workforce shrank, primarily through normal attrition. Priorities were re-evaluated and items of discretionary spending were reduced where appropriate. Department and agency budgets were incrementally reduced over time through a managed, thoughtful process. The cumulative effect of these departmental budget reductions has been substantial. General Fund supported departments have been reduced 13.5 percent, except the Sheriff's Office, which was reduced 4.5 percent.

State cost shifts continue to pose a significant challenge to the County's budget. In recent years, the State began to shift significant costs to Pima County and the other counties in Arizona. The current budget includes State cost shifts totaling $86 million, or 26 percent of the existing primary property tax rate. County taxpayers continue to subsidize the State.

The primary property tax base in Pima County will increase in FY 2017/18 by 3.3 percent. This is only the third time in eight years the property tax base has increased. Between FY 2009/10 and FY 2014/15, the County's primary net assessed value declined 16.3 percent. It is expected the property tax base will continue to increase modestly for the next few years.

FY 2017/18 significant budget highlights include the following:

- The projected General Fund available ending balance for FY 2016/17 is $66,995,847, an increase of $5,754,994 over the budgeted General Fund Reserve of $61,240,853. This amount represents the beginning fund balance for FY 2017/18.

- It is recommended that the non-recurring FY 2016/17 ending balance be allocated for the following purposes:

  - $15,000,000 to fund the contract payment to Banner Health on behalf of the Banner–University of Arizona Medical Center South Campus;
  - $1,039,000 to fund the State's shift of costs to the County for the Arizona Department of Revenue;
  - $1,726,804 to fund State shift of costs to the County for Juvenile Corrections;
  - $141,000 to fund State cost shifts to the County for the restoration of ALTCS Dental;
  - $49,089,043 to fund a portion of the total General Fund Budget Reserve for FY 2017/18.

- Assuming continuation of the current primary property tax rate of $4.2896, recommended General Fund revenues and transfers-in for FY 2017/18 are projected to be $560,682,404, which is $1,908,468, or 0.34 percent, less than the current year.

- Excluding primary property taxes, General Government revenues from all other sources are projected to increase $185,939.

- The value of the net primary property tax base is projected to increase 3.3 percent, which will result in an increase in the primary levy of $11,078,233 at the current tax rate of $4.2896.

- Total primary property tax revenues from all sources are projected to increase $10,288,980 at the current tax rate. Primary property tax revenues are different from the tax levy due to the impact of actual tax collections and delinquent tax collection rates and associated penalties and interest. Note that higher than expected property tax collections in the last three fiscal years slightly offset increased primary property tax revenues collected from all sources.

- Recommended General Fund expenditures and transfers-out for FY 2017/18 are projected to be $627,678,252, which is $5,763,622, or 1 percent, more than the current year's adopted budget.

- No supplemental funding requests are recommended.

- Existing State budget cost transfers for FY 2017/18 have an annual budget impact of $86 million, or 26 percent of the existing primary property tax rate of $4.2896.

- The recommended General Fund Budget Reserve totals $56,919,918, or 10.2 percent of General Fund revenues and operating transfers-in.

- The FY 2017/18 recommended budget maintains the current primary property tax rate of $4.2896 per $100 of net taxable value. While the property tax rate is unchanged, it will produce $10,228,980 million, or 3.04 percent, additional total primary property tax revenue. These additional property tax revenues are recommended to offset overspending in the Sheriff's Department, increasing employee pension liability, annualization of the FY 2016/17 salary and decompression adjustments, and other ongoing increased costs.

- The Recommended Budget for the Library District for operating costs, grants and operating transfers-out is $47,156,340, a $2,440,898 increase from the current year. The secondary property tax rate is recommended to remain unchanged at $0.5153.

- The Recommended Budget for Debt Service is $117,790,376, a $2,334,975 increase from the current year. The secondary property tax rate is recommended to remain unchanged at $0.7000.

- The Recommended Budget for the Regional Flood Control District for operating costs, special funds, grants and operating transfers-out is $26,301,221, an increase of $1,465,156 from the current year. The secondary property tax rate is recommended to remain unchanged at $0.3335.

- The combined, total recommended County property tax rate (excluding the Fire District Assistance Tax) is $5.8384 per $100 of net taxable value and is unchanged from FY 2016/17. The resulting combined County levy (excluding the Fire District Assistance Tax) is $469,108,545, a $15,163,692 increase from the current year.

- The combined, total Recommended County Budget for FY 2017/18 is $1,243,595,459, which is $10,823,854, or 0.9 percent, more than the current year's Adopted Budget.

II. ISSUES SIGNIFICANTLY IMPACTING THE COUNTY BUDGET

This section contains a series of brief descriptions of some of the major issues that impact Pima County's FY 2017/18 Recommended Budget. Further details are contained in various memoranda accessed via the County Administrator Memoranda FY 2017/18 page of the County Budget website.

A. State Cost Shifts

The shifting of the State of Arizona's Budget Costs to Pima County continues to have direct, adverse impacts on the programs and services provided by the County in FY 2017/18.

The County has successfully resisted at least a portion of the State cost shifts. Based on a May 2016 decision by the Maricopa Superior Court, the County prevailed in litigation against the State of Arizona regarding the unconstitutional transfer to the County by the State's Property Tax Oversight Commission of property tax liability to fund the State's one-percent homeowner's rebate. This positive ruling relieved Pima County of $15.8 million of annual payments to school districts in the County. Because of this decision, the Board of Supervisors was able to decrease the final primary property tax rate for FY 2016/17 by $0.0981 per $100 of net taxable value from the prior year's rate.

In FY 2015/16, the Governor and the Legislature also transferred $2,906,804 of new State budget costs to the County. These new costs include funding for State Juvenile Corrections, the restoration of ALTCS Dental Costs and costs associated with the Arizona Department of

Revenue. When these costs are added to the County's additional costs already determined by the State, overall State cost shifts total nearly $86 million, or 26 percent of the primary property tax rate. A detailed list of these State cost transfers is shown in Table 1 below.

Table 1: Continuing FY 2017/18 State Cost Transfers to Pima County.

Description	Amount Required From Pima County
Arizona Health Care Cost Containment Syst.	$ 17,610,721
Arizona Long Term Care System	39,475,000
Behavioral Health System State Contribution	3,064,936
Restoration to Competency	1,706,935
Sexually Violent Persons	1,215,782
Superior/Juvenile Court – Salaries and Benefits	17,692,751
Justice Courts – JP Salaries and Benefits	1,213,688
Constables – Salaries and Benefits	904,437
State Juvenile Corrections	1,726,804
Restoration of ALTCS Dental	141,000
AZDOR Operating Cost	1,039,000
Total	**$ 85,791,054**

B. Employee Benefits

The County's costs associated with providing benefits to its employees continues to increase. FY 2017/18 overall benefits costs are expected to increase by a net of $3.7 million over FY 2016/17 (from $145.4 million to $149.1 million).

FY 2017/18 will be the County's fifth year under a self-insured model for employee medical and pharmacy benefits. Based on the performance of the Health Insurance Benefits Trust Fund over the past year, it is recommended that both employer and employee biweekly rates remain unchanged from FY 2016/17. Review of the Health Insurance Benefits Trust financial reports continue to show that transitioning to a self-insured plan was a prudent and beneficial decision for both employees and the County.

The County provides eligible employees with Health Savings Accounts (HSAs). Employees can contribute pretax funds to these accounts, subject to Internal Revenue Service limits, to fund future medical costs. The County also contributes to this plan ($1,000 annually for employee only and $2,000 annually for all other premium tiers). The County is expected to spend $8.7 million in FY 2017/18 to fund employee HSAs.

Retirement costs for certain employee plans continue to rise significantly. Employer and employee contribution rates for our main employee retirement plan, the Arizona State Retirement System (ASRS), will increase very little from FY 2016/17. However, the County's contribution to the Public Safety Personnel Retirement System (PSPRS), Correction Officer Retirement Plans (CORPs) and the Elected Official Retirement Plan (EORP) will experience net increases of over $5.4 million from the current year.

Recent court decisions pertaining to reform of pension contribution rates and retirement benefits for employees enrolled in the PSPRS, EORP and CORP may the County's employer contribution rates in future years. Employees in PSPRS and EORP hired on or before July 19, 2011 recently had their contribution rates reduced and will be receiving refunds from the plans for past year's overpayments. Other elements of the court decisions are under negotiation and the cost of any other refunds is unknown. This decision alone could cause the County to send out nearly $5 million in the following fiscal year.

C. Supplemental Funding Requests

Various departments submitted 12 supplemental funding requests totaling $5,590,450. In addition, two supplemental revenue requests totaling $9,446,627 were submitted by the Regional Wastewater Reclamation Department, but they ultimately rely on sewer user fee increases in the future. Copies of all supplemental requests are located in the "Supplemental Packages" section of the Recommended Budget Book.

The largest set of requests, totaling $4,791,436, or 86 percent, was submitted by the Sheriff's Department. $2,566,094 of these requests are related to previous Board approved salary increases where all County departments and agencies were required to accommodate the expenditure increase within their adopted budgets. Of this amount, $1,400,000 relates to the FY 2014/15 50-cent per hour salary increase, and the remaining $1,166,094 relates to the FY 2016/17 general and decompression adjustments. The remainder of the Sheriff's requests include funding for motor pool, supplies and services, and various information technology costs. I have not funded these requests for any department, and I will not fund them for the Sheriff's Department.

Other requests by departments include additional funding ranging from additional positions to funding motor pool increases and other supplies and services costs to funding specific programs or Courts and minimum wage adjustments.

I have reviewed all of the supplemental requests submitted, and I am not recommending approving any at this time.

Note: At their meeting of April 18, 2017, the Board of Supervisors approved three-percent increases in sewer user and sewer connection fees for the Regional Wastewater Reclamation

Department. These additional revenues will be included in the proposed tentative adopted budget submitted to the Board in mid-May.

D. Pavement Rehabilitation and Repair Funding

Previous memoranda to the Board discussed various alternatives for funding a pavement rehabilitation and repair program within the County. The options continue to be increasing gas taxes and/or Highway User Revenue Funds (HURF) on a statewide basis. This call for statewide transportation funding has been largely ignored by the Legislature.

Various bills were introduced to permanently reverse HURF diversions to the State Department of Public Safety and return those funds to the various jurisdictions to repair roads, propose a local gas tax option and increase the State gas tax. Unfortunately, these efforts have been unsuccessful, and it appears no meaningful transportation funding reforms will be coming out of the Legislature this session.

The County's Capital Improvement Plan for FY 2017/18 includes $3 million for arterial and collector highway pavement preservation, maintenance and repair. Any net growth in HURF revenue in the next fiscal year will be dedicated to this project. Approximately $1.7 million of this funding relies on the Legislature renewing their FY 2016/17 effort to restore a portion of the HURF diversions to local governments. Unfortunately, the FY 2017/18 Governor's budget sets a dangerous precedent and reinstates this portion of the HURF diversions for other uses in the State's Budget.

Local road repair within unincorporated Pima County cannot wait for the Legislature or the development of some type of regional pavement preservation and repair program. Staff is reviewing a number of potential proposals to the Board that, if approved, could provide approximately $8 million per year of funding for local highway repair in the unincorporated area. I anticipate a plan will be finalized and presented to the Board by mid-May to be considered as part of the Proposed Tentative Adopted Budget submittal.

III. GENERAL FUND ENDING FUND BALANCE: FY 2016/17

A. Positive Ending Fund Balance

The recommended General Fund ending balance for FY 2016/17 is $66,995,847. This is a projected increase of $5,754,994 over the budgeted General Fund Reserve of $61,240,853. This ending balance represents approximately 12 percent of projected General Fund revenues for FY 2016/17.

This net increase of $5,754,994 results from numerous offsetting increases and decreases in actual expenditures, revenues and operating transfers from the Adopted Budget, including:

- An $18.4 million larger FY 2016/17 beginning General Fund balance than was anticipated at the time the FY 2016/17 Budget Adoption. $8.1 million of this amount was the result of Pima County prevailing in its lawsuit against the State of Arizona and its requirement that the County transfer up to $15.8 million of General Fund dollars to local school districts. In addition, several General Fund departments experienced larger cost savings than originally anticipated when the budget was adopted, including savings in mandated payments, personnel and general facilities costs.

- Projected $60.6 million in expenditure savings in the FY 2016/17 budgeted General Fund Reserve.

- $1.7 million of elections related cost savings.

- $750,000 of additional third-party rents.

- Several departments continue to forecast significant personnel savings due, in part, to the inability to attract qualified applicants.

These savings are partially offset by the following:

- $6.1 million operating transfer-in from the Capital Projects Fund to the General Fund did not occur.

- Additional $5 million negative net fund impact in projected Sheriff's Department FY 2016/17 expenditures and revenues due to the Department forecasting the following:

  - $1.4 million overspending in personnel services, including special pays such as on-call pay, overtime, shift differential and holiday pay;
  - $2.5 million overspending in various supplies and services objects such as repairs and maintenance, software maintenance, transcription services, law enforcement supplies, etc;
  - $1.1 in revenue shortfalls from the Arizona Department of Corrections and various Sheriff's fees.

- Additional one-time operating transfers-out to the Capital Project Fund totaling $8,687,645 to fund various projects.

- $3 million one-time operating transfer to the Facilities Renewal Fund for Banner Health-South Campus improvements.

B. Recommended Uses of General Fund Ending Balance

Below are my recommendations for use of the $66,995,847 of non-recurring, one-time resources projected as the available ending balance of the General Fund on June 30, 2017.

1. Banner–University of Arizona Medical Center South Campus

Over the past several years, the partnership between Pima County, The University of Arizona and now Banner Health has allowed the hospital and Pima County to align incentives and expand opportunities within the academic medical system.

Beginning in 2010, the County entered into a two-year agreement with the Arizona Board of Regents on behalf of The University of Arizona College of Medicine for funding of The University of Arizona Medical Center South Campus. The Board approved additional contracts in 2012, 2014 and 2016, providing for annual base funding at $15 million in consideration for a variety of services at the South Campus complex that will benefit the County and health of its residents.

This hospital arrangement continues to have my full support. I am recommending the County make the full $15 million payment to Banner Health in FY 2017/18 out of the FY 2016/17 ending fund balance.

2. Fund Additional State Cost Shifts

As described in Section II.A, the State of Arizona continues to balance the State Budget by continuing a portion of new cost transfers originally sent to the counties in FY 2015/16. While Pima County prevailed in litigation with the State to nullify $15.8 million of these shifts, $2,906,804 of these additional costs remain. These additional costs were summarized previously in Table 1.

The County continues its efforts to have these State costs returned to the State Budget. However, it is anticipated the Governor and Legislature will not take action to do so. Since the County will once again be required to pay for these costs, I recommend the full $2.9 million cost be paid from the FY 2016/17 ending fund balance.

3. General Fund Reserve

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

The budget reserve has contributed to an enhanced bond rating for the County, which has saved approximately $2 million annually in reduced interest payments on County bond

projects. The reserve has also enabled the County to sustain the negative fiscal impacts of a variety of unforeseen events over which the County has had little or no control.

The persistently weak economy has put the County in an increasingly uncertain operating environment. The primary property tax base contracted significantly starting in FY 2010/11. While the taxable assessed value is now increasing for the third consecutive year in FY 2017/18, staff anticipates the real estate market and construction industry in the County will take several more years to fully recover from the impacts of the last recession. In addition, future increases in the tax base will be limited to a five percent Constitutional cap on taxable assessed value increases from year to year. This cap will substantially limit future overall appreciation of the existing property tax base. In addition, actions of the State and Federal governments that financially impact the County have become increasingly more common, erratic and unpredictable. This trend continues to shift State program funding to local governments. Consequently, maintaining the General Fund Reserve Fund balance at an adequate level has become an important goal.

After the appropriations recommended above, funding the County's agreement regarding Banner-University Medical Center South Campus and ongoing new State cost shifts the amount remaining of the projected FY 2016/17 General Fund ending balance is $49,084,043. I recommend the Board allocate this amount to fund a portion of the General Fund Budget Reserve.

4. Summary of Recommended Uses of General Fund Ending Balance

Table 2 below summarizes the recommendations discussed above for allocation of the nonrecurring, one-time resources projected as the FY 2016/17 available ending fund balance of $66,995,847.

Table 2: Recommended Allocation of FY 2016/17 General Fund Ending Balance.

Recommendation	Amount
Banner–University Medical Center South Campus	$15,000,000
State Cost Shifts:	
State Juvenile Corrections	1,726,804
Restoration of ALTCS Dental	141,000
Arizona Department of Revenue	1,039,000
General Fund Reserve	49,084,043
TOTAL	**$66,995,847**

IV. GENERAL FUND SUBMITTED BASE BUDGET: FY 2017/18

A. General Fund Base Budget Revenues

Assuming continuation of the current primary property tax rate of $4.2896, projected FY 2017/18 base budget revenues and operating transfers to the General Fund total $560,682,404. This is a $1,908,468, or 0.34 percent, increase from the current year budgeted revenues and operating transfers to the General Fund.

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

1. General Government Revenues Other Than Property Taxes

Excluding primary property tax revenues, projected FY 2017/18 base budget General Government revenues from all other sources is $173,390,017; which is a $185,939, or 0.1 percent, increase from the current Adopted Budget.

The largest revenue stream in this category – state shared sales tax – is projected to increase by $3.1 million, or 2.8 percent, to $115.2 million, reflecting a slow but continued recovery in the local economy. Vehicle License Tax revenue is also projected to show continued improvement next year with an overall increase of $1.25 million, or 4.6 percent.

2. Primary Property Tax Revenues

a. Annual Five-percent Cap on Taxable Net Assessed Value Increases

FY 2017/18 represents the third effective year of a Constitutional amendment, approved by Arizona voters five years ago, that will substantially limit future overall appreciation of the existing property tax base by setting a five percent cap on taxable assessed value increases from year to year. Previously, the market dictated increases in taxable net assessed value.

b. Primary Property Tax Revenues

The Taxable Assessed Value for FY 2017/18 totals $8,074,957,717. This is a net increase of $258,257,957, or 3.3 percent, over the current year and represents only the third annual increase in Taxable Assessed Value since FY 2009/10. While this amount represents an increase from FY 2016/17, the Taxable Assessed Value is still $910,754,113, or 10.1 percent less than eight years ago in FY 2009/10. In FY 2017/18, the market value of existing property in the County will increase by 1.85 percent. New construction will add 1.43 percent to the property tax base. Because the primary tax base will increase next year, use of the current year's tax rate will result in a levy amount 3.3 percent greater than the current year's levy.

Assuming the same primary rate as this year of $4.2896 per $100 of taxable assessed value, the resulting primary levy is $346,383,386. This is $11,078,233 more than the amount levied in this year's Adopted Budget.

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

Together with the projected primary property tax collection next year, assuming continuation of the existing rate of $4.2896, the total base property tax revenues projected for FY 2017/18 are $348,556,322. This amount is $10,288,980, or 3.04 percent, more than the total primary property tax revenues adopted in this year's Budget. The majority of the difference between the levy amount and the revenues collected is attributable to the overall collection rate and reductions in the forecasted collections of penalties and interest on delinquent property tax collections.

State Truth in Taxation statutes determine the County's revenue neutral primary property tax levy each year. A neutral levy and corresponding tax rate is defined as the previous year's levy plus additions to the tax base from new construction. Pursuant to statute, the County's neutral primary rate is $4.2119, or $0.0777 lower than the current year's rate. The resulting neutral primary levy is $6,274,242, or 1.81 percent, lower than the levy produced by the current year's rate. If the current year primary rate is not reduced, the County will be required to hold a Truth in Taxation hearing prior to the final budget adoption.

This statutory benchmark is more restrictive than the County's Levy Limit imposed by the Arizona Constitution, which is indexed to reflect a modest annual rate of inflation of two percent. The Primary Levy Limit imposed by the Arizona Constitution allows the County's primary rate to be increased to $5.1755, or $0.8859 higher than the current year's rate. The resulting constitutionally capped levy is $417,919,436, which is $71,536,050, or 20.7 percent, greater than the levy produced by the current rate.

3. Departmental Revenues

Base budget General Fund revenues from departments and operating transfers-in for FY 2017/18 are projected to total $38,736,065. This is a $12,383,387 net decrease from the current year's budget.

Significant decreases in revenues and operating transfers-in include the following:

- Reversing $6.5 million of one-time operating transfers-in from the Capital Projects Fund;
- Reallocating $4.3 million of third party and County department rent to the Facilities Renewal Fund to address deferred building maintenance;

- Reducing the Sheriff's State Criminal Alien Assistance Program fees and correctional housing revenue by $1.3 million;
- Decreasing operating transfers-in from various other County funds.

4. General Fund Submitted Base Budget Expenditures

The amount required in FY 2017/18 to fund department submitted General Fund-supported base budgets for both expenditures and transfers-out is $552,851,530; which is $69,063,100, or 11.2 percent, less than the current year's adopted budget. (These amounts do not include my recommendations regarding the use of the one-time FY 2016/17 ending fund balance and additional available funds; see Section V.) This base expenditure amount represents adopted departmental budgets adjusted for the annualized cost of the FY 2016/17 overall employee salary and Sheriff's decompression adjustments; increased benefit costs; impacts to base pursuant to Board-adopted budget policies and prior directives; and decreases for one-time expenditures in the current year.

Significant components within submitted base budget expenditures and operating transfers-out, before adjustment for Final Budget Recommendations, include the following:

- $284,001,355 of General Fund expenditures for Justice and Law Enforcement functions.

- State cost shifts totaling $86 million, or 26 percent of the existing primary property tax rate.

- $45,194,308 of operating transfers to other County funds.

- $62,800,407 for mandated payments to fund State programs for indigent acute and long-term healthcare, as well as mental healthcare.

- $13,126,534 for adult and juvenile detention healthcare.

- $104,406,218 for General Fund employee benefits, including medical insurance, dental insurance, life insurance, workers compensation, unemployment insurance, Social Security, Medicare, employer HSA contributions and contributions to the six separate State retirement systems in which various employee groups and officials participate.

- $5,114,359 for allocation to Outside Agencies.

Significant additions to General Fund base expenditures for FY 2017/18 include the following:

- $9,426,505 operating transfer-out to the Capital projects Fund for various projects.

- $5,088,563 to fund ongoing increases in PSPRS and CORP contributions ($4,516,537 Public Safety, $146,005 County Attorney Investigators and $426,021 Correction Officers).

- $3,555,758 to fund the cost of the FY 2017/18 elections.

- $1,673,937 to fund the annualization of the FY 2016/17 general salary and Sheriff commissioned officer decompression adjustments ($1,062,048 general salary adjustment and $611,889 decompression adjustments).

B. County Staffing Decreases from FY 2016/17

Over the past several years, Pima County has taken significant actions to maintain an effective and efficient workforce while incrementally reducing unnecessary or redundant positions primarily through attrition.

The overall County workforce has been reduced by over 1,340 Full-Time Equivalents (FTEs), or 16 percent, from its peak staffing in FY 2007/08 as shown in Table 3 below. In addition to decreases in staffing, the County instituted significant changes in the way it budgets and accounts for vacant positions and staff turnover. By having departments budget only for positions they can reasonably expect to fill during the course of the year, FTEs decreased by 194 in FY 2015/16.

FY 2017/18 total budgeted FTEs decrease by a net of 58 from FY 2016/17. The majority of the year-to-year decrease in FTEs occurs in the General Fund. The Sheriff decreased overall funded FTEs by 38.8 by unfunding excess vacant positions. Elections and the Recorder reduced budgeted staffing by a combined 24.8 FTEs to reflect reduced temporary personnel requirements based on planned elections in FY 2017/18. The decrease also represents the net of various increases and decreases in the funded FTE count within the various County departments. Descriptions of FTE changes are included within the individual department descriptions in this book.

Table 3: Total Budgeted FTE Positions, FY 2007/08 Adopted Budget through FY 2017/18 Recommended Budget.

FY	Budgeted FTEs	Change in Budgeted FTEs	Cumulative Change in Budgeted FTEs
2007/08	8,396		
2008/09	8,113	(283)	(283)
2009/10	7,838	(275)	(558)

Table 3: Total Budgeted FTE Positions, FY 2007/08 Adopted Budget through FY 2017/18 Recommended Budget.

FY	Budgeted FTEs	Change in Budgeted FTEs	Cumulative Change in Budgeted FTEs
2010/11	7,753	(85)	(643)
2011/12	7,361	(392)	(1,035)
2012/13	7,314	(47)	(1,082)
2013/14	7,329	15	(1,067)
2014/15	7,255	(74)	(1,141)
2015/16	7,061	(194)	(1,335)
2016/17	7,114	53	(1,282)
2017/18	7,056	(58)	(1,340)

V. RECOMMENDED ADJUSTMENTS TO GENERAL FUND BASE EXPENDITURES

Table 4 below details the FY 2017/18 expenditure adjustments required to assume the additional ongoing State-related cost shifts and fully fund a 10.2 percent budget reserve.

Table 4: Recommended Adjustments to FY 2017/18 Submitted Base Expenditures and Operating Transfers-out.

Proposed FY 2017/18 Expenditures and Operating Transfers-out	**$552,851,530**
Uses of FY 2017/18 Ending Fund Balance:	
Banner-University Medical Center South Campus	$15,000,000
Fund Portion of 10.2 Percent FY 2016/17 Budget Reserve	$49,089,043
Ongoing State Cost Shifts:	
State Juvenile Corrections	$1,726,804
Restoration of ALTCS Dental	$141,000
Arizona Department of Revenue Costs	$1,039,000
Fund Remainder of 10.2 Percent Budget Reserve	$7,830,874
Total FY 2017/18 Recommended Expenditures and Operating Transfers-out	**$627,678,251**

The Recommended General Fund budget totals $627,678,251 and consists of $582,483,943 of expenditures and $45,194,308 of operating transfers-out to other County departments and funds.

I am also recommending a General Fund Budget reserve of $56,919,918. This amount represents 10.2 percent of recommended revenues and operating transfers-in. This reserve meets the Government Finance Officers Association recommendation of a minimum set aside, provides the capacity to accommodate any additional State cost shifts over and above those included in the current recommended budget and retains a reserve capacity for any emergency funding during the course of the coming fiscal year. Additional discussion regarding the value of this reserve occurs in Section III.B.2.

VI. RECOMMENDED ADJUSTMENT TO GENERAL FUND SUBMITTED BASE REVENUES

Assuming continuation of the current primary property tax rate of $4.2896, projected FY 2017/18 base budget revenues and operating transfers to the General Fund total $560,682,404.

These base revenues, plus operating transfers-in, plus the $66,995,847 of FY 2016/17 ending fund balance discussed in Section III.A above, are sufficient to fund the $627,678,251 of General Fund recommended expenditures and operating transfers-out. Therefore, I am not recommending any changes to the primary property tax rate or to any other revenue contained in the base request.

VII. THE OVERALL BUDGET

A. Special Districts and Debt Service

1. County Library District

The Library District is funded by a dedicated secondary property tax and serves the entire County. In FY 2017/18, the Pima County Public Library budget includes the operation of a Main Library; 25 branches; a bookmobile; and online services, including a dynamic web portal, Infoline, "Ask a Librarian," online homework help, employment and career help, full-text magazine and journal articles and downloadable e-books, audiobooks, video and music.

The Library has a collection of 1.2 million catalogued items, which will be borrowed nearly 7 million times in the course of a year. The Library provides nearly 1,200 computers that generate 1.2 million computer sessions by the public, welcomes 5.4 million visitors through its doors each year, and nearly half of all Pima County residents hold Pima County Public Library cards. The Library offers an increasing number of digital items to its patrons, including e-books and downloadable audiobooks, as well as streaming video. Community groups use library facilities to hold meetings of civic and educational interest, and these facilities are gathering places where people interact, share information and engage in creating content through 21st Century Skills.

The County Library District's property tax base is increasing for the third year in a row. The tax base is projected to increase 3.3 percent in FY 2017/18.

The FY 2017/18 Recommended Budget for operating costs, grants and operating transfers-out is $47,156,340, which is a $2,440,898 increase from the FY 2016/17 budgeted amount of $44,715,442.

The recommended budget will fund increased operating expenses for salaries and benefits, books and materials, information technology, facilities management, finance and other internal service charges and maintenance costs. Additionally, four Capital Improvement Program projects for new and expanded library facilities are scheduled in FY 2017/18.

The recommended Library District secondary property tax rate for FY 2017/18 of $0.5153 per $100 of taxable assessed value is unchanged from FY 2016/17. The recommended tax rate is projected to provide $41,165,381 in revenues that will be supplemented by a projected $1,661,500 from fines, interest, grants and miscellaneous revenue and $4,329,459 from the Library District fund balance in order to meet the recommended overall budget of $47,156,340.

In FY 2015/16, the State Legislature passed legislation making the Library District secondary property tax levy subject to Truth in Taxation requirements similar to the requirements already in place for the County's primary property tax levy. FY 2016/17 was the first effective year of this requirement. State Truth in Taxation statutes determine the Library District's neutral revenue secondary property tax levy each year. A neutral levy and the corresponding tax rate is defined as the previous year's levy plus additions to the tax base from new construction. Pursuant to statute, the Library District's neutral secondary property tax rate is $0.5060, or $0.0093 less than the proposed secondary tax rate of $0.5153. The resulting neutral secondary levy is $40,859,286, or 1.8 percent, lower than the levy produced by the current year's rate. As required by the statute, Truth in Taxation notices will be created and advertised by the County. A Truth in Taxation Hearing will be held prior to the final budget adoption.

2. Debt Service Fund

The total Recommended FY 2017/18 Debt Service Fund budget is $117,790,376, a $2,334,975 increase from the current fiscal year. The Debt Service Fund includes payments on the County's General Obligation debt, the Street and Highway Revenue Bond debt, and Certificates of Participation debt, all of which are long-term debt.

a. General Obligation Debt Service

The County's General Obligation Debt Service is funded with a secondary property tax levy. The FY 2017/18 recommended General Obligation debt service of $56,217,356, an increase of $1,325,038 from FY 2016/17, will fund existing debt service.

As originally planned when the 1997 Bond Program began, the debt service on new bond sales supported by the secondary tax levy was being offset by ongoing reductions in debt service for existing outstanding bonds. As the 1997 bonds were being retired, 2004, 2006, and 2014 bonds were sold, incurring new debt. The County issued the final General Obligation Bond Authorization in FY 2016/17.

The County has several major capital improvement projects next fiscal year using General Obligations, including the construction of the new Pima Animal Care Center, various community development projects, flood control, erosion control, and urban drainage; and various park improvement projects.

I recommend the General Obligation Debt Service tax rate remain unchanged at $0.7000 per $100 of assessed value for FY 2017/18.

b. Street and Highway Revenue Debt Service

The 1997 Transportation Bond authorization provides for the sale of Street and Highway Revenue bonds with the debt service being repaid from the HURF revenues the Transportation Department receives from the State of Arizona. The recommended Street and Highway Revenue Bond debt service of $19,339,857, a $356,748 increase from FY 2016/17, will fund existing debt service, as well as debt service on a proposed $30 million bond sale expected to occur in the spring of 2018.

c. Certificates of Participation Debt Service

The Certificates of Participation (COPs) debt service of $42,233,163, an increase of $653,189 from FY 2016/17, includes COPs issued in prior years for the acquisition or construction of County facilities such as the Public Service Center, the Bank of America building, the Fleet Services Facility, and various sewer projects. COPs debt service is paid from funds other than the General Obligation debt service tax levy.

d. Sewer Debt Service

In addition to the debt service included in the Debt Service Fund, Pima County has debt service that is included in the Regional Wastewater Reclamation Enterprise Fund and paid for with sewer system revenues. As of June 30, 2016, the County had approximately $1.2 billion of debt. Of the County's $1.2 billion debt, $104,145,000 is for sewer revenue bonds,

$449,500,000 is for sewer revenue obligations, and $14,934,347 is for loans from the Water Infrastructure Finance Authority of Arizona (WIFA). This total of $568,579,347, or 48 percent, is the direct debt of the County and is repaid solely from sewer system revenues with no impact on the overall Debt Service Tax Rate. In addition to the direct sewer debt, another $61 million of the remaining County debt consists of COPs issued to pay for sewer projects. In total, debt for sewer infrastructure is approximately 53 percent of all County debt.

3. Regional Flood Control District

For the third time in eight years, the value of the Regional Flood Control District's (RFCD) property tax base is forecasted to increase. The RFCD's taxable net assessed value is projected to increase four percent in FY 2017/18.

The recommended operating budget for the three components of the RFCD is $17,496,778, which is a net decrease of $155,652 under the current year's budget. This amount includes $16,548,778 for Flood Control Operations, $107,500 of grant-related expenditures and $840,500 of expenditures related to the Canoa Ranch In-Lieu Special Revenue Fund.

The RFCD recommended budget also includes operating transfers-out totaling $8,804,443, an increase of $1,620,808 over the current year. These transfers include the following:

- $8,400,000 transfer to the Capital Projects Fund
- $189,602 to the Stadium District for operating and maintenance costs of the Kino Environmental Restoration Project
- $107,500 of Flood Control Grants match
- $77,341 to the Debt Service Fund for the RFCD's share of debt service on COPs issued in 2010 for the Countywide Enterprise Accounting System
- $20,000 in funding for Tucson Clean and Beautiful
- $10,000 in funding for the County's Native Plants Nursery

I recommend the RFCD's FY 2017/18 tax rate remain unchanged at $0.3335 per $100 of assessed value.

The State Legislature passed legislation making the Regional Flood Control District secondary property tax levy subject to Truth in Taxation requirements similar to the requirements already in place for the County's primary property tax levy. A neutral levy and the corresponding tax rate is defined as the previous year's levy plus additions to the tax base for new construction. Pursuant to statute, the Regional Flood Control District's neutral secondary property tax rate is $0.3233, or $0.0102 less than the proposed secondary tax rate of $0.3335. The resulting neutral secondary levy is $23,838,114, or 3.06 percent less than the levy produced by the current year's rate. As required by the statute, Truth in Taxation Notices will be created and

advertised by the County. A Truth in Taxation Hearing will be held prior to the final budget adoption.

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

As set forth in Table 5 below, the FY 2017/18 recommended Capital Improvement Plan of $170,280,461 consists of the Capital Projects Fund Budget of $118,962,465 and the Capital Projects of Regional Wastewater Reclamation of $49,257,735, Fleet Services of $1,821,500, and Facilities Management-Garages of $238,761. A complete list of projects for the Recommended Capital Improvement Plan is included in the Capital Projects section of this Recommended Budget Book.

Table 5: Recommended FY 2017/18 Capital Projects Fund Budget and Capital Improvement Plan Budget.

Capital Improvement Plan	FY 2016/17 Bond and Non-Bond Project Budgets	FY 2017/18 Bond and Non-Bond Project Budgets	Difference	1997 Bonds	2004/2014 Bonds	Non-Bonds
Capital Projects Fund						
Transportation	$50,896,922	$58,643,855	$ 7,746,933	$15,521,756	–	$43,122,099
Facilities Management	31,441,543	40,094,909	8,653,366	-	13,620,244	26,474,665
Sheriff's Department	300,000	-	(300,000)	-	-	-
Regional Flood Control District	15,632,511	13,212,097	(2,420,414)	-	893,511	12,318,586
Parks and Recreation	1,037,929	1,735,000	697,071	289,000	545,687	900,313
Information Technology	750,000	262,000	(488,000)	-	-	262,000
Community Development	3,614,498	3,176,026	(438,472)	240,500	2,025,526	910,000
Environmental Quality	1,280,615	538,102	(742,513)	538,102	-	-
Office of Sustainability and Conservation	525,151	1,300,476	775,325	-	1,050,476	250,000
Total Capital Projects Fund	**$105,479,169**	**$118,962,465**	**$13,483,296**	**$16,589,358**	**$18,135,444**	**$84,237,663**
Wastewater Reclamation Budget	$46,733,324	$49,257,735	$2,524,411	-	-	$49,257,735
Fleet Services Budget	3,291,009	1,821,500	(1,469,509)	-	-	1,821,500
Facilities – Garages						
Telecommunications	354,882	238,761	(116,121)	-	-	238,761
Budget	1,575,000	-	(1,575,000)	-	-	-
Total Capital Improvement Plan	**$157,433,384**	**$170,280,461**	**$12,847,077**	**$16,589,358**	**$18,135,444**	**$135,555,659**

1. Capital Projects Fund Budget

The recommended $118,962,465 Capital Projects Fund Budget for FY 2017/18 is an increase of $13,483,296, or 12.8 percent, from the current year's budget of $105,479,169.

Of the total Capital Projects Fund, $16,589,358 is funded through 1997 bonds, $18,135,444 is funded through 2004/2014 bonds, and the remaining $84,237,663 is funded through other

non-bond sources including Regional Transportation Authority (RTA) Sales Taxes, Impact Fees, Grants, COPs, and General Funds.

The Department of Transportation has budgeted $58.6 million for 43 projects. The projects include a portion of Broadway Boulevard, Euclid to Country Club for $10 million and Cortaro Farms Road, Camino de Oeste to Thornydale Road for $9.7 million. Funding for the FY 2017/18 Department of Transportation Capital Program consists of $15.5 million in HURF Bonds, $13.7 million in State Revenue, $12.7 million in Impact Fees, $2.3 million in Grants, $1.6 million in RTA Funding, and $12.8 million from various other funding sources.

Facilities Management has budgeted $40 million for 21 projects. This year's requested budget includes $13.6 million for the new Animal Care Center funded with General Obligation bonds authorized by the voters in 2014 and $12.4 million for the renovation of the Historic Pima County Courthouse, funded by the General Fund and COPs.

The RFCD has budgeted $13.2 million for 18 projects including $2.7 million for Pantano Wash, Fort Lowell Park to Tanque Verde Road, and $2.5 million for Santa Cruz River maintenance projects, both funded with Tax Levy Revenue.

2. Regional Wastewater Reclamation Capital Budget

The FY 2017/18 Recommended Capital Budget for the Regional Wastewater Reclamation Department (RWRD) is $49,257,735, an increase of $2,524,411 from FY 2016/17. The FY 2017/18 Capital Program is planned to be funded entirely with RWRD Obligations. Conveyance projects total $29.4 million, including $10 million for Minor Rehabilitation Projects, $6.9 million for the Southeast Interceptor Augmentation, and $2.5 million for the Old Nogales Interceptor Augmentation. Treatment projects total $19 million and include the Continental Ranch Regional Pump Station Modification project budgeted for $5.5 million.

3. Fleet Services Capital Budget

The FY 2017/18 recommended capital budget for Fleet Services is $1,821,500, a decrease of $619,509 from FY 2016/17. The recommended budget includes $1.5 million for the Houghton Road fuel island that will be funded through Fleet Operations.

VIII. COMBINED TOTAL COUNTY BUDGET

A. Combined County Property Tax Rate and Levy

The combined primary and secondary property taxes levied by the County fund 38 percent of the total County Recommended Budget expenditures. These are the only County revenues over which the Board has substantial control. The remainder of the County budget is

supported almost entirely by charges for services and intergovernmental revenues, primarily State revenue sharing and grants.

As discussed in Section VI, it is recommended that the County's primary property tax rate, which supports the County's General Fund, remain unchanged from the FY 2016/17 rate of $4.2896 per $100 of taxable assessed value. Pursuant to State Truth in Taxation statutes, the levy produced by this tax rate will be over the neutral levy. A Truth in Taxation hearing will be required to be noticed and held at the same time as Final Budget Adoption. The County's neutral levy is $4.2119 per $100 of taxable assessed value.

The County controls three secondary property tax rates and their associated levies: Library District, RFCD and Debt Service. It is recommended the property tax rates for these three levies remain unchanged from the FY 2016/17 rates. The net of these changes in the secondary property tax rates and increased taxable assessed values will produce $4 million of additional revenue in FY 2017/18.

The result of these recommendations is a combined County property tax rate of $5.8384 per $100 of taxable assessed value, unchanged from the FY 2016/17 tax rates. The FY 2017/18 recommended primary and secondary County tax rates are summarized in Table 6 below.

Table 6: Combined Recommended County Property Tax Rate.

Description	FY 2016/17 Adopted Rates	FY 2017/18 Recommended Rates	Difference
Primary	$4.2896	$4.2896	$0.0000
Library District	0.5153	0.5153	0.0000
Debt Service	0.7000	0.7000	0.0000
Regional Flood Control District	0.3335	0.3335	0.0000
TOTAL	**$5.8384**	**$5.8384**	**$0.0000**

For only the third time in eight years, the value of the County's overall property tax base will increase next fiscal year. Consequently, the rates recommended above will be applied to a primary tax base that is 3.3 percent more than the current year's base and to secondary tax bases that range from an increase of 3.3 percent (Debt Service and Library District) to an increase of 4 percent (RFCD). These net increases in the tax base, combined with recommended primary and secondary property tax rates, result in the recommended combined County property tax levy increasing by $15,163,692, or 3.34 percent, more than the current year levy as shown in Table 7 below.

Table 7: Combined Recommended County Property Tax Levy.

Description	FY 2016/17 Adopted Levies	FY 2017/18 Recommended Levies	Difference
Primary	$335,305,153	$346,383,386	$11,078,233
Library District	40,279,454	41,610,257	1,330,803
Debt Service	54,716,898	56,524,704	1,807,806
Regional Flood Control District	23,643,348	24,590,198	946,850
TOTAL	**$453,944,853**	**$469,108,545**	**$15,163,692**

B. Combined County Budget

The combined Recommended County Budget, reflected in the budget schedules and departmental budget summaries following this memorandum, is $1,243,595,459. This is a $10,823,854, or 0.9 percent, increase from the FY 2016/17 Adopted Budget of $1,232,771,605.

Board of Supervisors Memorandum

May 23, 2017

Tentative Budget Adoption: Fiscal Year 2017/18

Background

Pursuant to state statute, the Board of Supervisors is required to adopt a tentative budget to establish a maximum ceiling for the County budget. Adoption of the Tentative Budget serves to set the maximum County expenditure ceiling and establish a maximum tax rate. Prior to final budget adoption on June 20, 2017, the Board may reallocate expenditures and revenues among departments differently than as set forth in the Tentative Budget and may decrease expenditures, as well as corresponding tax rates.

Status Report

My original recommendations were included in my transmittal of the Recommended Budget to the Board on April 26, 2017. The Recommended Budget included $1,243,595,459 of combined County expenditures. $582,483,943 of this amount represents General Fund expenditures.

Based on additional information available since the transmittal of the Recommended Budget, I propose the following adjustments to the original recommendations:

Proposed Transportation Property Road Tax and Pavement Preservation

In my May 23, 2017 Amended Tentative Budget Recommendation Regarding Pavement Preservation, Roadway Surfacing and Repair memorandum to the Board (Attachment A), I discuss the failure of the State Legislature to address pavement and road preservation needs on a statewide basis. Additionally, the City of Tucson held an election on May 16, 2017 and received voter approval of a five-year, one-half percent increase in their sales tax. The City sales tax means another $100 million in pavement preservation and repair funds will be dedicated to city streets and highways. While such a sales tax increase benefits city residents, it does not address our regional funding shortfalls for pavement preservation and road repair.

As it is unlikely any statewide or regional plan regarding pavement preservation and road repair will emerge in the near future, our only option left is to raise revenues ourselves.

The option I recommend to the Board of Supervisors is the enactment of a property road tax permitted by Arizona Revised Statutes (ARS) 28-6712 and enacted by a simple majority of the Board. This property road tax is separate and a subset of the County's primary property tax rate, but it is added to the County's primary property tax for purposes of collection, expenditure limit calculation, and for Truth in Taxation hearing requirements. Such a tax would be designated as a separate line item on the property tax bill. If the Board approves this levy, it must be segregated and it must be used exclusively for streets, highways or roads. This property road tax can be levied upon final budget adoption, which means that if approved by the Board, road repairs would begin immediately.

The maximum allowable rate for a property road tax is $0.2500 per $100 of net taxable value. Upon adoption by the Board, this rate would yield $19,526,525 in revenues dedicated only to road repair and pavement preservation of local and neighborhood roads throughout the County. Arterial and collector roads will not be funded by this property road tax. These roads will have their own separate funding mechanisms.

The use of Property Road Tax funds for local road repair would be based on very specific terms and conditions for each jurisdiction as detailed in Attachment A and summarized below.

1. All revenues must be used exclusively for pavement preservation, pavement repair and road resurfacing, including total roadway pavement reconstruction when necessary.
2. All pavement repair activities, whether they be pavement reconstruction, pavement overlay or pavement sealing and surfacing must be competitively bid to private contractors.
3. Local road repair projects will be selected by the Board at a public meeting.
4. How each Supervisor develops local road repair priorities will be up to the Supervisor, with technical assistance provided by the County's Department of Transportation.
5. County staff and departments will administer the program. Funding allocations within cities and towns will be defined by an intergovernmental agreement.

In the interest of tax equity between the incorporated and unincorporated areas of the County, any property tax levied by the Board for roads must be shared equitably with cities and towns in accordance with each jurisdiction's assessed value. ARS 28-6707 relates to this matter. Pages 4 through 7 of Attachment A discuss the specifics of the Property Road Tax allocations within supervisorial districts and cities and towns. Table 5 of Attachment A summarizes the total distribution of Property Road Tax repair revenue by Supervisorial District. Table 5 also shows that $8,190,205 of FY 2017/18 Property Road Tax collections will be allocated to unincorporated Pima County, with the remaining $11,336,320 allocated to cities and towns.

If the Board adopts this new levy and rate, I propose the following reductions to the County's General Fund primary property tax rate and secondary property tax rates to offset $0.1100 of the $0.2500 property road tax in FY 2017/18:

1. Reduce the General Fund primary property tax rate by $0.0800 per $100 of net taxable value.
2. Reduce the Library District secondary property tax rate by $0.0100 per $100 of net taxable value.
3. Reduce the Regional Flood Control District by $0.0200 per $100 of net taxable value.
4. Debt Service secondary property tax rate remains unchanged.

Given the economic development activities and the growth in the tax base occurring in Pima County, I am confident our assessed value will grow at an equal or greater rate than it grew in FY 2016/17. Hence, the FY 2018/19 budget will be structured to fully absorb the property road tax increase, making it fiscally neutral from a tax impact to the taxpayers of the County. The Board should also consider levying the property road tax for at least a five-year period, at the end of which other regional funding alternatives can be considered.

Specific adjustments to County revenues and expenditures impacted by the adoption of the property road tax are detailed in the following sections discussing proposed changes to the Proposed Tentative Adopted Budget.

Proposed Tentative Budget Adjustments

A. General Fund

The Proposed Tentative Adopted Budget includes a $0.0800 reduction in the General Fund primary property tax rate, from $4.2896 to $4.2096. This reduction in rates will reduce General Fund primary property tax revenue by $6,248,890.

At the Board's Budget Hearing of May 2, 2017, the Presiding Judge asked that the County reconsider funding two of the Superior Court's supplemental funding requests:

1. $55,756 to fund one-half of the cost of the Adult Probation Community Restitution Program formerly funded out of the Adult Probation Fees Fund to cover the salary and benefits costs of intermittent on-call leaders to supervise adult probationers performing community service.
2. $63,285 to fund the salary and benefits costs of one surveillance officer who is part of the Domestic Violence Arrest Team. This funding replaces expired grant funds that were utilized to fund this position in the past.

The FY 2017/18 cost of these two supplemental requests is $119,041. I have placed this funding into the Budget Stabilization Fund in Contingency pending an analysis of the programs, eligibility standards, where appropriate, and the development of performance measures.

My original budget recommendation included $4,384,269 of various projects in the Budget Stabilization Fund. Attachment B provides a breakout of these recommended projects, payments and outside agencies. Since making my original recommendations, I added funding for the two supplemental requests described above and seven additional outside agencies totaling $154,500. These additional outside agencies are also included on Attachment B.

The outside agencies included in the Budget Stabilization Fund are meant to augment services provided by the County and support various programs and services provided by our community partners that benefit our citizens. These programs are placed into the Budget Stabilization Fund pending our receiving specific information regarding descriptions of how the funding will be utilized, the justification for the County providing funding and providing valid performance

measures. Approval of the overall County budget will constitute the award of these funds to the specified agencies and approval of the resultant contracts with these specific agencies/organizations for the specified amounts and intended services.

Last November's election resulted in new Constables taking office. These new members impact the department's budgeted benefits based on the various elections they make for employee healthcare, dental care, etc. In addition, new Constables receive various trainings as they assume their duties. These additional costs were not included in the original budget recommendation for the department. I have added $25,000 of additional expenditure authority to the department's Proposed Tentative Adopted Budget to assist this small department in meeting these and other new costs.

As the result of the changes above, the proposed General Fund Reserve is decreased $6,547,032 from the recommended amount of $56,919,918 to $50,372,886.

The effect of all these adjustments is that the General Fund's Recommended Expenditure amount of $582,483,943 will decrease $6,248,491 to $576,235,452. Recommended General Fund Revenues of $556,301,687 will decrease $6,248,490 to $550,053,197.

B. Other County Funds

1. Transportation Property Road Tax Fund

Earlier in this memorandum, I proposed a new primary property tax dedicated exclusively to local pavement preservation and road repair throughout the County. The proposed property tax rate is $0.2500 per $100 of net taxable value. If this primary property tax is approved and levied by the Board, it would yield $19,526,525 in revenues. These revenues will be accounted for within a unit in a new Transportation Property Road Tax Fund within the Transportation Department and kept separate from other Transportation revenues.

Although the County is allocating more than $11.3 million of the property road tax to cities and towns with the remaining $8.2 million dedicated to local roads in the unincorporated area, the entire $19.5 million of costs would be subject to Pima County's constitutionally restricted expenditure limit. To avoid having to cut spending from County programs to pay for city and town local road repair, the County intends to finance the property road tax program by issuing Certificates of Participation (COPs) with three-year repayment schedules because spending long-term debt proceeds is not subject to the constitutionally restricted expenditure limit.

The full $19,526,525 of revenue received in the Transportation Property Road Tax Fund in FY 2017/18 will be transferred to the County's Debt Service Fund and dedicated exclusively to the COPs debt service payments.

2. Debt Service Fund

The County will issue COPs to fund the Property Road Tax Program while remaining within its constitutionally required expenditure limit. As mentioned in the Transportation Property Road Tax Fund section in the paragraphs above, all $19,526,525 of budgeted property tax revenues received by that fund will be transferred to the Debt Service Fund.

The interest cost of this financing will be minimal, since the County intends to repay 90 percent of the debt in the first year, 98 percent by the second year, and the entire amount repaid in the third year. A portion of the road tax revenues allocated to cities and towns will be used to pay the cities' and towns' proportionate shares of this financing cost.

The FY 2017/18 Proposed Tentative Adopted Budget includes an additional $17,000,000 over the original recommended Debt Service expenditures to fund the first year of the three-year debt repayment schedule. The remaining funds will be held in the Debt Service Fund balance to make the year two and three debt repayments.

3. Capital Projects Fund

My original Recommended Budget included $8,000,000 of expenditures for local road pavement preservation and road repair projects within the unincorporated area of the County. My Proposed Tentative Adopted Expenditure Budget has been adjusted to include $8,190,205 to pay for these costs in the unincorporated area of the County and $11,336,320 for expenditures in cities and towns for the local pavement preservation and repair costs within their boundaries. Both of these projects will be funded with proceeds from the issuance of COPs debt.

The expenditure budget for several Neighborhood Reinvestment Bond Projects increased a total of $798,862 based on FY 2016/17 projections of activity.

The changes described above increase the overall Capital Projects Fund Proposed Tentative Adopted Budget by $12,325,387 over the earlier recommended budget. FY 2017/18 Capital Project Fund expenditures now total $131,287,852.

4. Fleet Services

After making my original recommendation regarding the monthly motor pool rates charged to County departments by Fleet Services, I asked Finance and Fleet Services staff to review these rates. Staff provided a recommendation that motor pool rates for all categories of vehicles be reduced by $55 per vehicle per month. This change in monthly rates will result in a countywide reduction in motor pool charges of $1,000,000 from the Recommended Budget. Prior to making this adjustment, overall motor pool charges were budgeted to increase by $500,000 in FY 2017/18.

While Fleet Services revenues are adjusted for the $1,000,000 reduction in revenue in the Proposed Tentative Adopted Budget, individual department budgets will not be adjusted or reduced. Instead, departments will be encouraged to use any motor pool savings to support any other budget needs that may exist.

5. Library District

The Library District's secondary property tax rate includes a reduction from the Recommended Budgeted property tax rate of $0.5153 to a Proposed Tentative Adopted Budget property tax rate of $0.5053. The purpose of this $0.0100 reduction in the rate is to offset part of the impact of the proposed new Transportation Property Road Tax. Overall, FY 2017/18 Library District property tax revenues are reduced by $781,062. This reduction in revenues will be absorbed within the District's existing fund balance.

6. Regional Flood Control District

The Regional Flood Control District's secondary property tax rate includes a reduction from the recommended budget property tax rate of $0.3335 to a Proposed Tentative Adopted Budget property tax rate of $0.3135. The purpose of this $0.0200 reduction in the rate is to offset part of the impact of the proposed new Transportation Property Road Tax. Overall, FY 2017/18 Regional Flood Control District property tax revenues are reduced by $1,425,483 from the recommended amount. This reduction in revenues will be absorbed within the District's existing fund balance.

7. Regional Wastewater Reclamation Fund

At their April 18, 2017 regular meeting, The Board of Supervisors approved three percent increases in Sewer User and Sewer Connection Fees. The Proposed Tentative Adopted Budget includes these increased revenues in the amounts of $3,979,461 and $411,857 respectively.

Combined County Budget

If all recommendations contained in this memorandum are approved, the combined total County property tax rate is increased $0.1400 from the Fiscal Year 2016/17 combined rate. The combined levies produced by this rate will increase by $26,608,950 or 6 percent from the current year.

The combined primary and secondary property taxes levied by the County fund 38 percent of the total County recommended expenditures.

The combined overall County Proposed Tentative Budget for Fiscal Year 2017/18 is $1,267,072,355 and is $34,300,750, or 3 percent, more than the current year and $255,834,213, or 15 percent, less than ten years ago.

Prior to final adoption of the budget on June 20, 2017, I will transmit to the Board any other recommended adjustments to the Tentative Budget that may be necessary to incorporate the most recent information available to project this year's General Fund ending fund balance and next year's revenues and costs. I will develop any such recommended adjustments within the tax rates presented within the proposed tentative budget to the Board, which are the tax rates listed in the table below.

Recommended Fiscal Year 2017/18 Budgets and Tax Rates

The table below outlines both the FY 2017/18 budgets and tax rates I proposed in my original recommended budget and the proposed tentative amounts for Fiscal Year 2017/18 based on the information contained in this memorandum. Should the Board at the time of tentative adoption take action to increase County expenditures beyond those included in the Proposed Tentative Adopted Budget, the budget ceiling and/or the tax rate may increase above the amounts listed below.

FY 2017/18 Pima County Budget and Property Tax Rates
Original Recommended versus Proposed Tentative Adopted.

	Original Recommended Tax Rates		**Proposed Tentative Tax Rates**	
Fiscal Year 2017/18 Budget	**Budgeted Expenditures**	**Tax Rate**	**Budgeted Expenditures**	**Tax Rate**
Total County Budget	$1,243,595,459	$5.8384	$1,267,072,355	$5.9784
Primary Property Tax:				
General Fund Primary	$582,483,943	$4.2896	$576,235,452	$4.2096
Transportation Road Tax	$0	$0.0000	$19,526,525	$0.2500
Total Primary Tax Rate		$4.2896		$4.4596
Secondary Property Taxes:				
County Free Library District	$42,235,325	$0.5153	$42,235,325	$0.5053
Regional Flood Control District	$17,496,778	$0.3335	$17,496,778	$0.3135
Debt Service	$117,790,376	$0.7000	$134,790,376	$0.7000
Stadium District	$5,611,862		$5,611,862	

*Actual Expenditures will occur in the Capital Projects Fund.

The Transportation Property Road Tax is separate and a subset of the County's primary property tax rate, but it is added to the County's General Fund primary property tax for purposes of collection, expenditure limit calculation and for Truth in Taxation hearing requirements. According to the State's Property Tax Oversight Commission, Pima County's neutral FY 2017/18 Primary Levy is $340,109,144. The combined General Fund and Transportation Property Road Tax primary levy being proposed is $360,110,814. A neutral levy is defined by

state statute as containing no increase that results from any increase in the value of existing property in the County due to market appreciation. Under the proposed tentative primary property tax rate, as presented, the County will be required to issue a Truth in Taxation Notice and hold a Truth in Taxation public hearing prior to the final budget adoption. Preliminary calculations based on the Proposed Tentative Budget are contained in Attachment C.

In 2015, the State Legislature passed legislation making the County Library and Regional Flood Control District's secondary property tax levies subject to Truth in Taxation requirements similar to the requirements already in place for the County's primary property tax levy as described above. The impact to each district is as follows:

- The Library District's neutral secondary levy is $40,859,286. The secondary levy being proposed is $40,802,761. Pursuant to statute, the District will not be required to issue a Truth in Taxation Notice or hold a Truth in Taxation public hearing prior to the final budget adoption.

- The Regional Flood Control District's neutral secondary levy is $23,838,114. The secondary levy being proposed is $23,115,524. Pursuant to statute, the District will not be required to issue a Truth in Taxation Notice or hold a Truth in Taxation public hearing prior to the final budget adoption

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

Recommendation

I recommend the Board of Supervisors tentatively adopt the Fiscal Year 2017/18 Budget as presented to the Board in the April 26, 2017 memorandum – Transmittal of Recommended Fiscal Year 2017/18 Recommended Budget; the May 23, 2017 memorandum – Amended Tentative Budget Recommendation Regarding Pavement Preservation, Roadway Surfacing and Repair; and the updated budget, including the changes described in this memorandum.

Respectfully submitted,

C.H. Huckelberry
County Administrator

CHH/mjk – May 17, 2017

Attachments

ATTACHMENT A

Board of Supervisors Memorandum

May 23, 2017

Amended Tentative Budget Recommendation Regarding Pavement Preservation, Roadway Surfacing and Repair

Introduction

My April 26, 2017 memorandum transmitting the Recommended Budget for Fiscal Year (FY) 2017/18 to the Board of Supervisors indicated I would provide the Board by mid-May with a plan to fund a local highway repair program (Page 9, Section IID). In the absence of any statewide strategy to address transportation funding shortfalls, I propose the County implement the funding option discussed in this memorandum.

Background

As the Board of Supervisors is aware, every option to increase transportation investment for pavement preservation and road repair has been exhausted, not only this year, but also in previous years. The State gas tax, which stands at 18 cents, has not been raised in 26 years. The Legislature initially considered legislation for ballot referral and then refused to refer the question for a public vote. The Legislature considered allowing counties to impose a local gas tax, but that option failed. The Legislature considered a bill that would have ended Highway User Revenue Funds (HURF) diversion by the Legislature and would return full funding for transportation purposes by charging alternative fuel vehicles an equivalent tax, ending the vehicle license tax break for alternative fuel vehicles. This legislation passed the Senate, but it was held by Legislative leadership and will likely die.

This year, the Legislature did reinstate $30 million of HURF to local governments, and this item is being restored as an ongoing item. Therefore, an additional $3.5 million will be available for local arterial and collector roadway maintenance and repair.

The City of Tucson has referred a one-half percent increase in their sales tax to the voters. This would bring their sales tax on parity with that of the Towns of Marana and Oro Valley. The election to determine if the voters approve of this funding increase is on the May 16, 2017 ballot for the City of Tucson. If approved by voters, another $100 million in pavement preservation and repair would be dedicated to City streets and highways. This is in addition to the previous $100 million authorization for property tax-related bonds invested by the City of Tucson to repair their streets.

While we hoped for a more regional or statewide solution to transportation funding shortfalls, it is clear the only option left is to act on our own to raise revenues for pavement preservation and road repair.

Revenue Increase Options for Transportation

You may recall that the voters were asked to approve a standalone property tax bond question in November 2015. If approved, this question would have raised $160 million for road repairs and would have been distributed to each jurisdiction in accordance with their assessed value. The voters defeated this question with 53 percent voting no, and 47 percent voting in favor. Given this recent voter rejection, a property tax-related bond borrowing is not considered a viable method of repairing roads. Therefore, only two other options exist.

One option is to implement a countywide half-cent sales tax by a unanimous vote of the Board of Supervisors. This option has been available to the Board since 1990, a period of 27 years. It has never been exercised because there has not been unanimous agreement on the Board regarding levying a half-cent sales tax for any purpose, whether it be for road repair, property tax reduction or other County programs or purposes. While a half-cent sales tax would raise the most revenue – $70 million annually – it would likely be shared amongst jurisdictions by population. However, this tax would still provide sizable and almost immediate relief for repairing roads in the unincorporated area, since it would raise $25 million annually if the County's share were based on the unincorporated population. While a unanimous vote of the Board to enact a half-cent sales tax for transportation is possible, it is unlikely; primarily because of the ability of a single member to withhold approval unless certain conditions or requirements are met, which is an imposition of a minority position on the will of the majority.

The other option I recommend to the Board of Supervisors is the enactment of a property road tax permitted by statute and enacted by a simple majority vote of the Board. A property road tax is separate and a subset of the County's primary property tax rate, but it is added to the County primary tax for purposes of collection, expenditure limit calculation, and a Truth in Taxation hearing. It would be designated by line item on the property tax bill and will not add to the primary property tax rate and/or primary property tax revenues even though the overall tax rate will increase in the first year the road tax is levied. The tax must be segregated; and it must be used exclusively for streets, highways or roads. A property road tax can be levied upon budget adoption, which means that if approved by the Board, road repairs would begin immediately. The maximum allowable tax rate for a property road tax is 25 cents per $100 of assessed value. If such a tax were levied at the maximum rate, based on the current assessed value of the County, it would yield $19,526,525 in revenues for road repair and pavement preservation throughout the County.

Arterial and Collector versus Local Road Repair and Pavement Preservation

In my April 21, 2016 whitepaper entitled *Road Repairs in Unincorporated Pima County*, I articulated a funding policy associated with arterial and collector roadways versus local roadways. In that policy, I specified a funding allocation to arterial and collector roadways

wherein growth over a base year of the HURF and road vehicle license tax, as well as any reduction in debt service paid for 1997 authorized HURF bonds, would be dedicated exclusively to pavement preservation and repair for the arterial and collector roadway system in the unincorporated area of Pima County. That policy resulted in $4.5 million being allocated to these types of roadways this fiscal year. Unfortunately, nearly $2 million of that allocation was from the HURF restoration enacted by the Legislature. Hence, over time, the arterial and collector roadway system will be adequately maintained by this policy-driven revenue dedication. In addition, the arterial and collector system in the unincorporated area of Pima County is in a much better condition than our local streets and highways. For this reason, if the Board chooses to enact the property road tax, I would recommend the entire amount be dedicated to improving local streets and highways.

Conditions of Using a Property Tax Road Repair Fund

There has been discussion regarding the purposes for which County HURF revenues are used; whether they are used to pay overhead, administrative costs, engineering, design, etc. While the debate is simply an academic exercise, it does little to resolve the problem. Hence, I would recommend that if the Board chooses to enact a property road tax, very specific terms and conditions should be applied to its use, including the following:

1. All revenues must be used exclusively for pavement preservation, pavement repair and road resurfacing, including total roadway pavement reconstruction when necessary. This means these revenues cannot be used for overhead; administration; insurance; engineering, planning, or design; or the construction of associated improvements such as sidewalks or improvements required by the Americans with Disabilities Act (ADA). Such will ensure every dollar is spent exclusively on pavement preservation, rehabilitation and/or repair.

2. All pavement repair activities, whether they be pavement reconstruction, pavement overlay, or pavement seal and surfacing, must be competitively bid to private contractors.

3. Arterial and collector pavement preservation priorities will be developed by the Department of Transportation, with priority given to investment protection where repairs are made to extend the useful life of the roadway surface. Selected projects will be ratified by the Board at a public meeting. It should be noted that arterial and collector pavement preservation would be funded as described in my April 21, 2016 report to the Board (Attachment 1). Attachment 2 contains updates of *Table 3: HURF Authorization 10-year Debt Service Reduction* and *Table 4: Forecasted Increase in Pima County HURF and VLT Revenues through FY 2027*. Property road taxes will only be used for local roads.

4. Local road repair projects will be selected by the Board at a public meeting. The funding allocations shown in this report shall govern the funding spent in each Supervisorial District: within cities and towns, as well as within the unincorporated area.

5. How the Supervisor develops local road repair priorities will be up to the Supervisor. The Supervisor may establish advisory committees and may consult with the governing bodies of the cities and towns in which local road repair funding is allocated. See later sections of this report for discussion regarding Supervisor input on prioritization.

6. Program Administration and Contracting. Since the revenues from this program will be for County-levied property taxes, County staff and departments will administer the program. For funding allocations within cities and towns, an intergovernmental agreement will define the projects to be completed. The costs to administer, contract and inspect to ensure contract compliance will be reimbursable costs.

These conditions will ensure property road taxes maximize pavement rehabilitation and repair. If improvements such as those required by the ADA are necessary, they must be paid for separately by the implementing agency.

Specific Road Tax Language

The specific language that allows the County to levy a tax for County roads is contained in Arizona Revised Statutes (ARS) 28-6712 restated below.

> *"A. For road purposes the board of supervisors may levy a real and personal property tax of not more than twenty-five cents per one hundred dollars of property in the county as valued for tax purposes. The board of supervisors shall levy and collect the tax at the same time and in the same manner as other primary property taxes are levied and collected.* (Emphasis added.)
>
> *B. The monies shall be paid into the county treasury for the benefit of the highways in the county and shall be spent by the board with other monies received for purposes of improvement of county roads.* (Emphasis added.)
>
> *C. Notwithstanding any other law, in counties with an assessed valuation of two hundred million dollars or more, an amount of not more than twenty-five cents per one hundred dollars assessed valuation may be budgeted, levied, collected and spent for road purposes independently of and in addition to any other amounts lawfully available for road purposes. This levy is in lieu of the levy permitted under subsection A."* (Emphasis added.)

Tax Equity for Cities and Towns when the County Levies a Uniform Property Tax for the "Benefit of the Highways in the County"

As the Board knows, I have resisted and even objected to raising County primary property taxes to repair streets and highways in the unincorporated area of Pima County. This approach is, in my opinion, inequitable since residents of cities and towns pay this tax, as do residents in the unincorporated area; but the residents of cities and towns receive remote benefits from the levy of such a property tax. I believe it is unfair to levy a tax on a city or town resident for the sole purpose of improving a local street or highway in the unincorporated area of the County. To resolve this tax equity issue, I propose that any property tax levied by the Board for roads in the County be shared equitably with cities and towns in accordance with each jurisdiction's assessed value. Arizona law permits this if certain procedures are followed. Below is the statute (ARS 28-6707) related to this matter.

> *"A. The part of a highway located in an incorporated city or town may be constructed, improved or maintained through cooperation under this article in the same manner as if it were located outside an incorporated city or town.* (Emphasis added.)
>
> *B. As part of the cooperation, the board of supervisors may enter into an agreement with the governing body of a city or town for the lease of:*
>
> > *1. County equipment used to construct, improve or maintain highways located in the boundaries of the city or town.*
> > *2. City or town equipment used to construct, improve or maintain highways located in the boundaries of the county."*

Table 1 below shows the total assessed value of the County, as well as assessed value of each component jurisdiction. Hence, I recommend the Board share property road taxes with jurisdictions in accordance with their aggregated assessed value. This ensures equitable treatment for all the residents who will pay this tax.

Table 1: FY 2017/18 Taxable Net Assessed Value by Jurisdiction.

Jurisdiction	Taxable Net Assessed Value (NAV)	Percentage of Countywide Total Taxable NAV
Marana	$ 505,088,721	6.255
Oro Valley	612,684,205	7.588
Sahuarita	222,114,689	2.751
South Tucson	21,935,960	0.272
Tucson	3,326,022,182	41.190
Unincorporated Pima County	3,387,047,155	41.945
Total Pima County	**$8,074,892,912**	**100.000**

Source: Clerk of the Board of Supervisors, *2017 Abstract of Values*.

Table 2 below applies the percentage of assessed value to the total revenue yielding the revenue that would be available to each jurisdiction, including the unincorporated area of the County, for road repair for FY 2017/18 if the Board approves the 25-cent maximum levy for the road tax.

Table 2: Road Repair Revenue Generated in FY 2017/18 by Jurisdiction.

Jurisdiction	Percentage of Countywide Total Taxable NAV	Percentage of Road Repair Revenue
Marana	6.255	$ 1,221,384
Oro Valley	7.588	1,481,673
Sahuarita	2.751	537,175
South Tucson	0.272	53,112
Tucson	41.190	8,042,976
Unincorporated Pima County	41.944	8,190,205
Total Pima County	**100.000**	**$19,526,525**

Allocation of Road Repair Funding in the Unincorporated Area by Supervisorial District

Allocating the County's 41.94 percent share of the property road tax ($8.19 million) in each Supervisorial District is a straightforward analysis based on our detailed road and highway inventory in the unincorporated area. If these funds were used exclusively for local roads, then miles of County maintained paved local roads in each Supervisorial District within the unincorporated area would be the best measure of distributing these funds to each Supervisorial District.

Table 3 below is an inventory of local road miles in each District. Allocating County unincorporated area assessed value to each District would result in these specific allocations, by District, for these funds.

Table 3: Property Road Tax Revenue Allocation and Unincorporated Mileage by Supervisorial District.

District	Miles of County-maintained Paved Local Roads in the Unincorporated Area of the District	% of County-maintained Paved Local Roads in the Unincorporated Area of the District	% of County's $8.19 million Share of Property Road Tax Revenue
1	448	35.8	$2,932,093
2	70	5.6	458,651
3	316	25.3	2,072,122
4	308	24.6	2,014,790
5	108	8.7	712,549
Total	**1,250**	**100**	**$8,190,205**

Allocation within Cities and Towns by Percentage of Population in Each Supervisorial District

The County Supervisors, taken together, represent every taxpayer in the County, whether they live in a city or town or in the unincorporated area. Since the Board would levy the tax, it is appropriate the Board have input on where these funds are allocated within a city or town. We attempted to determine the local road mileage within each city and town and how that mileage corresponded to the area of the Supervisorial District within a city and town. Such an analysis was overly complex, and the cities or towns could not provide the information requested. Hence, the next best measure, which likely accurately reflects local street mileage, is to use population within a city or town that corresponds to a Supervisorial District. For example, in the City of Tucson, Supervisorial District 5 encompasses 31 percent of the population in the City of Tucson. In the Town of Marana, Supervisorial District 3 represents 58 percent of the population. Therefore, funds allocated by assessed value should be allocated within a city or town in accordance with the population of the District within city or town. This analysis is shown in Table 4 below.

Table 4: Property Road Tax Revenue Allocation within Cities and Towns by Percentage of Population in Each Supervisorial District.

Jurisdiction/ Supervisorial Districts	Incorporated Population	% of Incorporated Population	% of Incorporated Revenue Allocation
Marana	**34,628**		**$1,221,384**
1	14,530	41.96	512,493
3	20,098	58.04	708,891
Oro Valley	**43,648**		**$1,481,673**
1	43,648	100.00	1,481,673
Sahuarita	**25,149**		**$537,175**
2	14,450	57.46	308,661
3	2,684	10.67	57,317
4	8,015	31.87	171,197
South Tucson	**5,635**		**$53,112**
2	5,635	100.00	53,112
Tucson	**521,055**		**$8,042,976**
1	2,561	0.49	39,411
2	151,567	29.09	2,339,702
3	83,066	15.94	1,282,050
4	122,590	23.53	1,892,512
5	161,271	30.95	2,489,301

Since there are many more miles of local roads that need improvement as compared to the funding available in any given year, it matters little which projects are done first or last. How a particular Supervisorial District receives input from a city, town or the elected officials of said city or town is up to the Supervisors.

Total Road Repair Investment by Supervisorial District

Using the allocation for unincorporated and incorporated property road tax revenue, the amount of funding per Supervisorial District is shown in Table 5 below.

Table 5: Total Property Road Tax Repair Revenue by Supervisorial District.

District	Unincorporated Area	Marana	Oro Valley	Sahuarita	South Tucson	Tucson	Total
1	$2,932,093	$ 512,493	$1,481,673	0	0	$ 39,411	$ 4,965,670
2	458,651	0	0	$308,661	$53,112	2,339,702	3,160,126
3	2,072,122	708,891	0	57,317	0	1,282,050	4,120,380
4	2,014,790	0	0	171,197	0	1,892,512	4,078,499
5	712,549	0	0	0	0	2,489,301	3,201,850
Total	**$8,190,205**	**$1,221,384**	**$1,481,673**	**$537,175**	**$53,112**	**$8,042,976**	**$19,526,525**

Proposed Reduction in the County Primary and Secondary Property Tax Rates to Offset the Increase in the Road Tax

I hoped to reduce the County primary property tax rate by 25 cents to make an increase in the road tax a tax neutral activity. Such would have been possible had the County not been required to absorb an additional net General Fund impact from the Sheriff's budget of over $5 million, as well as another $5 million to pay for a substantially and accelerated increased costs in the Public Safety Retirement System (PSRS). These two costs total nearly $11 million, which is equivalent to 14 cents of the County primary property tax rate. This added to what I will describe in reducing primary and secondary tax rates would have made the road tax fiscally neutral from a tax impact perspective.

Given the planned 14-cent reduction is now allocated to the Sheriff's Department budget exceedance and the PSRS, I am prepared to recommend the Board reduce the primary property tax rate by 8 cents, which is equivalent to $6.2 million; reduce the County Library District secondary tax rate by 1 cent; and reduce the Regional Flood Control District secondary rate by 2 cents. The latter reductions in the secondary rates are temporary and are for FY 2017/18 only.

It should also be noted that reducing the property tax rate by 8 cents would place the tax rate below the FY 2017/18 Truth in Taxation rate; hence, a Truth in Taxation Public Hearing

in adopting the FY 2017/18 budget would not be necessary. However, since the road tax is added to the primary rate and the recommended road tax increase is 25 cents, a Truth in Taxation hearing will be necessary. The rate reductions in the Library and Regional Flood Control Districts will also place these special districts below their Truth in Taxation rates.

If the Board accepts this amended budget recommendation, 11 cents of the 25-cent road tax increase will be offset by reductions in the County primary and secondary property tax rates for FY 2017/18.

Given the economic development activities and growth in the tax base occurring in Pima County, I am confident our assessed value or tax base will grow at an equal or greater rate than it grew this fiscal year. Hence, the FY 2018/19 budget will be structured to fully absorb the 25-cent road tax increase, making it fiscally neutral from a tax impact to the property taxpayers of Pima County. It would also be appropriate to consider levying this road tax for at least a five-year period, at the end of which other regional alternatives can be considered; since the City's sales tax surcharge would be scheduled to expire in five years, thereby allowing the region to revisit larger regional solutions for funding transportation.

Budget Implications with County Expenditure Limit

Although Pima County is allocating more than $11 million of the road tax to cities and towns, the entire $19.5 million would be subject to Pima County's constitutionally restricted expenditure limit. To avoid having to cut spending from Pima County programs to pay for city and town road repair, Pima County intends to finance the road tax program by issuing certificates of participation with three-year repayment schedules because spending long-term debt proceeds is not subject to the constitutionally restricted expenditure limit. We expect the interest cost of this financing to be minimal, since we intend to repay 90 percent of the debt in the first year, 98 percent by the second year, and the entire amount repaid in the third year. A portion of the road tax revenues allocated to cities and towns in Table 4 above will be used to pay the cities' and towns' proportionate shares of this financing cost.

Revised Tentative Budget Summary

If the various property tax rate reductions and the property road tax are adopted by the Board, overall County expenditures will increase by a net of $23.5 million from the original recommended budget of $1.2436 billion to $1.2671 billion. The $19.5 million of pavement preservation and repair costs, plus $17 million of anticipated debt service, are offset by a $6.6 million reduction in the General Fund Budget Reserve from the original recommendation; $8 million of existing expenditure authority for local pavement preservation; and other adjustments described in my *May 23, 2017 Tentative Budget Adoption: Fiscal Year 2017/18* memorandum.

Table 6 below shows the differences between my original recommended budget and my proposed tentative adopted budget that includes the road tax and the other property tax rate adjustments.

Table 6: FY 2017/18 Pima County Budget and Property Tax Rates Original Recommended versus Proposed Tentative Adopted.

	Original Recommended Tax Rates		Proposed Tentative Tax Rates	
Fiscal Year 2017/18 Budget	**Budgeted Expenditures**	**Tax Rate**	**Budgeted Expenditures**	**Tax Rate**
Total County Budget	$1,243,595,459	$5.8384	$1,267,072,355	$5.9784
Primary Property Tax:				
General Fund Primary	$582,483,943	$4.2896	$576,235,452	$4.2096
Transportation Road Tax	$0	$0.0000	$19,526,525	$0.2500
Total Primary Tax Rate		$4.2896		$4.4596
Secondary Property Taxes:				
County Free Library District	$42,235,325	$0.5153	$42,235,325	$0.5053
Regional Flood Control District	$17,496,778	$0.3335	$17,496,778	$0.3135
Debt Service	$117,790,376	$0.7000	$134,790,376	$0.7000

*Actual Expenditures will occur in the Capital Projects Fund.

Recommendation

I recommend the Board of Supervisors approve and add the 25-cent road tax to the Tentative Budget and adopt the rates and total budget expenditures as shown in Table 6 of this memorandum in the column entitled "Proposed Tentative Tax Rates."

Respectfully submitted,

C.H. Huckelberry
County Administrator

CHH/mjk – May 16, 2017

Attachments

ATTACHMENT 1

ROAD REPAIRS IN UNINCORPORATED PIMA COUNTY
Chuck Huckelberry, Pima County Administrator

April 21, 2016

I. INTRODUCTION

This report summarizes the issues and potentially available actions to resolve the road repair funding dilemma in Pima County. It will highlight the County Highway User Revenue Funds (HURF) and Vehicle License Taxes (VLT) used to operate, maintain and build a transportation system in the unincorporated area of Pima County. Roadway and surface transportation responsibility in Arizona is divided between the State, counties, and cities and towns. Counties in Arizona are responsible only for the transportation system in the unincorporated area.

Pima County is unique among Arizona's 15 counties, as we have the largest unincorporated area population in the State at 361,023, and therefore, the largest service demand.[1] Our unincorporated population exceeds that of Maricopa County by 67,145.

II. HOW DID WE GET TO WHERE WE ARE?

There are four primary reasons why Pima County's roads are in the condition they are in today.

1. Transportation revenues are not and have not been shared equitably within the State for years.

2. The Arizona Legislature has diverted highway funds for their own purposes, primarily to balance the State budget.

3. Transportation revenues have not been increased for 25 years while vehicle fuel efficiency has dramatically increased; meaning transportation revenues are stagnant and have actually declined dramatically in purchasing power for highway maintenance.

4. The County made a conscious decision in 1997 to invest in transportation capacity improvements to enhance regional mobility using HURF bonding.

Each of these factors is discussed below.

A. Transportation revenues are not growing or shared equitably.

Because Pima County has the largest unincorporated population of any county in Arizona, we have, by direct correlation, the highest need for transportation mobility investment of

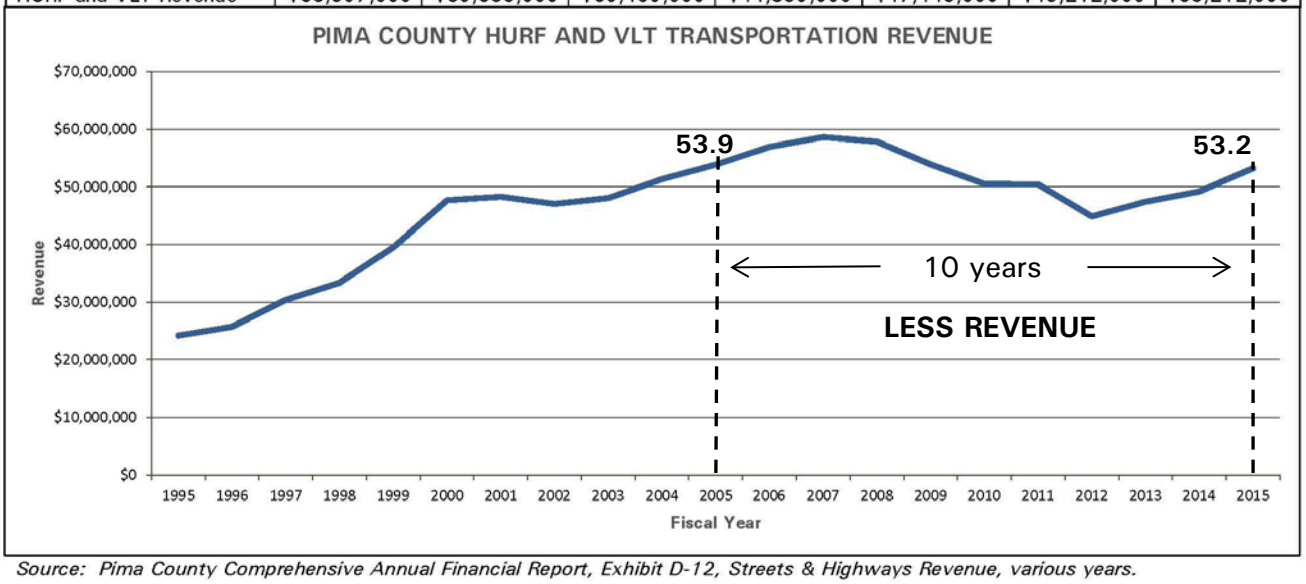
[1] Arizona Department of Administration July 1, 2015 Population Estimates. https://population.az.gov/population-estimates. Accessed April 12, 2016.

any county in Arizona. Yet, the State law that distributes State-collected revenues (HURF largely derived from gas taxes) to counties has been and continues to be based on antiquated distribution formulas and methodology. Previous to 1996, the distribution of HURF among counties was based totally on the proportion of origin of fuel sales in the county to origin of fuel sales in the State. Clearly, Maricopa County dominated all other counties in this distribution formula. Recognizing this formula was inequitable, the Arizona Legislature in 1996 modified the distribution formula to include a weighting factor for unincorporated population, since such has a direct correlation to transportation investment needs.[2]

Figure 1 below shows the amount of HURF and Vehicle License Tax (VLT) received by Pima County from 1995 through 2015. The graph shows a significant increase in the distribution of HURF to Pima County following the implementation of the HURF Equity Legislation. While this was significantly beneficial to Pima County in the past, it is far from equitable today. Today, our highway revenues are less than they were 10 years ago.

FIGURE 1: PIMA COUNTY HURF AND VLT FOR TRANSPORTATION REVENUE, 1995 THROUGH 2015.

Fiscal Year	1995	1996	1997	1998	1999	2000	2001
HURF and VLT Revenue	$24,208,000	$25,764,000	$30,412,000	$33,370,000	$39,535,000	$47,699,000	$48,317,000
Fiscal Year	2002	2003	2004	2005	2006	2007	2008
HURF and VLT Revenue	$47,071,000	$48,072,000	$51,334,000	$53,878,000	$56,937,000	$58,638,000	$57,847,000
Fiscal Year	2009	2010	2011	2012	2013	2014	2015
HURF and VLT Revenue	$53,907,000	$50,535,000	$50,460,000	$44,890,000	$47,449,000	$49,212,000	$53,212,000



Source: Pima County Comprehensive Annual Financial Report, Exhibit D-12, Streets & Highways Revenue, various years.

[2]Arizona Revised Statute 28-6540, Arizona highway user revenue fund distribution; state highway fund; county, city and town proportions. http://www.azleg.state.az.us/FormatDocument.asp?inDoc=/ars/28/06540.htm&Title=28&DocType=ARS, accessed April 18, 2016.

Today, the per capita revenue from HURF varies widely among counties. Table 1 below shows Arizona's 15 counties, their unincorporated populations and the value of their currently received HURF on a per capita basis for FY 2014/15.[3]

Table 1: Fiscal Year 2014/15 Per Capita HURF Revenue by County.

County	County HURF Revenue Allocation	Unincorporated Population, 2010 Census	Per Capita HURF Revenue	Per Capita Rank
Apache	$ 6,396,769.27	61,192	$104.54	14
Cochise	7,586,843.95	52,410	144.76	07
Coconino	9,040,356.54	53,567	168.77	04
Gila	3,529,256.10	25,602	137.85	08
Graham	2,293,193.03	20,402	112.40	12
Greenlee	880,475.57	4,430	198.75	03
La Paz	3,653,987.72	13,729	266.15	02
Maricopa	97,698,476.39	284,404	343.52	01
Mohave	11,543,436.75	75,230	153.44	06
Navajo	7,653,220.50	68,097	112.39	13
Pima	40,762,362.68	353,264	115.39	11
Pinal	18,291,170.86	187,517	97.54	15
Santa Cruz	3,216,374.35	25,670	125.30	10
Yavapai	10,918,936.01	83,782	130.33	09
Yuma	9,775,872.69	60,013	162.90	05
Statewide Total	**$233,240,732.41**	**1,369,309**	**$158.27**	

Statewide Average Per Capita County HURF Revenue = $158.27.
Source for FY 2015 HURF = ADOT.

B. Legislative Use of HURF Funds for Purposes Not Related to Highways

The Arizona Legislature has also been diverting significant funds in the order of magnitude of now over $1.2 billion of HURF to balance their own budget.[4] They have used the "notwithstanding" section of law to justify their diversion; something no city or town would be permitted to do. The Arizona Legislature has made a few feeble attempts to stop robbing the HURF Fund; but, apparently, it has no serious intention of doing so. Hence, city, towns and the State transportation department must continue to endure legally sanctioned diversion of HURF for purposes other than to maintain and construct highways in Arizona.

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[3] Huckelberry, C.H. Memorandum to the Pima County Board of Supervisors, *Equitable Allocation of Highway User Revenue Funds Among Counties*, Page 1. February 17, 2016.
[4] Pima Association of Governments.

Even though the current State budget appears to have a significant surplus,[5] the Arizona Legislature has taken no action to stop the diversion of HURF monies, which would help the State, cities and counties meet the transportation needs and obligations of their communities. If the nearly $100 million in annual HURF diversions by the Legislature were stopped, our region would gain approximately $11.3 million per year in HURF revenue, and the County would gain $3.6 million per year.

C. Lack of revenue increases for 25 years and increasing vehicle fuel efficiency.

The primary source of revenue for transportation has been the gas tax; both state and federal. The state gas tax has not been increased in 25 years, and the federal gas tax has not been increased for 23 years. Both are roughly 18 cents per gallon. Due to population growth and inflation, per capita transportation revenues have decreased 54 percent.[6]

In addition, over the same period vehicle fleet efficiency has increased significantly. Increasing vehicle fleet efficiency means fewer gallons of gasoline are purchased and tax receipts are lower. The average new light vehicle fleet fuel efficiency has increased from 19.84 miles per gallon to 23.64 miles per gallon, an increase of 20 percent. This means the same quantity (or less) fuel can be purchased, but wear and tear on the highway system increases by 20 percent without a corresponding increase in revenue to operate and maintain the highway system.

These factors combined results in the dollar of transportation revenues in 1991 now buying only approximately 51 cents worth of transportation improvements in 2016. If adjusted for both inflation and additional vehicle fuel efficiency, the value of a 1991 gas tax would be more than 70 percent less today.

D. Mobility investment of the 1997 HURF Bond Program.

In 1996 and 1997, the common theme heard most often from residents in the unincorporated area of Pima County was mobility, or the lack thereof. Former rural two-lane roadways were becoming clogged with suburban traffic congestion. Not a single concern was ever expressed over a lack of maintenance of the County highway system; it was always mobility and the need to widen and improve the County arterial and collector highways. Armed with increased revenue from the HURF resulting from the HURF Equity Legislation, the County asked the voters to approve $350 million in HURF bonds to improve the most critical roadway segments in Pima County. This resulted in a vast number of rural two-lane roadways being converted to four- and six-lane urban arterial streets at substantial cost and investment. Attachment 1 shows the resulting improved

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[5] Pitzl, Mary Jo. *Arizona ends budget year with $266 million surplus.* http://www.azcentral.com/story/news/arizona/politics/2015/07/20/arizona-reports-surplus/30444483/. Accessed April 15, 2016.

[6] Huckelberry, C.H. Memorandum to the Board of Supervisors, *A Plan for Funding Street and Highway Repairs in Pima County*. August 1, 2014.

arterial highway system in Pima County as a result of the 1997 HURF bond program. The five supervisorial district boundaries are also shown.

Table 2 below shows the supervisorial district beneficiaries of this HURF bond program investment.[7]

Table 2: 1997 HURF Bond Expenditures by District.

District	Amount*	Percent of Total
1: Miller	$156,746,801	62.44
2: Valadez	33,259,241	13.25
3: Bronson	10,369,023	4.13
4: Carroll	27,427,653	10.93
5: Elías	23,234,605	9.25
Totals	**$251,037,323**	**100.00**

***** *These amounts do not include projects that cross multiple districts.*

The 1997 HURF bond program has been a major success in providing needed and demanded mobility for the residents of unincorporated Pima County.

III. WHAT DOES THE 1997 HURF BOND PROGRAM HAVE TO DO WITH ROADWAY MAINTENANCE?

The answer is "everything." County HURF monies that are spent on debt service, both principal and interest to retire bonds issued from the 1997 voter authorization, cannot be spent on maintenance or road repair. They must be spent as a first priority on repaying the bond holders who lent Pima County the money to make the roadway capacity improvements sorely needed in 1997. Therefore, these funds are not available for roadway repair or roadway maintenance. To date, the total principal and interest payments of HURF paid to repay bonds issued equals $254 million. Today, it is estimated the total cost to repair all local arterial and collector streets is approaching $300 million. Hence, the amount dedicated for principal and interest payments on bonds issued for highway capacity is 85 percent of this obligation; a substantial amount. Put another way, the interest payments alone on this debt equal $81 million; again, a substantial amount. Figure 2 below shows the 1997 HURF authorization debt service principal and interest payments by fiscal year until the present debt is retired, assuming no further bonds are issued.

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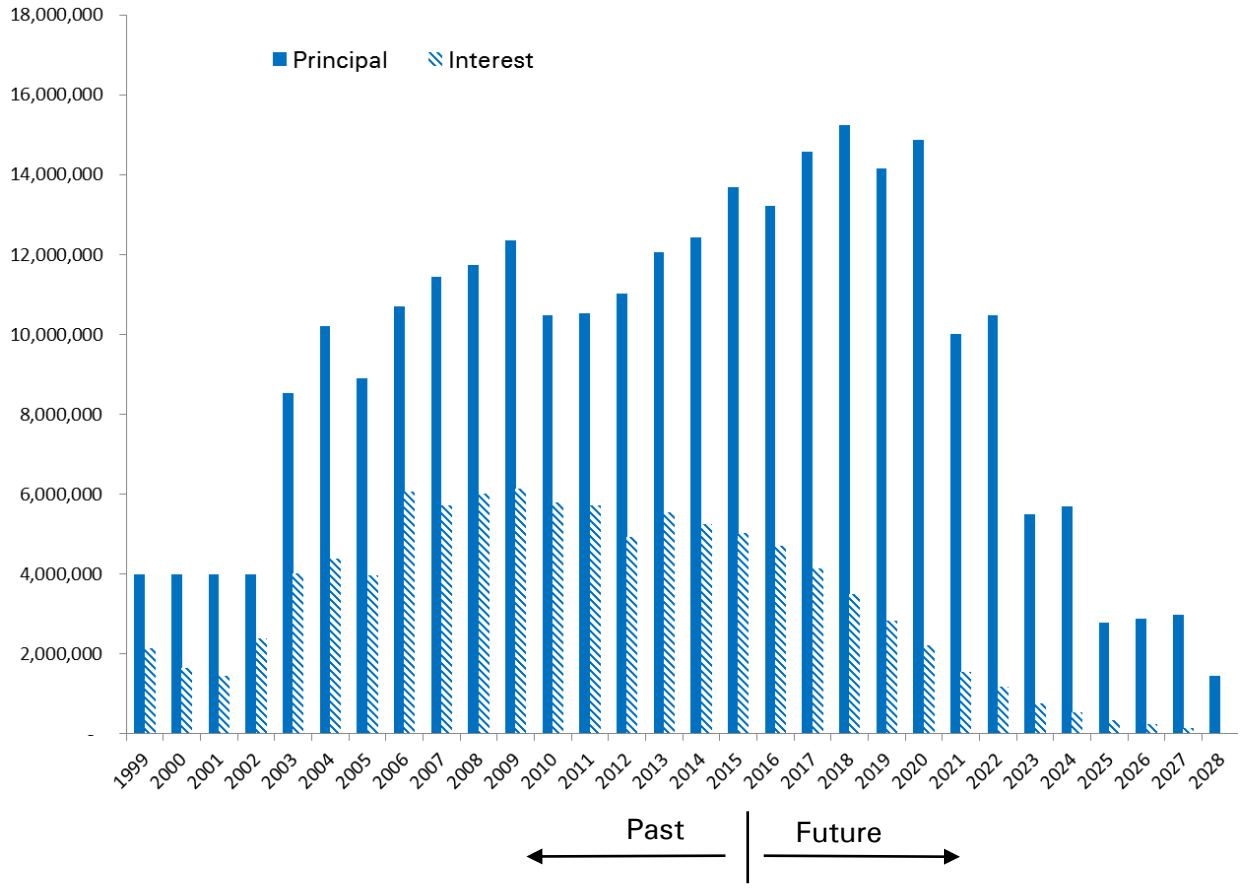
[7] Huckelberry, C.H. Memorandum to the Pima County Board of Supervisors, *Additional Transportation Investment Information Requested by the Board of Supervisors at the Meeting of February 18, 2014*, Page 5, Table 4. March 18, 2014.

Figure 2: 1997 HURF authorization debt service principal and interest payments.



Perhaps we should have opted for pay-as-you-go financing of our highway capacity improvements, but any elementary highway user cost/benefit analysis would clearly indicate the overall aggregate user benefits greatly outweigh – by a factor of 10 or more – the lost investment benefit from interest payments. Hence, the clear economic rationale to bond for capacity improvements.

IV. WHAT ARE OUR OPTIONS GOING FORWARD?

A number of options to resolve our transportation dilemma have been proposed, but none have been acted upon. The County legislative agenda has for three years called upon the Arizona Legislature to increase the statewide gas tax by 10 cents per gallon.[8] The County

[8] Huckelberry, C.H. *2016 Recommended Legislative Agenda*. December 15, 2015. *Supplemental Information Related to the Board of Supervisors November 18, 2014 Agenda Item Regarding the 2015 Legislative Agenda and Transportation Funding*. November 12, 2014. *Recommended Legislative Agenda for 2014*. November 12, 2013.

legislative agenda over the same period has called for the Arizona Legislature to stop the diversion of HURF so that counties, cities and towns, as well as the State highway system, can use the diverted HURF money for roadway repair. Nothing has been acted upon by the Legislature.

Options have been discussed to increase the County property tax; however, the use of property taxes for road repair is fundamentally inequitable to 64 percent of the region's population, since the County levies a property tax countywide but is only responsible for road maintenance in the unincorporated area.

The County has asked for a more equitable distribution of HURF revenues and has asked the Legislature to consider authorizing a 10-year, half-cent sales tax that would be administered by the Regional Transportation Authority for roadway repair.

The Legislature has not responded to a single proposal.

V. WHAT ARE OUR BEST OPTIONS FOR HELPING OURSELVES, ASSUMING THE STATE AND STATE LEGISLATURE WILL CONTINUE TO AVOID THE PROBLEM?

Since there is no effort or discussion in the Legislature to address transportation funding issues, even though Arizona is falling far behind adjacent states in economic competitiveness, I will remove from the list of options any revenue enhancements by the Arizona Legislature.

However, there is light at the end of the tunnel, but it is likely 10 years away. The "light" is defined as a substantial improvement in the pavement surface condition of all Pima County roadways: arterial, collector and local.

Table 3 below shows the existing debt service schedule over the next 10 years for the HURF bonds that remain outstanding. As these payments begin to decrease, the reduction can be dedicated to roadway maintenance. In addition, we believe there is a strong argument to be made that based on Arizona's improving economy, HURF diversions should stop, and stop now. Eliminating the State HURF diversion would add another approximately $3.6 million each year to the funds available for road repair. In addition, it is likely HURF and VLT revenues will continue to increase modestly.

Table 3: HURF authorization 10-year debt service reduction.

FY	Total Principal and Interest	Savings	Debt Service Reduction Available for Road Repair
2016	17,900,000		
2017	18,700,000	0	0
2018	18,700,000	0	0
2019	17,000,000	900,000	900,000
2020	17,000,000	900,000	1,800,000
2021	11,600,000	6,300,000	8,100,000
2022	11,700,000	6,200,000	14,300,000
2023	6,200,000	11,700,000	26,000,000
2024	6,300,000	11,600,000	37,600,000
2025	3,100,000	14,800,000	52,400,000
2026	3,100,000	14,800,000	67,200,000

Table 4 below shows the forecasted increase in HURF and VLT revenues due the County over the 2016 base year.

Table 4: Forecasted Increase in Pima County HURF and VLT Revenues Through FY 2026.

FY	Projected HURF and VLT Transportation Revenue (millions)	Projected Funding Available Over 2016 Base Year (millions)
2016 (base year)	$55.44	$ 0
2017	57.12	1.7
2018	57.80	4.1
2019	60.30	8.9
2020	63.00	16.4
2021	65.81	26.8
2022	68.13	39.5
2023	71.10	55.2
2024	74.21	74.0
2025	77.40	96.0
2026	80.73	121.3

FY2016 reflects actual HURF and VLT revenues and distributions through March 2016. Projections for FY2017 through FY2025 are based on ADOT, Financial Management Services, "Arizona Highway User Revenue Fund, Forecasting Process & Results, FY2016-2025," September 2015.

The increased revenues from declining debt service over the next 10 years could also be dedicated to roadway repair. Hence, as shown in Attachment 2, if 1) the reduced debt service payments on HURF bonds are dedicated to roadway repair for the next 10 years ($67.2 million); 2) the Legislature ceases their diversion of Pima County HURF ($36 million based on annual average of $3.6 million between FYs 2009 and 2014); and 3) growth in VLT and HURF receipts is dedicated to roadway repair for the next 10 years ($121.3 million), a total of $224.5 million could be made available for this purpose, meeting 75 percent of the County's documented road maintenance and preservation needs.

The primary question is whether there will be $224.5 million available for pavement maintenance and preservation in the next 10 years. This assumption relies on no further debt issuances associated with the 1997 Bond Program. While this is certainly possible, the answer is probably not. The City has been delayed in decisions related to bonding improvements related to Broadway Boulevard and other corridors. Until those decisions are made the County bonds will not be released; hence, it is likely safe to assume that in the next few years, decisions will be made that will release these authorized bonds.

In addition, is it safe to assume the Legislature will immediately reverse their HURF diversions? Likely not, but it is also significantly likely, given the pressure they will be under to restore dedicated funding to transportation they have diverted for other purposes by transportation special interest and lobbying groups.

Finally, do I believe the Arizona Department of Transportation's (ADOT's) forecast regarding growth in HURF and VLT? Again, I am very skeptical, given the HURF and VLT over the last 10 years has actually decreased. However, I do realize we have been through the longest recession in our history. I find it improbable these revenues will increase to the amount forecasted by ADOT. On the other hand, I have seen significant recent increases in these distribution amounts simply because of economic activity.

Hence, the question: how real is $224.5 million of revenues for pavement repair and maintenance in the next 10 years? It is certainly possible, but not highly probable.

VI. A REGIONAL APPROACH IS LIKELY BEST

To immediately begin addressing our pavement repair problem, I also believe a half-cent sales tax proposal is worth pursuing at the legislative level, with such being a limited 10-year sales tax dedicated exclusively to roadway repair and distributed among the County jurisdictions based on population. Such a program would be administered by the successful Regional Transportation Authority building on the success of the 2006 voter-approved plan. This will raise the nearly $300 million needed to adequately repair Pima County's roads and provide another $500 million to the City of Tucson, which would substantially resolve their road issues. This tax would allow the various transportation jurisdictions to repurpose and rededicate their transportation revenues to maintaining the

highway system. None of the proceeds from the sales tax could be utilized for engineering or administrative purposes, and all roadway maintenance projects would be completed through private contracting.

VII. SELF HELP

Self-help provides the option for road repairs of local streets will be largely paid for by residents. Today, in Green Valley, approximately 60 percent of the subdivisions maintain their own private roads through homeowners' associations (HOAs). Thirty percent of the subdivisions have County roads but still have HOAs that assess annual dues. The remaining 10 percent have a combination of public and private roads. There is a marked difference in the dues paid by a homeowner where the County is obligated to maintain the roads versus where the HOA assumes maintenance responsibilities for their roadways.

The Green Valley Council provided a list of typical annual dues of a number of HOAs where the roads are maintained by the County and a number of HOAs that have private roads, which means the HOA assumes this responsibility. From the information provided, the average HOA dues where residents are required to maintain their own roadways is $430 per year, as opposed to $30 per year where the County has assumed road maintenance responsibilities. This is a substantial annual difference.

The County also reviewed repair costs of 12 different subdivisions within Green Valley where the County has maintenance responsibility for local roadways; estimated the cost for complete repair, which ranges from extensive removal and replacement of pavement section to maintenance seal and resurfacing. The estimated annual cost to a homeowner based on amortizing the capital cost over a 10-year period is provided in Table 5 below.

Table 5: Green Valley Subdivisions Community Facilities District or Improvement District Options for Failed Road Conditions.

Route	Length	Width	Area [yd²]	Treatment and Condition Rating	Engineer's Estimate	Aggregate Limited Net Assessed Value	Number of Parcels	Annual payment, 10-year amoritization[1]	Average tax increase on typical $150,000 home
Green Valley Townhomes/Tucson Green Valley Unit No. 1	6,964	30	23,213	Failed[2]	$324,987	$ 1,310,970	169	$39,480	452
Green Valley Country Club Estates Lots 1-154, Blks 1-14	12,466	38	52,634	Poor[3]	263,171	3,360,055	266	31,968	143
Green Valley Country Club Estates Lots 155-376, Blks 15-19	13,200	38	55,733	Poor[3]	278,667	3,303,624	264	33,852	154
Green Valley Country Club Vistas (1-229)	13,570	40	60,311	Poor[3]	301,556	2,514,657	229	36,636	219
Green Valley Country Club Vistas (230-482)	14,256	40	63,360	Poor[3]	316,800	2,859,080	253	38,484	202
Green Valley Desert Hills No. 4 (1-224)	1,679	38	7,089	Poor[3]	35,446	1,866,089	211	4,308	35
Green Valley Fairways (1-235)	10,560	36	42,240	Poor[3]	211,200	1,929,679	233	25,656	199
Green Valley Fairways No. 2 (236-474)	11,616	36	46,464	Poor[3]	232,320	2,463,366	239	28,224	172
Green Valley Fairways No. 3 (475-763)	15,048	36	60,192	Poor[3]	300,960	2,599,284	289	36,564	211
The Villages at Green Valley HOA	17,561	38	74,146	Poor[3]	370,732	4,080,934	482	45,036	166

[1]Assumes four percent interest on principal.

[2]For Poor (very cracked with tented joints) or Failed ratings, the traditional option is rehabilitation at $14 per square yard. This leaves the roads in new to good condition for about seven years.

[3]A crack/chip/fog seal will not improve the ride at $5 per square yard, but it will protect against potholes for eight to 10 years. Cracks will reflect through over time.

Unless there are new revenues provided, it is unlikely there will be significant public funds invested in local road repair in the next two to four years. In looking at the 12 subdivisions reviewed, the cost to substantially improve their roads would cost less, on an annual basis, than what it typically costs a member of an HOA that is responsible for their own private roads.

For homeowners who would like to finance road improvements for local public roads in their HOAs, several mechanisms are available and range from the traditional improvement district to a more contemporary community facilities district. The cost reflected in Table 5 above amortizes the initial capital over 10 years at an interest rate of four percent.

There are a number of options available to repair local roads. County public local roads will be repaired eventually, but our Department of Transportation has as their highest repair priority the arterial and collector roadway system.

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ATTACHMENT 2

Updated Table 3: HURF Authorization 10-year Debt Service Reduction.

FY	Total Principal and Interest	Savings	Debt Service Reduction Available for Road Repair
2016	$17,900,000		
2017	18,700,000	–	–
2018	18,600,000	–	–
2019	16,800,000	$ 1,100,000	$ 1,100,000
2020	16,600,000	1,300,000	2,400,000
2021	11,100,000	6,800,000	9,200,000
2022	11,200,000	6,700,000	15,900,000
2023	6,200,000	11,700,000	27,600,000
2024	6,200,000	11,700,000	39,300,000
2025	3,100,000	14,800,000	54,100,000
2026	3,100,000	14,800,000	68,900,000
2027	3,100,000	14,800,000	83,700,000

Updated Table 4: Forecasted Increase in Pima County HURF and VLT Revenues Through FY 2027.

FY	Projected HURF and VLT Transportation Revenue (millions)	Projected Funding Available Over 2016 Base Year (millions)
2016 (Base Year)	$55.89	$ 0
2017	59.86	3.97
2018	61.14	9.22
2019	63.56	16.89
2020	66.18	27.18
2021	68.37	39.66
2022	69.61	53.38
2023	71.67	69.16
2024	73.58	86.85
2025	75.73	106.69
2026	78.00	128.80
2027	81.21	154.12

FY 2017 reflects actual HURF and VLT revenues and distributions through March 2017. Projections for FY 2018 through FY 2027 are based on ADOT, Financial Management Services, "Arizona Highway User Revenue Fund, Forecasting Process & Results, FY 2017-2026," September 2016.

ATTACHMENT B

FY 2017/18 Budgeted Contingency Detail

FY 2017/18 Recommended Budget Reserve	$ 56,919,918
Proposed Tentative Adopted Budget Reserve Adjustments	$ (6,547,032)
FY 2017/18 Proposed Tentative Adopted Budget Reserve	$ 50,372,886
FY 2017/18 Recommended Budget Stabilization Fund	
Juvenile Corrections State Cost Shift	$ 1,726,804
Painted Hills Payment	$ 1,061,029
ITD Server & Storage Use	$ 496,000
Kino Sports Complex Deferred Maint.	$ 300,000
NRPR Section 10 Permit	$ 255,399
Sustainability Section 10 Permit	$ 142,837
Arizona Conservation Corps	$ 100,000
Constables Case Management System	$ 100,000
Desert Survivors	$ 57,200
JobPath	$ 100,000
Tumamoc-Sustainability	$ 45,000
Total FY 2017/18 Recommended Budget Stabilization	$ 4,384,269
FY 2017/18 Proposed Tentative Budget Stabilization Fund Adjustments:	
Community Restitution Program - Superior Court	$ 55,756
Domestic Violence Arrest Team - Superior Court	$ 63,285
City of Gastronomy	$ 5,000
Humane Borders	$ 25,000
YWCA - House of Neighborly Services	$ 32,500
Women's Counseling Network	$ 18,000
Higher Ground/Tucson Community Schools	$ 39,000
Oro Valley Cooperative Public Art Project	$ 25,000
U of A Earth Day Cooperative Project	$ 10,000
Total FY 2017/18 Proposed Tentative Adopted Budget Stabilization Fund Adjustments	$ 273,541
Total FY 2017/18 Proposed Tentative Adopted Budget Stabilization Fund	$ 4,657,810
Total FY 2017/18 Contingency Expenditures	**$ 55,030,696**
FY 2017/18 Budget Stabilization Recommended Revenues	
Pima Air & Space Museum-Reimb TEP & Solar Co	$ 120,000
160 N Stone/Tucson Indian Center	$ 52,960
Sustainability Section 10 Permit	$ 38,900
Total FY 2017/18 Budget Stabilzation Recommended Revenue	$ 211,860

ATTACHMENT C

THE ADVERTISEMENT MUST BE:

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

ONE-FOURTH PAGE IN SIZE

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

HEADER OR ADVERTISEMENT MUST BE AT LEAST 18 POINT TYPE.

TRUTH IN TAXATION HEARING

NOTICE OF TAX INCREASE

In compliance with section 42-17107, Arizona Revised Statutes, Pima County is notifying its property taxpayers of Pima County's intention to raise its primary property taxes over last year's level. Pima County is proposing an increase in primary property taxes of $20,001,671 or 5.88%.

For example, the proposed tax increase will cause Pima County's primary property taxes on a $100,000 home to increase from $421.19 (total taxes that would be owed without the proposed tax increase) to $445.96 (total proposed taxes including the tax increase).

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

All interested citizens are invited to attend the public hearing on the tax increase that is scheduled to be held on Tuesday, June 20, 2017, at 9:00 a.m. or thereafter at the Board of Supervisors Hearing Room, Pima County Administration Building, 130 W. Congress, 1st Floor, Tucson, Arizona.

Publish:

Arizona Daily Star	Daily Territorial	Ajo Copper News
Sunday, June 4, 2017	Monday, June 5, 2017	Wednesday, May 31, 2017
Sunday, June 11, 2017	Monday, June 12, 2017	Wednesday, June 7, 2017

Note: On page eight of the memorandum, Tentative Budget Adoption: Fiscal Year 2017/18, May 23, 2017, makes reference to the publication of the Tentative Budget, "… in a format prescribed by the Arizona Auditor General" and indicates that the format is presented in Attachment D. However, these pages, which show the estimates of revenues and expenditures/expenses, have been withdrawn, since they replicate the information provided in the section labeled State Reports. Please refer to the tab labeled State Reports for the estimates of revenues and expenditures/expenses.

Board of Supervisors Memorandum

June 20, 2017

Fiscal Year 2017/18 Final Adoption of Overall Pima County Budget

I. BACKGROUND

I submitted the Fiscal Year (FY) 2017/18 Recommended Budget to the Board of Supervisors on April 26, 2017. The Tentative Budget was adopted by the Board on May 23, 2017 as originally recommended, with the following adjustments:

A. Transportation Property Road Tax

My original recommendation in my April 26, 2017 *Transmittal of the Recommended Fiscal Year 2017/18 Budget* memorandum proposed that all property tax rates remain unchanged from the FY 2016/17 Adopted Budget. I also indicated staff was reviewing a number of potential proposals to present to the Board that, if approved, could provide funding for a local roadway pavement preservation and repair program in the unincorporated area of the County.

In my May 23, 2017 *Amended Tentative Budget Recommendation Regarding Pavement Preservation, Roadway Surfacing and Repair* memorandum to the Board, I discussed the failure of the State to address pavement and road preservation needs on a statewide basis. I also advised the Board the City of Tucson held an election on May 16, 2017 to approve a five-year, one-half percent increase in their sales tax rate to provide $100 million in pavement preservation and repair funds. Tucson voters approved this proposal.

My May 23 memorandum proposed a new funding option to the Board of enacting a new property road tax as permitted by Arizona Revised Statutes (ARS) 28-6712. The property road tax is separate from and a subset of the County's primary property tax rate, but it is added to the overall primary property tax rate for purposes of collection, expenditure limit calculation and for Truth in Taxation Hearing requirements.

The Board tentatively adopted the maximum allowable tax rate for a property road tax of $0.2500 per $100 of net taxable value. Upon final adoption by the Board, this rate would yield $19,526,525 in revenue in FY 2017/18 dedicated only to road repair and pavement preservation of local and neighborhood roads throughout the County. Arterial and collector roads will not be funded by this property road tax. Those roads will have their own separate funding mechanisms as discussed in my earlier memorandum. These funds will be moved to the appropriate arterial and collector road capital projects as they are realized.

The Board also approved the very specific uses and allocation methods of the tax proceeds to the unincorporated area and to cities and towns. Based on the allocation methodology for the tentatively adopted property road tax, $8,190,205 of FY 2017/18 Property Road Tax collections will be allocated to unincorporated Pima County, with the remaining $11,336,320

allocated to cities and towns. Allocations to individual cities and towns within each supervisorial district are also included in my memorandum.

Given the Board action of adopting the Tentative Budget on May 23, I will assume the Board intended for the road tax to be categorized in two components for FY 2017/18; base funding ($8,591,671) and accelerated funding ($10,934,854). The first component is base funding where the road tax is fiscally neutral, or $0.1100 of the property tax increase based on other property tax, both primary and secondary reductions. This tax neutral base funding will be distributed to each supervisorial district as originally proposed in Table 5 (Page 8) of the May 23 communication. These amounts are shown in Table 1 below.

Table 1: Total Property Road Tax Repair Revenue by Supervisorial District (Fiscally Neutral 11 Cents).

District	Unincorporated Area	Marana	Oro Valley	Sahuarita	South Tucson	Tucson	Total
1	$1,290,121	$225,497	$651,936	0	0	$ 17,341	$2,184,895
2	201,806	0	0	$135,811	$23,369	1,029,469	1,390,455
3	911,734	311,912	0	25,219	0	564,102	1,812,967
4	886,508	0	0	75,327	0	832,705	1,794,540
5	313,522	0	0	0	0	1,095,292	1,408,814
Total	**$3,603,691**	**$537,409**	**$651,936**	**$236,357**	**$23,369**	**$3,538,909**	**$8,591,671**

The distribution methodology for the accelerated funding, $0.1400 of the property road tax, will be determined by the Board after staff recommendations as to how best to preserve the existing investment in the transportation system. In addition, the Board will receive recommendations from the new, independent Transportation Advisory Committee for allocation of accelerated funding (see the Transportation Advisory Committee section in this memorandum). This methodology will be presented to the Board at a future public hearing for review, direction and approval. To ensure tax equity with city and town residents, the accelerated funding must also be distributed between cities, towns and the unincorporated area as shown in Table 2 below (excluding issuance and interest impacts).

Table 2: Accelerated Property Tax Road Repair Revenue by City, Town and Unincorporated Area (14-cent tax increase, $10,934,854)

Jurisdiction	Percent of Assessed Value	Accelerated Property Road Tax Repair Allocation
Marana	6.255	$ 683,955
Oro Valley	7.588	829,717
Sahuarita	2.751	300,798
South Tucson	0.272	29,733
Tucson	41.190	4,504,046
Unincorporated Area	41.945	4,586,605
Total	**100.000**	**$10,934,854**

In addition to tentatively adopting this new levy and rate, the Board also tentatively adopted the following reductions to the County's General Fund primary property tax rate and secondary property tax rates to offset $0.1100 of the $0.2500 property road tax in FY 2017/18:

1. Reduce the General Fund primary property tax rate by $0.0800 per $100 of net taxable value.
2. Reduce the Library District secondary property tax rate by $0.0100 per $100 of net taxable value.
3. Reduce the Regional Flood Control District secondary property tax rate by $0.0200 per $100 of net taxable value.
4. Debt Service secondary property tax rate remains unchanged.

The Board also tentatively approved my proposed plan to make the property road tax fiscally neutral in the FY 2018/19 budget, along with levying this tax for possibly a five-year period. At the end of this timeframe, other regional funding alternatives can be considered.

Finally, the Board also directed staff to develop a methodology for determining the local roads that will be preserved and repaired within the individual supervisorial districts and the cities and towns within each district, the order of the repairs, the funds that will be dedicated to each roadway repair, and the final project approval process. The Transportation Advisory Committee section below discusses this methodology.

Transportation Advisory Committee. The County has numerous advisory committees that meet under structured Open Meeting Law requirements. These committees provide advice and counsel to the Board of Supervisors on a variety of subjects ranging from wastewater reclamation, environmental quality, animal care, land use and other important areas where the Board directs public services or establishes local governmental public policy. At the adoption of the Fiscal Year 2017/18 Tentative Budget, the Board asked for my recommendation regarding oversight of a transportation or highway maintenance and pavement program funded by the road property tax. I suggest this would be an appropriate role for an advisory committee. I also suggest such an advisory committee's role could be substantially expanded to include a variety of transportation issues facing the County.

I recommend the Board create a 13-member Transportation Advisory Committee, with each Board member having two appointments from their supervisorial district. The appointments may be from within a city or town in the district, or they may be from the unincorporated area of the district. In addition to the Board appointments, I suggest the County Administrator have three appointments that are restricted to individuals with established transportation expertise, including management, finance, engineering and maintenance of transportation systems. Preferably, the County Administrator's appointments would be retired professionals with substantial background and expertise in transportation.

The Transportation Advisory Committee's responsibilities would be as follows:

1. Make recommendations specifically related to transportation improvements, operation and maintenance in the unincorporated area of Pima County, as well as for transportation improvements, operation and maintenance within incorporated cities and towns where County funds are being spent for these purposes.

2. Make specific recommendations for streets and highways where County funds are spent for street/highway repair or pavement preservation within cities and towns. Such recommendations will be joint recommendations with any city or town transportation advisory committee.

3. Make recommendations on any roadway or highway capacity improvements that utilize any of the following funding sources:

   a. Regional Transportation Authority
   b. Pima Association of Governments
   c. Federal government
   d. Highway User Revenue Funds (HURF)
   e. Pay-as-you-go County HURF

4. Make recommendations regarding the Department of Transportation's annual budget.

5. Make recommendations regarding transportation policy and funding, including factual analysis of funding operation and maintenance claims or activities.

6. Make recommendations regarding other transportation matters as requested by the Board of Supervisors at a public hearing.

It should be noted that in making specific roadway recommendations regarding pavement preservation or repair on highways within cities and towns, the recommendation to the Board for specific funding allocations must be a joint recommendation of the County's Transportation Advisory Committee and any similarly formed citizen committee within a city or town. If a city or town does not have such a committee, the recommendation will be made by the Mayor and Council of that specific city or town.

B. Other Tentative Budget Adjustments Approved by the Board

The Tentative Adopted Budget also included the following changes from my proposed recommended budget of April 26, 2017:

1. General Fund

   a. The Proposed Tentative Adopted Budget includes a $0.0800 reduction in the General Fund primary property tax rate, from $4.2896 to $4.2096. This reduction in rates will reduce General Fund primary property tax revenue by $6,248,890.
   b. $55,756 to fund one-half of the cost of the Adult Probation Community Restitution Program.
   c. $63,285 to fund the salary and benefits costs of one surveillance officer who is part of the Domestic Violence Arrest Team.
   d. $154,500 of funding for seven outside agencies.
   e. $25,000 to fund new Constable training and benefits.
   f. A $6,547,032 decrease in the General Fund Budget reserve from the recommended amount of $56,919,918 to $50,372,886.

Tentative Adopted General Fund expenditures total $576,235,452.
Tentative Adopted General Fund Revenues total $550,053,197.

2. Other County Funds

   a. Transportation Property Road Tax Unit

   i. This unit will be utilized to account for the tentatively adopted property road tax of $0.2500 per $100 of net taxable value. If this primary property tax is levied by the Board, it will yield $19,526,525 in revenues ($8,591,671 in base funding and $10,934,854 in accelerated road repair funding) in FY 2017/18. These revenues will be accounted for within a new Transportation Property Road Tax Unit within the Transportation Fund, kept separate from other Transportation revenues, and dedicated exclusively to pavement preservation and repair of local roads.

   ii. In order to fit the full cost of the local roadway pavement preservation and repair program under Pima County's constitutionally restricted expenditure limit, the County intends to fund these costs by issuing Certificates of Participation (COPs) with three-year repayment schedules because spending long-term debt proceeds is not subject to the constitutionally restricted expenditure limit. A portion of the road tax revenues allocated to the jurisdictions will be used to pay for the jurisdictions' proportionate share of the financing costs (i.e., associated interest and issuance costs).

   iii. $19,526,525 of revenue received in the Transportation Property Road Tax Unit will be transferred to the County's Debt Service Fund. These funds will be dedicated exclusively to the COPs debt payments.

b. Debt Service Fund

The Tentative Adopted Budget includes an additional $17 million over the original recommended Debt Service expenditures to fund the first year of the three-year debt repayment schedule of Transportation Property Road Tax COPs. The remaining funds will be held to make the Year 2 and Year 3 debt repayments.

c. Capital Projects Fund

The Tentative Adopted Expenditure Budget includes $8,190,205 to pay for the costs of the local pavement preservation and repair program in the unincorporated area of the County and $11,336,320 to reimburse cities and towns for the local pavement preservation and repair costs within their boundaries. Both of these projects are funded with proceeds from the issuance of COPs debt net of issuance costs.

d. Fleet Services

Staff recommended that motor pool rates for all categories of vehicles be reduced by $55 per vehicle, per month in the Tentative Adopted Budget. This change in monthly rates will result in a countywide reduction in motor pool charges paid to Fleet Services of $1,000,000 from the Recommended Budget. Departments will be free to reallocate any savings as the result of this change to other supplies and services needs within their budgets.

e. Library District

The Library District's secondary property tax rate includes a reduction from the Recommended Budgeted property tax rate of $0.5153 to a Tentative Adopted Budget property tax rate of $0.5053. The purpose of this $0.0100 reduction in the rate is to offset part of the impact of the proposed new Transportation Property Road Tax. Overall, FY 2017/18 Library District property tax revenues are reduced by $781,062. This reduction in revenues will be absorbed within the District's existing fund balance.

f. Regional Flood Control District

The Regional Flood Control District's secondary property tax rate includes a reduction from the Recommended Budget property tax rate of $0.3335 to a Tentative Adopted Budget property tax rate of $0.3135. The purpose of this $0.0200 reduction in the rate is to offset part of the impact of the proposed new Transportation Property Road Tax. Overall, FY 2017/18 Regional Flood Control District property tax revenues are reduced by $1,425,483 from the recommended amount. This reduction in revenues will be absorbed within the District's existing fund balance.

g. Regional Wastewater Reclamation Fund

At their April 18, 2017 regular meeting, the Board of Supervisors approved three percent increases in Sewer User and Sewer Connection Fees. The Tentative Adopted Budget includes these increased revenues in the amounts of $3,979,461 and $411,857 respectively.

II. PROPOSED CHANGES TO THE TENTATIVE ADOPTED BUDGET

A. General Fund

1. $75,000 increase to the Facilities Management budget for additional operations and maintenance costs associated with the Mulcahey YMCA.

2. An offsetting adjustment of $75,000 to the General Fund Budget Reserve reducing the fund from $50,372,886 to $50,297,886.

III. RECOMMENDATIONS

I recommend the Board of Supervisors take the following actions:

A. Adopt the Fiscal Year 2017/18 final budget amounts and tax rates as set forth in the table below. These amounts and property tax rates are the same as those resulting from the Board's action at the adoption of the Overall Tentative Budget on May 23, 2017 and are reflected in the attached Arizona Auditor General prescribed schedules, including changes described in Section II above.

Fiscal Year 2016/17 Budget	Budget	Tax Rate
Total County Budget	$1,267,072,355	$5.9784
Primary Property Tax:		
General Fund Primary	576,235,452	4.2096
Transportation Road Tax	19,526,525	0.2500
Total Primary Tax Rate		4.4596
Secondary Property Taxes:		
County Free Library District	42,235,325	0.5053
Regional Flood Control District	17,496,778	0.3135
Debt Service	134,790,376	0.7000
Stadium District	5,611,862	------

B. Create a 13-member Transportation Advisory Committee, with each Board member having two appointments from their supervisorial district. The appointments may be from within a city or town in the district, or they may be from the unincorporated area of the district. In addition to the Board appointments, I recommend the County Administrator have three appointments that are restricted to individuals with established transportation expertise, including management, finance, engineering and maintenance of transportation systems.

Respectfully submitted,

C.H. Huckelberry
County Administrator

CHH/mjk – June 7, 2017

Attachments

c: Jan Lesher, Chief Deputy County Administrator
Tom Burke, Deputy County Administrator for Administration
Carmine DeBonis, Jr., Deputy County Administrator for Public Works
Keith Dommer, Director, Finance and Risk Management
Robert W. Johnson, Budget Manager, Finance and Risk Management

Note: Paragraph 3 on page seven of this memorandum, Fiscal Year 2017/18 Final Budget Adoption, June 20, 2017, makes reference to the publication of the Final Budget, ". . . reflected in the attached Arizona Auditor General prescribed schedules" and indicates that the format is presented in the attachment. However, these pages, which show the estimates of revenues and expenditures/expenses, have been withdrawn, since they replicate the information provided in the section labeled State Reports. Please refer to the tab labeled State Reports for the estimates of revenues and expenditures/expenses.

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BUDGET OVERVIEW

Financial Structure

Consolidated Overview of the County Budget by Fund

Total County Budget by Source and Use

Revenues & Expenditures for Fiscal Years 2015/2016 Through 2017/2018

Budget in Brief Fiscal Year 2017/2018

Adopted Full Time Equivalent Positions for Fiscal Years 2015/2016 Through 2017/2018

FTE Changes Explanation by Functional Area

Pima County Capital Improvement Program Overview

FINANCIAL STRUCTURE

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

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

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

Fund Type	Description	Funding Source
GOVERNMENTAL FUNDS	**Governmental funds use the modified accrual basis of accounting, a current financial resource measurement focus. Governmental Funds are comprised of the following:**	
General Fund	The General Fund is the County's principal financing vehicle for general government operations and for resources that are not required to be accounted for in another fund.	Funded largely by primary property tax revenue and state shared sales tax revenue.
Special Revenue Funds	Account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes. Special Revenue Funds include the following:	
	• Attractions & Tourism – Accounts for resources used to promote business and job development and business retention in Pima County and the state of Arizona for the purpose of enhancing the economic welfare of the inhabitants of the County.	Transient lodging excise (hotel/motel) tax revenues.
	• Employment & Training - Accounts for resources controlled by the County as a prime sponsor under the Workforce Investment Act of 1998, superseding the Jobs Training Partnership Act. Also includes Youth Opportunity (YO) grant, Pima Vocational High School, and many other grants.	Primarily Federal Government revenue.
	• Environmental Quality - Accounts for resources specifically identified to be expended for the protection of water, air, and land from pollutants; in addition, accounts for the tire recycling services.	Air quality inspection and application fees; revenues from alternate onsite disposal plans; federal and state grants; and County share of state tax on new tire sales.
	• Library District – Accounts for resources used for the management and operation of the Pima County Free Library District.	Secondary property tax revenue.

Fund Type	Description	Funding Source
GOVERNMENTAL FUNDS (cont'd)		
Special Revenue Funds (cont'd)		
	• Health - Accounts for resources used to finance activities involved in the conservation and improvement of public health.	Federal and state grants; charges for services provided; private donations; and operating transfers from the General Fund.
	• Pima Animal Care Center – Accounts for resources expended to protect public health and safety via education and enforcement of animal control and animal cruelty laws and ordinances, to provide a shelter for abandoned animals, and for other animal-related services.	Charges for services provided; foundation grants; private donations; enforcement fines/fees; and operating transfers from the General Fund.
	• Regional Flood Control District - Accounts for expenditures necessary to analyze, design, and maintain flood control improvements to protect the public and property from floodwaters.	Secondary property tax revenue.
	• School Reserve Fund – Accounts for resources specifically identified to be expended for education programs in the Pima County Accommodation District and specialized educational programs that extend outside the boundaries of individual school districts.	Federal and state grants; private donations; Arizona Department of Education.
	• Stadium District – Accounts for resources specifically identified to be expended for the management and operation of Kino Stadium.	Car rental surcharge fees; recreational vehicle surcharge fees; hotel/motel bed taxes; and charges for services provided for special events.
	• Transportation - Accounts for administrative and operating costs expended for highways and streets, as well as resources transferred to the Capital Projects Fund for construction of highways and streets.	Transportation Property Road Tax revenue; county share of gasoline tax collected by state Highway User revenues; Vehicle License Tax revenues; and charges for services.
	• Other Special Revenue Funds - Account for resources to be expended for various other programs of the County, including various probation programs, consumer protection programs, family support, antiracketeering programs, law library, etc.	Federal and state grants. Antiracketeering funding is provided by court ordered forfeitures, diversion fees, and restitution payments.
Debt Service Fund	Accounts for the accumulation of resources for, and the payment of, long term debt principal and interest applicable to Governmental Funds. This fund manages the debt for Transportation bonds and loans, Certificates of Participation, and General Obligation bonds.	Secondary tax levy on real and personal property; transfers of Transportation Property Road Tax, Vehicle License Tax, and Highway User revenues from the Transportation Special Revenue Fund for the payment of Transportation bonds and loans; transfers for payment of Certificates of Participation.

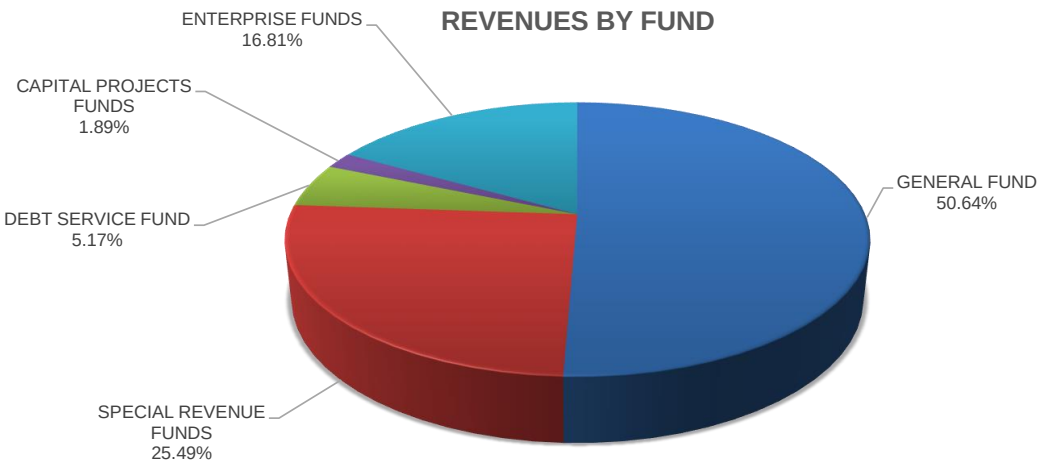
Fund Type	Description	Funding Source
GOVERNMENTAL FUNDS (cont'd)		
Capital Projects Fund	Accounts for financial resources to be used for the acquisition or construction of major capital assets, including land, buildings, roads and streets, drainage ways, libraries, and parks (other than those financed by Proprietary Funds).	Bond sale proceeds; federal and state grants; transfers of Vehicle License Tax revenues and Highway User revenues from the Transportation Special Revenue Fund; transfers of Regional Flood Control District and Library District monies; reimbursements associated with specific capital projects and from other governments.
PROPRIETARY FUNDS	**Proprietary funds are used to account for Pima County's business-type activities. These funds use the economic resources measurement focus and accrual basis of accounting. This measurement focus provides for the short term and long term recognition of revenues and expenses. Proprietary Funds are comprised of:**	
Enterprise Funds	Account for operations that are financed and operated in a manner similar to private business enterprises. Enterprise funds within Pima County include the following:	
	• Development Services - Accounts for the operations that provide zoning permits, enforce ordinances, and administer uniform building codes.	License and permit fees for plan examinations and zoning; penalties related to the issuance of building, plumbing, mechanical, electrical and mobile home permits; and charges for services such as plan checks and subdivision coordination.
	• Parking Garages - Accounts for the management and operation of nine parking facilities located in downtown Tucson.	Parking fees from seven public parking garages and two parking lots owned by Pima County.
	• Regional Wastewater Reclamation- Accounts for the management and operation of wastewater treatment and water pollution control facilities.	Sewer user, sewer connection, and sanitation fees.

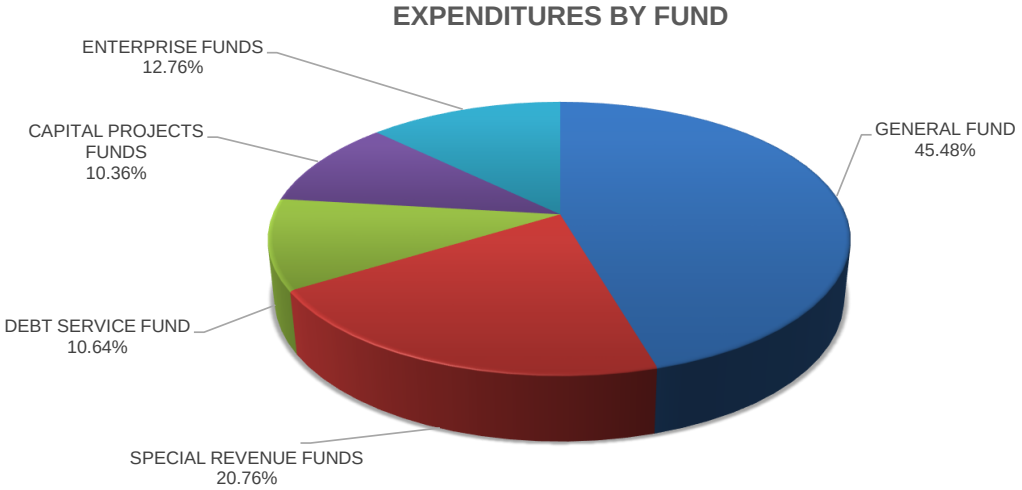
Fund Type	Description	Funding Source
Internal Service Funds	Account for the financing of goods or services provided by one department to other departments of the County on a cost reimbursement basis. Internal Service funds include the following:	
	• Self Insurance Trust Fund - Accounts for the risk management function of the County. The fund is administered by the Board of Supervisors and an appointed board of trustees, and provides self insurance for medical malpractice, workers compensation, unemployment, general liability, property damage, and environmental damage. It also provides coverage for certain types of litigation.	Financed by charges to specific user departments and to the General Fund.
	• Health Benefits Trust – Accounts for a self-insured plan that provides employees and their families with comprehensive and affordable benefits options for health care (medical, pharmacy, and dental), life and other health-related insurances, and wellness and employee assistance programs. The fund is administered by the Board of Supervisors and an appointed board of trustees.	Financed by employee payroll deductions and charges to specific user departments for participating employees, and payments received from former employees for COBRA premiums.
	• Other Internal Service Funds - Account for the acquisition, operation, and maintenance of automotive and telecommunications equipment, as well as leased hardware, enterprise software and server storage, used by County departments.	Financed by fees and charges to user departments.
FIDUCIARY FUNDS	**Fiduciary funds do not include resources belonging to Pima County; therefore, they are not part of the County's budgeting process. The County does, however, have custodial responsibility for these funds and reports them in its Comprehensive Annual Financial Report.**	
Agency Funds	Account for cash and investments held by the County on behalf of various fire districts, cities and towns, individuals, the state and other agencies. Also included are clearing funds for payroll and property taxes.	
Investment Trust Fund	Accounts for cash and investments held by the County on behalf of various school districts.	

SUBSIDIARY LEDGERS

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

CONSOLIDATED OVERVIEW OF COUNTY BUDGET BY FUND





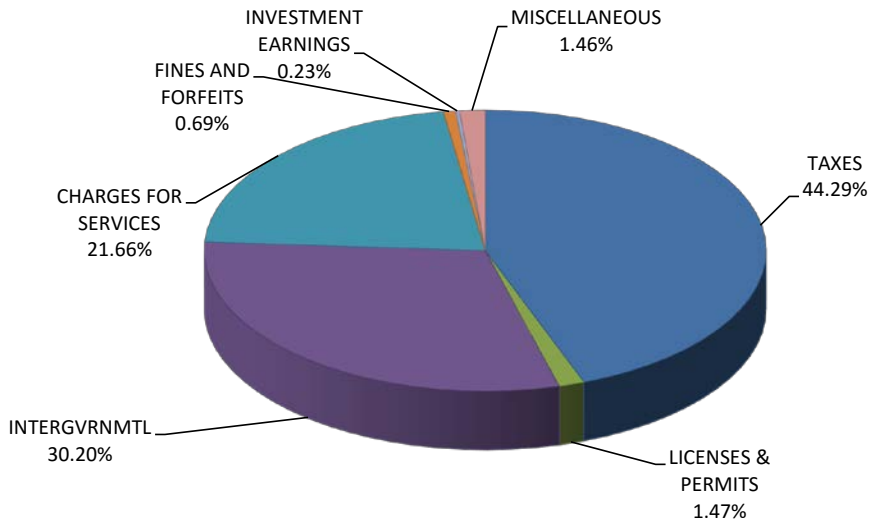
FUNDING SOURCES	EST. BEGINNING FUND BALANCE 2017/2018	ADOPTED REVENUES 2017/2018	ADOPTED EXPENDITURES 2017/2018	OTHER FINANCING SOURCES 2017/2018	INTERFUND TRANSFERS IN / (OUT)	ESTIMATED ENDING FUND BALANCE
GENERAL FUND	66,995,846	550,053,197	(576,235,452)	-	(40,813,591)	-
SPECIAL REVENUE FUNDS	45,427,112	276,837,221	(263,071,552)	100,000	(55,288,875)	4,003,906
DEBT SERVICE FUND	2,262,007	56,138,480	(134,790,376)	-	81,111,510	4,721,621
CAPITAL PROJECTS FUNDS	37,445,152	20,564,097	(131,287,852)	70,000,000	42,061,494	38,782,891
ENTERPRISE FUNDS	185,998,904	182,632,492	(161,687,123)	45,000,000	(25,390,275)	226,553,998

Note: Enterprise Fund amounts do not include the impact of the Regional Wastewater Reclamation Capital Improvement Program totaling $49,257,735
Fleet Services $1,821,500, and Parking Garages $238,761.
Also excludes impact of principal payment of $53,580,004 of Regional Wastewater Management Debt Service.

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

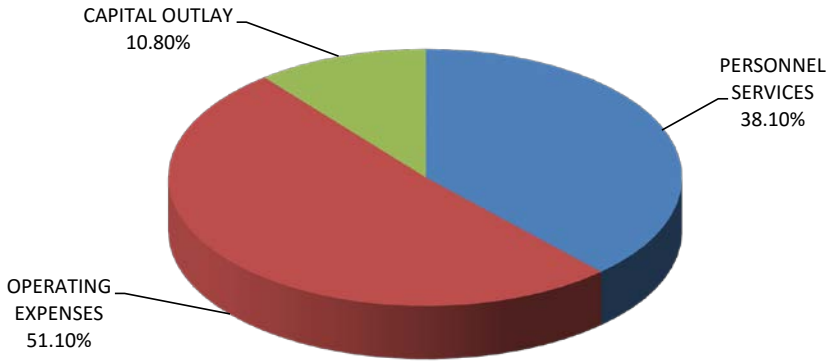
TOTAL COUNTY BUDGET BY SOURCE AND USE

REVENUES



REVENUES	FY 2015/2016 ACTUAL	FY 2016/2017 ADOPTED	FY 2017/2018 ADOPTED
TAXES	449,913,956	455,715,410	481,058,504
LICENSES & PERMITS	14,403,364	15,697,381	15,991,435
INTERGOVERNMENTAL	314,502,196	326,883,818	328,072,130
CHARGES FOR SERVICES	232,949,248	238,139,168	235,240,473
FINES AND FORFEITS	8,428,062	7,609,021	7,507,825
INVESTMENT EARNINGS	3,111,428	1,640,915	2,483,842
MISCELLANEOUS	18,042,719	20,503,032	15,871,278
CAPITAL CONTRIBUTIONS	6,499,637	5,000,000	-
	1,047,850,610	**1,071,188,745**	**1,086,225,487**

EXPENDITURES



EXPENDITURES	FY 2015/2016 ACTUAL	FY 2016/2017 ADOPTED	FY 2017/2018 ADOPTED
PERSONNEL SERVICES	428,532,320	472,755,122	482,813,493
OPERATING EXPENSES	597,549,659	647,350,792	647,363,763
CAPITAL OUTLAY	22,884,182	112,665,691	136,895,099
	1,048,966,161	**1,232,771,605**	**1,267,072,355**

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

REVENUES & EXPENDITURES
FISCAL YEARS 2015/2016 - 2017/2018

	ACTUAL FY 2015/2016	ADOPTED FY 2016/2017	ESTIMATED FY 2016/2017	ADOPTED FY 2017/2018
GENERAL FUND				
REVENUE				
TAXES	336,904,381	338,267,342	338,053,555	342,307,832
LICENSES AND PERMITS	3,135,232	3,205,600	3,202,265	3,424,500
INTERGOVERNMENTAL	145,906,815	151,588,844	152,639,112	155,289,645
CHARGES FOR SERVICES	44,465,034	46,486,307	45,196,578	41,167,440
FINES AND FORFEITS	3,401,054	3,812,551	3,571,111	3,737,925
INVESTMENT EARNINGS	388,830	220,518	435,059	563,377
MISCELLANEOUS	6,511,478	6,269,691	7,494,698	3,562,478
TOTAL	**540,712,824**	**549,850,853**	**550,592,378**	**550,053,197**
EXPENDITURES				
PERSONNEL SERVICES	290,331,786	316,824,467	313,969,065	322,282,703
OPERATING EXPENSES	197,705,094	271,266,032	213,801,198	253,582,949
CAPITAL EQUIPMENT > $5,000	693,386	251,600	749,838	369,800
TOTAL	**488,730,266**	**588,342,099**	**528,520,101**	**576,235,452**
SPECIAL REVENUE FUNDS				
REVENUE				
TAXES	60,283,944	63,258,168	63,262,800	82,827,192
LICENSES AND PERMITS	5,689,050	5,581,710	5,649,664	5,623,403
INTERGOVERNMENTAL	141,297,506	147,859,340	144,869,890	156,457,972
CHARGES FOR SERVICES	13,806,044	16,500,536	15,367,509	16,163,290
FINES AND FORFEITS	5,018,789	3,791,470	3,781,204	3,761,900
INVESTMENT EARNINGS	385,129	234,189	351,386	286,062
MISCELLANEOUS	9,927,909	12,196,142	12,357,776	11,717,402
TOTAL	**236,408,371**	**249,421,555**	**245,640,229**	**276,837,221**
EXPENDITURES				
PERSONNEL SERVICES	99,677,730	116,846,913	111,698,956	121,892,551
OPERATING EXPENSES	106,763,555	133,205,865	119,639,338	135,941,554
CAPITAL EQUIPMENT > $5,000	2,076,569	6,934,922	2,327,005	5,237,447
TOTAL	**208,517,854**	**256,987,700**	**233,665,299**	**263,071,552**
DEBT SERVICE FUND				
REVENUE				
TAXES	52,725,631	54,189,900	54,186,300	55,923,480
INTERGOVERNMENTAL	13,933	-	-	-
INVESTMENT EARNINGS	226,242	95,000	91,833	215,000
MISCELLANEOUS	43,289	-	14,617	-
TOTAL	**53,009,095**	**54,284,900**	**54,292,750**	**56,138,480**
EXPENDITURES				
OPERATING EXPENSES	120,777,717	115,455,401	119,247,274	134,790,376
TOTAL	**120,777,717**	**115,455,401**	**119,247,274**	**134,790,376**
CAPITAL PROJECTS FUNDS				
REVENUE				
INTERGOVERNMENTAL	27,249,553	27,435,634	25,181,020	16,324,513
CHARGES FOR SERVICES	3,988,016	3,186,670	4,217,518	3,552,000
INVESTMENT EARNINGS	811,908	283,076	340,860	382,271
MISCELLANEOUS	890,000	217,209	-	305,313
TOTAL	**32,939,477**	**31,122,589**	**29,739,398**	**20,564,097**
EXPENDITURES				
PERSONNEL SERVICES	3,608,870	-	4,549,838	-
OPERATING EXPENSES	46,749,861	-	58,939,306	-
CAPITAL EQUIPMENT > $5,000	20,114,226	105,479,169	25,358,760	131,287,852
TOTAL	**70,472,957**	**105,479,169**	**88,847,904**	**131,287,852**

REVENUES & EXPENDITURES
FISCAL YEARS 2015/2016 - 2017/2018

	ACTUAL FY 2015/2016	ADOPTED FY 2016/2017	ESTIMATED FY 2016/2017	ADOPTED FY 2017/2018
ENTERPRISE FUNDS				
REVENUE				
LICENSES AND PERMITS	5,579,082	6,910,071	6,910,071	6,943,532
INTERGOVERNMENTAL	34,389	-	-	-
CHARGES FOR SERVICES	170,690,154	171,965,655	169,828,012	174,357,743
FINES AND FORFEITS	8,219	5,000	5,000	8,000
INVESTMENT EARNINGS	1,299,319	808,132	1,276,451	1,037,132
MISCELLANEOUS	670,043	1,819,990	1,224,764	286,085
CAPITAL CONTRIBUTIONS	6,499,637	5,000,000	5,000,000	-
TOTAL	**184,780,843**	**186,508,848**	**184,244,298**	**182,632,492**
EXPENDITURES				
PERSONNEL SERVICES	34,913,933	39,083,742	35,205,291	38,638,239
OPERATING EXPENSES	125,553,434	127,423,494	126,601,183	123,048,884
TOTAL	**160,467,367**	**166,507,236**	**161,806,474**	**161,687,123**
TOTAL REVENUES	**1,047,850,610**	**1,071,188,745**	**1,064,509,053**	**1,086,225,487**
TOTAL EXPENDITURES	**1,048,966,161**	**1,232,771,605**	**1,132,087,052**	**1,267,072,355**

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

BUDGET IN BRIEF

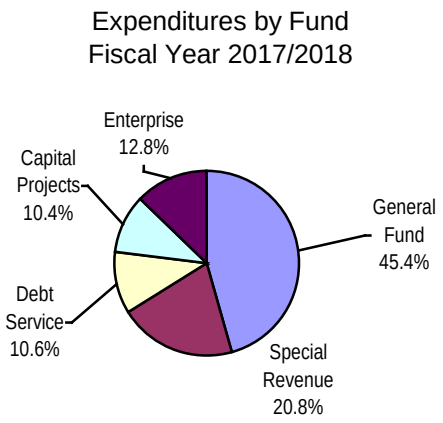
Arizona Revised Statute §42-17105 requires the Pima County Board of Supervisors to adopt a budget for each fiscal year. On June 20, 2017, the Board adopted the budget for fiscal year 2017/18, which covers the period from July 1, 2017 through June 30, 2018.

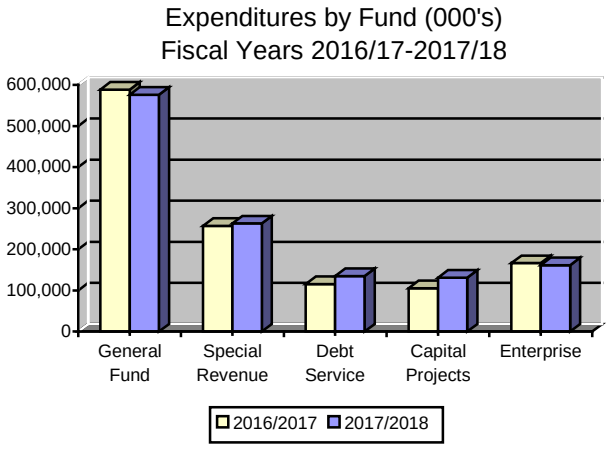
Pima County's Fiscal Year 2017/18 Adopted Budget includes:

- $1.267 billion in expenditures
- $1.086 billion in revenues
- $150.6 million in operating transfers between the various operating funds
- $115.1 million total in debt issues including $40.1 million in Certificates of Participation, $30.0 million in Transportation bonds, $45.0 million in Sewer Revenue Obligations

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

Comparison of Expenditures by Fund





GENERAL FUND: The Fiscal Year 2017/18 Adopted Budget for General Fund expenditures decreased by $12.1 million from fiscal year 2016/17. Major factors contributing to this net decrease include:

- $5.1 million increase for substantially and accelerated increased cost of public safety retirement contributions to the Public Safety Personnel Retirement System and Correction Officers Retirement Plan in the Sheriff and County Attorney departments
- $1.7 million increase to fund Sheriff department salary/decompression adjustments
- $878 thousand increase in Community and Economic Development department
- $307 thousand increase in budgeted Juvenile Court Center programs
- $149 thousand increase in Medical Examiner General Fund department, formerly Forensic Science Center, primarily for laboratory and x-ray services and software
- $80 thousand increase in Office of Sustainability and Conservation, primarily due to added personnel for the Water Policy Program
- $17.1 million decrease in the Contingency funds from numerous offsetting changes including: $6.1 million decrease for the one-time final payment related to the purchase of the Stardust Property; $1.5 million decrease for possible increases in electrical costs; $1.2 million decrease due to funding the upgrade of the enterprise level financial systems; $1.1 million increase for Juvenile Corrections State Cost Shift; the ending General Fund reserve, budgeted as an expenditure, was decreased from $61.2 million in fiscal year 2016/17 to $50.3 million in fiscal year 2017/18, a decrease of $10.9 million
- $1.4 million decrease for the Recorder General Fund
- $482 thousand decrease in overall costs associated with leased hardware, enterprise software and servers and storage programs paid to the Information Technology Internal Service Funds
- also includes other position related adjustments, benefits adjustments, adjustments for one-time costs, etc.

SPECIAL REVENUE FUNDS: The Fiscal Year 2017/18 Adopted Budget for Special Revenue Funds expenditures increased by $6.1 million over fiscal year 2016/17. Major factors contributing to this net increase include:

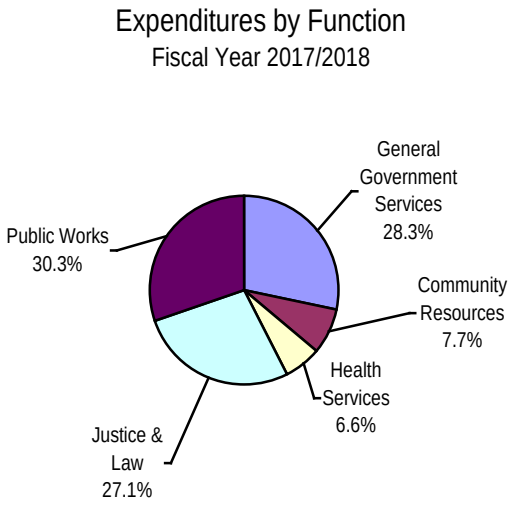
- $3.8 million increase in Employment & Training
- $2.2 million increase in Community Development Grants
- $1.7 million increase in budgeted Superior Court special programs
- $1.3 million increase in Health and anticipated Health Grants
- $1.2 million increase in Transportation primarily due to personnel and software expenses, with decreased Transportation Grants
- $634 thousand increase in expenditures budgeted in County Attorney Grants
- $611 thousand increase in Environmental Quality
- $483 thousand increase in Pima County Animal Care Center for its expanded shelter operations, medical treatment, and spay/neuter programs
- $153 thousand increase in County Free Library
- $50 thousand increase for the newly created Rocking K South Community Facilities District special revenue fund
- $1.8 million decrease in budgeted County Attorney special programs
- $1.5 million decrease in Parks special programs
- $1.3 million decrease in Office of Emergency Management/Homeland Security Grants/special programs
- $553 thousand decrease in Superior Court Grants
- $351 thousand decrease in Facilities Renewal Fund
- $192 thousand decrease in expenditures budgeted in County Administrator Grants
- $156 thousand net decrease in Flood Control District
- also includes other position related adjustments, benefits adjustments, information technology cost adjustments, adjustments for one-time costs, etc.

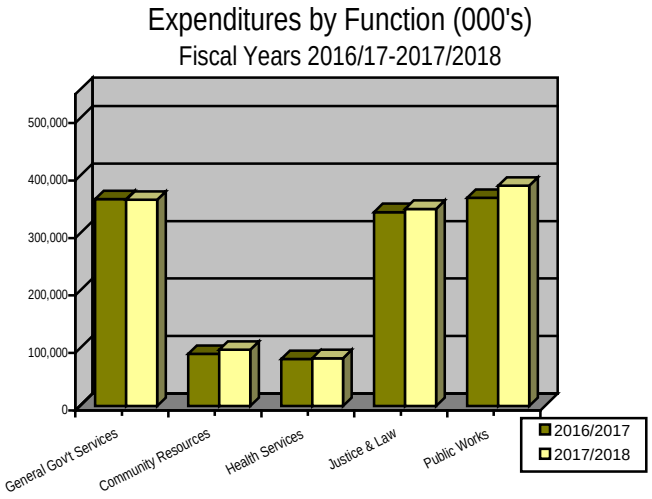
DEBT SERVICE FUND: The Fiscal Year 2017/18 Adopted Budget for Debt Service Fund expenditures increased $19.3 million over fiscal year 2016/17. This increase is primarily due to funding the first year of the three-year debt repayment schedule of Transportation Property Road Tax Certificates of Participation. *(See the Supplemental Information section – Long Term Debt.)*

CAPITAL PROJECTS FUND: The Fiscal Year 2017/18 Adopted Budget for the Capital Projects Fund expenditures increased by $25.8 million over fiscal year 2016/17, including $19.5 million for Local Roads - Pavement Repair and Rehabilitation, based on the implementation of the approved current year Capital Improvement Budget, as detailed in the County's Fiscal Year 2017/18 to Fiscal Year 2021/22 Capital Improvement Plan. (*See the Capital Improvement Projects section - Summary of Active Capital Improvement Projects*.)

ENTERPRISE FUNDS: The Fiscal Year 2017/18 Adopted Budget for Enterprise Fund expenses decreased by $4.8 million from fiscal year 2016/17. The net decrease is attributable primarily to Regional Wastewater Reclamation with a $6.5 million decrease in debt service expense and a $1.9 million decrease in county overhead, partially offset by an increase of $3.5 million in depreciation costs.

Comparison of Expenditures by Functional Area





GENERAL GOVERNMENT SERVICES: The Fiscal Year 2017/18 Adopted Budget for expenditures for the General Government Services functional area decreased by $935 thousand from fiscal year 2016/17. Major reasons for the net decrease include:

- $19.3 million increase in Debt Service primarily due to funding the first year of the three-year debt repayment schedule of Transportation Property Road Tax Certificates of Participation
- $220 thousand increase for Board of Supervisors
- $50 thousand increase for the newly created Rocking K South Community Facilities District special revenue fund
- $17.1 million decrease in the Contingency funds from numerous offsetting changes including: $6.1 million decrease for the one-time final payment related to the purchase of the Stardust Property; $1.5 million decrease for possible increases in electrical costs; $1.2 million decrease due to funding the upgrade of the enterprise level financial systems; $1.1 million increase for Juvenile Corrections State Cost Shift; the ending General Fund reserve, budgeted as an expenditure, was decreased from $61.2 million in fiscal year 2016/17 to $50.3 million in fiscal year 2017/18, a decrease of $10.9 million
- $1.3 million decrease in Office of Emergency Management/Homeland Security Grants/special programs
- $1.2 million net decrease for the Recorder department
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

COMMUNITY RESOURCES: The Fiscal Year 2017/18 Adopted Budget for expenditures for the Community & Economic Development functional area increased by $7.1 million over fiscal year 2016/17. Major factors contributing to this net increase are:

- $3.8 million increase in Employment and Training Grants
- $2.2 million increase in Community Development Grants
- $878 thousand increase in Community Services primarily due to computer and port charges
- $213 thousand increase in Stadium District for capital purchases
- $123 thousand increase in School Superintendent
- $69 thousand net increase in County Free Library, with a decrease in Library Grants
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

HEALTH SERVICES: The Fiscal Year 2017/18 Adopted Budget for the Health Services functional area increased by $1.3 million over fiscal year 2016/17. The main reasons for this net increase include:

- $1.3 million increase in Health, including $903 thousand increase in anticipated Health Grants
- $483 thousand increase in Pima County Animal Care Center for its expanded shelter operations, medical treatment, and spay/neuter programs
- $149 thousand increase in Medical Examiner department, formerly Forensic Science Center, primarily for laboratory and x-ray services and software
- $784 thousand decrease in Behavioral Health Grants due to May 2017 expiration of grants
- also includes other position related adjustments, benefits adjustments, adjustments for other one time costs, etc.

JUSTICE & LAW: The Fiscal Year 2017/18 Adopted Budget for the Justice & Law functional area increased by $5.6 million over fiscal year 2016/17. This net increase is due primarily to:

- $5.5 million increase in Sheriff's Department due to department salary/decompression adjustments and higher public safety retirement contributions to the Public Safety Personnel Retirement System
- $1.7 million increase in budgeted Superior Court special programs
- $114 thousand increase in Juvenile Court expenditures
- $1.8 million decrease in budgeted in County Attorney special programs
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

PUBLIC WORKS: The Fiscal Year 2017/18 Adopted Budget for the Public Works functional area increased by a net $21.3 million over fiscal year 2016/17. Significant changes include the following:

- $25.8 million increase from fiscal year 2016/17 in CIP, including $19.5 million for Local Roads - Pavement Repair and Rehabilitation, based on the implementation of the approved current year Capital Improvement Budget, as detailed in the County's Fiscal Year 2017/18 to Fiscal Year 2021/22 Capital Improvement Plan (*See the Capital Improvement Projects section - Summary of Active Capital Improvement Projects*.)
- $1.2 million increase in Transportation primarily due to personnel and software expenses, with decreased Transportation Grants
- $537 thousand increase in Environmental Quality department, with decrease in Environmental Quality Grants
- $80 thousand increase in Office of Sustainability and Conservation, primarily due to added personnel for the Water Policy Program
- $1.5 million decrease in Parks special programs
- $4.8 million net decrease in Regional Wastewater Reclamation
- $127 thousand decrease in Regional Flood Control District special programs
- $105 thousand decrease in Regional Flood Control Grants
- also includes other position related adjustments, benefits adjustments, adjustments for other one time costs, increased depreciation, etc.

Comparison of Revenues

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

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

The following is a discussion of changes in ending fund balances or net assets in fiscal year 2017/18:

General Fund

Due to a change in the method of budgeting for the ending fund balance implemented in fiscal year 2007/08, the adopted ending fund balance for the General Fund in future years will be zero. In fiscal year 2017/18, General Fund expenditures include $67 million, an amount equal to the expected ending fund balance, to represent a General Fund Reserve in order for the County to be in compliance with state statute. The ending fund balance reflects the $8.1 million savings from Pima County prevailing in the litigation against the State of Arizona one-percent homeowners rebate state cost transfer to the County. Changes other than this reserve represent a net decrease of $4.4 million from the beginning fund balance. Major factors contributing to this decrease are discussed under the Budget Issues Tab (pages 4-10 through 4-11).

Special Revenue Funds

The fiscal year 2017/18 adopted ending fund balance for all Special Revenue Funds is $4 million, a net decrease of $41.5 million from the budgeted beginning fund balance. Major factors contributing to this decrease include net reductions/increases in the various special revenue fund and grant fund balances reflecting increases or decreases in the six major and over 100 minor County funds due to restricted funds being spent on their specified services. These funds account for such diverse functions as Transportation, Regional Flood Control District, Health, the County Free Library, Stadium District, Justice and Law Grants, etc.

Debt Service Fund

The fiscal year 2017/18 adopted ending fund balance for the Debt Service Fund is $4.7 million, a net decrease of $2.5 million from the budgeted beginning fund balance. Major activity for the year includes:

- $19.3 million increase in overall debt service payments which is the net of retired debt and anticipated debt service costs related to bond sales and the issuance of certificates of participation to be made in fiscal year 2017/18
- $20.6 million increase in operating transfers in

Capital Projects Fund

The fiscal year 2017/18 adopted ending fund balance for the Capital Projects Fund is $38.8 million, a net increase of $1.3 million from the budgeted beginning fund balance with $70 million from bond funds to be expended in the implementation of the approved current year Capital Improvement Budget, as detailed in the County's proposed fiscal year 2017/18 to 2021/22 Capital Improvement Plan. (*See the Capital Improvement Project section - Summary of Active Capital Improvement Projects*)

Enterprise Funds

The fiscal year 2017/18 adopted ending net assets for all Enterprise Funds is $226.6 million, a net increase of $40.6 million from the budgeted beginning net assets. Major factors contributing to this increase include:

- $1.9 million increase in Regional Wastewater Reclamation net assets
- $72 thousand increase in Development Services Department net assets
- $1.7 million decrease in Parking Garages budgeted net assets

Note that the ending net assets for Regional Wastewater Reclamation do not include the impact of Capital Improvement Projects planned for fiscal year 2017/18.

A summary table of beginning and ending fund balances/net assets for all funds is located on pages 8-2 through 8-4 of the Summary Schedules section.

ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2015/2016 - 2017/2018

Functional Area/Department	Adopted 2015/2016	Adopted 2016/2017	Adopted 2017/2018	2017/2018 vs 2016/2017
General Government Services				
Assessor	135.00	136.00	130.50	(5.50)
Board of Supervisors	22.25	22.50	23.50	1.00
Clerk of the Board	16.00	17.00	17.00	0.00
County Administrator	13.25	16.55	15.15	(1.40)
Elections	15.00	44.75	37.00	(7.75)
Facilities Management	166.00	171.00	173.00	2.00
Finance & Risk Management	227.25	222.55	220.05	(2.50)
Fleet Services	53.00	56.00	56.00	0.00
General Government Services Administration	0.00	2.00	3.00	1.00
Human Resources	46.00	46.00	46.00	0.00
Information Technology	179.50	177.00	170.00	(7.00)
Office of Emergency Management & Homeland Security	10.50	8.50	8.00	(0.50)
Procurement	29.00	29.75	29.75	0.00
Recorder	43.75	64.00	47.00	(17.00)
Treasurer	36.50	35.00	34.50	(0.50)
Wireless Integrated Network	0.00	2.00	12.00	10.00
Total General Government Services	**993.00**	**1,050.60**	**1,022.45**	**(28.15)**
Community Resources				
Attractions & Tourism	4.17	4.25	4.15	(0.10)
Communications Office	11.00	20.00	20.00	0.00
Community & Economic Development Grants & Data Ofc	4.00	4.00	4.00	0.00
Community Development & Neighborhood Conservation	25.00	22.00	26.00	4.00
Community Services, Employment & Training	137.70	147.13	140.97	(6.16)
County Free Library	384.11	385.62	390.00	4.38
Kino Sports Complex	6.00	6.00	6.00	0.00
School Superintendent	13.50	13.50	13.00	(0.50)
Stadium District	44.75	42.00	44.25	2.25
Total Community Resources	**630.23**	**644.50**	**648.37**	**3.87**
Health Services				
Behavioral Health	13.00	13.00	13.00	0.00
Health	290.00	296.00	294.30	(1.70)
Medical Examiner	33.00	32.00	32.00	0.00
Pima Animal Care Center	84.00	93.00	96.00	3.00
Total Health Services	**420.00**	**434.00**	**435.30**	**1.30**

ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2015/2016 - 2017/2018

Functional Area/Department	Adopted 2015/2016	Adopted 2016/2017	Adopted 2017/2018	2017/2018 vs 2016/2017
Justice & Law				
Clerk of the Superior Court	204.50	206.25	205.50	(0.75)
Constables	13.00	13.00	13.00	0.00
County Attorney	462.00	459.00	453.00	(6.00)
Justice Court Ajo	11.00	11.00	11.00	0.00
Justice Court Green Valley	8.50	9.50	8.50	(1.00)
Justice Court Tucson	131.50	134.00	132.00	(2.00)
Juvenile Court	452.25	446.75	447.75	1.00
Public Defense Services	266.70	267.50	270.75	3.25
Sheriff	1,580.00	1,571.00	1,532.25	(38.75)
Superior Court	650.50	639.90	643.90	4.00
Total Justice & Law	**3,779.95**	**3,757.90**	**3,717.65**	**(40.25)**
Public Works				
Development Services	58.00	58.00	56.00	(2.00)
Environmental Quality	45.00	42.00	42.00	0.00
Natural Resources, Parks & Recreation	268.50	279.95	283.85	3.90
Office of Sustainability and Conservation	14.90	16.90	17.90	1.00
Public Works Administration	33.00	29.00	30.00	1.00
Regional Flood Control District	59.00	58.00	59.20	1.20
Regional Wastewater Reclamation	467.00	457.00	457.00	0.00
Transportation	292.25	285.75	286.00	0.25
Total Public Works	**1,237.65**	**1,226.60**	**1,231.95**	**5.35**
Total Functional Areas	**7,060.83**	**7,113.60**	**7,055.72**	**(57.88)**

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

Major net changes in Full Time Equivalent (FTE) positions from fiscal year 2016/17 to 2017/18 are explained in general below:

FTEs in General Government Services decreased by 28.15 or 2.68%. Major factors contributing to this net increase include:

- 5.50 FTE decrease in Assessor due to improving efficiency by consolidating staff from multiple locations into a single building.
- 1.00 FTE increase in Board of Supervisors due to increasing hours for part-time staff.
- 1.40 FTE decrease in County Administrator due to the elimination of 1.00 Grant FTE and 0.40 FTE reduction of hours on one existing position.
- 7.75 FTE decrease in Elections due to a decrease in temporary and part-time election workers based on the number of elections.
- 2.00 FTE increase in Facilities Management due to various changes in the Asset Management & Planning Services, Building Services, and Design & Construction Services programs.
- 2.50 FTE decrease in Finance and Risk Management due to various changes in the Administration, Budget, Department Analysis, Financial Control & Reporting, Financial Operations, and Revenue Management & Audit programs.
- 1.00 FTE increase in General Government Services Administration due to addition of the Assistant County Administrator for Administration position.
- 7.00 FTE decrease in Information Technology due to an increase of 3.00 FTEs for premium Accela services to Public Works departments offset by a decrease of 10.00 FTEs due to moving the radio system activities to the Wireless Integrated Network department.
- 0.50 FTE decrease in Office of Emergency Management & Homeland Security due to a position moved to Facilities Management.
- 17.00 FTE decrease in the Recorder's office due to a decrease in temporary and part-time election workers based on the number of elections.
- 0.50 FTE decrease in the Treasurer's office due to reducing an Investment Manager position from full-time to half-time.
- 10.00 FTE increase in Wireless Integrated Network due to positions moved from Information Technology.

FTEs in Community Resources increased by 3.87 or 0.60%. Major factors contributing to this net increase include:

- 6.16 FTE decrease in Community Services, Employment & Training due to accommodating for the minimum wage increase by reducing the Summer Youth Program FTEs.
- 4.38 FTE increase in County Free Library due to increased headcount of intermittent multi-fill positions and two new requested positions.
- 4.00 FTE increase in Community Development & Neighborhood Conservation due to new grants in fiscal year 2017/18.
- 2.25 FTE increase in the Stadium District due to requesting two new maintenance positions and a slight increase in event workers.
- 0.6 FTE net decrease in various Community Resources departments due to decreasing intermittent worker FTEs.

FTEs in Health Services increased by 1.30 or 0.30%. Major factors contributing to this net increase include:

- 1.70 FTE decrease in Health due to a transfer to Pima Animal Care (PAC) Grants.
- 3.00 FTE increase in Pima Animal Care Center due to 1.70 FTE transfer from Health for PAC Grants and 1.30 FTE increase related to new requested positions.

FTEs in Justice & Law decreased by 40.25 or 1.07%. Major factors contributing to this net decrease include:

- 0.75 FTE decrease in Clerk of the Superior Court due to decreasing hours of existing positions.
- 6.00 FTE decrease in County Attorney due to the Civil Legal Service group reorganization as well as the reduction of the available funding.
- 1.00 FTE decrease in Justice Court Green Valley due to a Litigation II position in JCEF Special Revenue Fund not approved in a supplemental package.
- 2.00 FTE decrease in Justice Court Tucson Special Revenue Fund due to concluding a JCEF-funded project.
- 1.00 FTE increase in Juvenile Court due to the addition of hours to existing positions.
- 3.25 FTE increase in Public Defense Services due to hiring in-house attorneys to reduce the costs for paying contract attorneys.
- 38.75 FTE decrease in the Sheriff due to the elimination of vacant positions.
- 4.00 FTE increase in Superior Court due to two additional probation positons for Domestic Violence and Community Restitution approved by the County Administrator. The Adult Probation department provided additional funding to match this for another two positions for the same purposes.

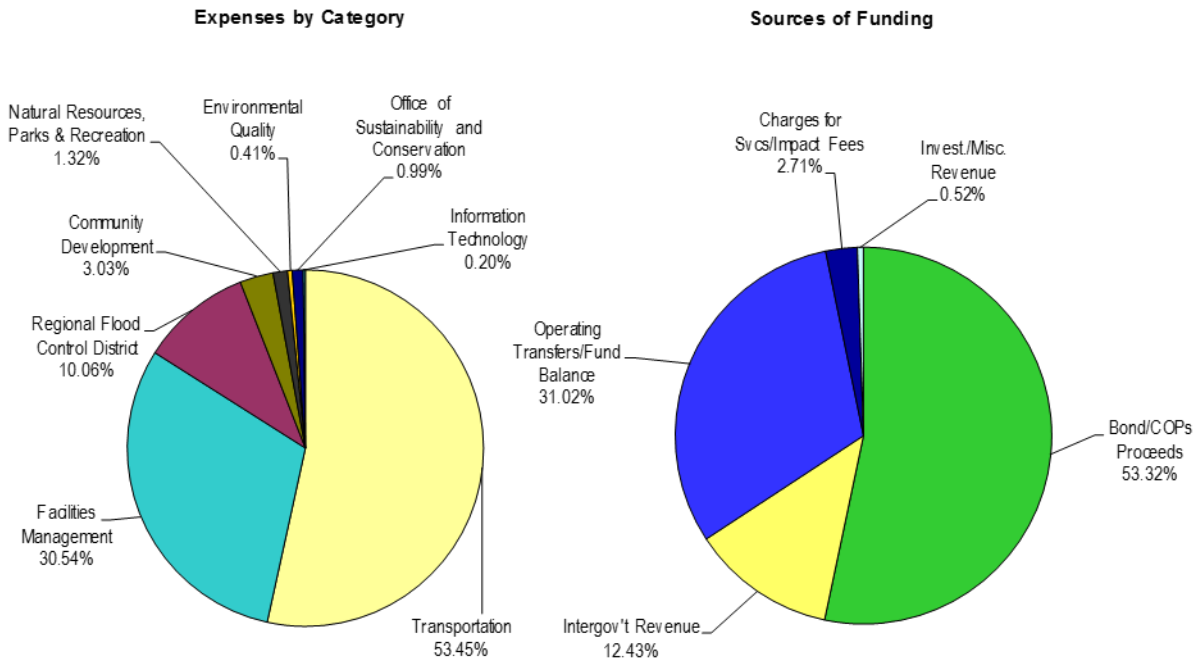
FTEs in Public Works increased by 5.35 or 0.44%. Major factors contributing to this net increase include:

- 2.00 FTE decrease in Development Services due to eliminating an Addressing Specialist and a Planner to fund Accela Premium Services.
- 3.90 FTE increase in Natural Resources, Parks and Recreation due to adding 3.00 FTEs as Trades Maintenance classifications, 0.50 FTE as a Temporary Laborer, and 0.40 FTE as a part-time staff Volunteer Coordinator.
- 1.00 FTE increase in Office of Sustainability and Conservation due to adding a Program Coordinator for the Section 10 Program.
- 1.00 FTE increase in Public Works Administration due to Project Management Office adding a Program Manager.
- 1.20 FTE increase in Regional Flood Control District due to adding 1.00 FTE as a Program Coordinator for the Complaint Response Program and 0.20 FTE for the youth crew.
- 0.25 FTE increase in Transportation due to increasing staff in their support services group.

PIMA COUNTY CAPITAL IMPROVEMENT PROGRAM OVERVIEW

The following charts provide summary information for Pima County's fiscal year 2017/18 Adopted Budget expenditures, revenues, and other funding sources for all Capital Projects Fund projects.

Pima County FY 2017/18 Capital Projects Fund[1]



Expenses by Category	
Transportation	$ 70,170,380
Facilities Management	40,094,909
Regional Flood Control District	13,212,097
Community Development	3,974,888
Natural Resources, Parks & Recreation	1,735,000
Office of Sustainability and Conservation	1,300,476
Environmental Quality	538,102
Information Technology	262,000
	$ 131,287,852

Sources of Funding	
Other Funding: Bond/COPs Proceeds	$ 70,000,000
Other Funding: Operating Transfers/Fund Balance	40,723,755
Intergovernmental Revenue	16,324,513
Charges for Services/Impact Fees	3,552,000
Investment & Miscellaneous Revenue	687,584
	$ 131,287,852

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

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FINANCIAL POLICIES

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

Adopt a Balanced Budget

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

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

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

Adhere to a Well Defined Budgetary Process

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

Promote Budget Accountability

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

Follow a Programmatic Method of Budgeting

The fiscal year 2017/18 Adopted Budget is presented using a line item and programmatic method. The goals of this presentation are to plan and measure financial operations and to evaluate programs and the impact they have on the community. *Programs* in this context are defined as *a group of closely related activities or services*. Departments organize their activities into programs and report quantitative results for each. They also provide a statement describing the main function or purpose of each program, the primary services provided, and goals and objectives.

Additionally, departments are asked to provide outcome, quality, output, and/or efficiency performance measures in their program submissions. To highlight performance trends, departments are asked to report each program performance measure for a three-year period, the actual result for fiscal year 2015/16, the estimated result for fiscal year 2016/17, and the planned result for fiscal year 2017/18. As this type of presentation continues to evolve, the goal will be to have quality, outcome, and customer service performance measures added to departmental budget submissions.

Support Goals, Policies and Initiatives outlined in the Pima Prospers Comprehensive Strategic Plan

Pima Prospers is a ten-year comprehensive plan initiative for Pima County. It covers most aspects of County services, establishes a vision and overarching principles (notably healthy communities) and focuses on people and the economy in general. It is the product of a citizenry and stakeholders who raised critical concerns and issues. It recognizes the continuing fiscal realities and the efficiencies that must be in place for its successful implementation. Under Pima Prospers, the County intends to align, to the maximum extent possible, the annual budget, capital improvement program and future bonding programs. Departments will develop their annual budgets as well as programmatic goals, objectives and performance measures in support of the comprehensive strategic plan in the coming fiscal years.

Pima Prospers charts a course for the County for the next ten years. It is not a static document but will change as necessary over its lifetime. The strategic comprehensive plan is the first to be viewed primarily on-line at: www.pimaprospers.com . Pima Prospers is understood to be a "living document" that allows for amendment as it becomes necessary due to changing circumstances, extraordinary opportunities or critical needs.

Key chapters of the Pima Prospers Plan include:

Use of Land- This chapter addresses land use issues and initiatives throughout Pima County. The Maeveen Behan Conservation Land System resulting from the award winning Sonoran Desert Conservation Plan serves as an anchor by providing the ability to mitigate development with offsite lands. Additionally, this part of the plan incorporates the County's commitment to Davis Monthan Air Force Base, its longstanding policy on conservation of our cultural and natural resources and green building.

Physical Infrastructure Connectivity- This chapter includes a transportation element for roads, rail, air and freight. The cornerstones of this portion of the plan are policies to provide a safe comprehensive system that is well maintained and serves trade and economic development industries.

Human Infrastructure Connectivity- Included in this chapter are strategies for access to healthy lifestyle components especially for an aging population, disease prevention, and health impact assessments. Sustaining healthy communities also means addressing climate related issues and their impact on communities. Workforce training, education, libraries, and the arts contribute to the County's economic base and are supported throughout the plan.

Economic Development- The economic development plan chapter of the plan pulls the key principles from the County's Economic Development Plan into long term policy. It works to protect the defense and aerospace economic base, builds on the trade corridors through the Port of Tucson, and leverages partnerships with the University of Arizona, State of Arizona, Sun Corridor, Inc., and others to attract new industries. The plan also recognizes the importance of providing a positive business climate, meeting the needs of small business, and reinvesting in revitalizing commerce areas with street maintenance. In addition, tourism showcases the areas' natural assets that bring many individuals to this part of the Sonoran Desert.

All the policies included in the plan are backed with implementation items and timelines that will serve as the backbone of a County work plan for years into the future. An interdisciplinary monitoring team was formed to track and regularly report on the progress and the outcomes of the various departments' contributions during the lifetime of the current plan. The latest progress report can be found at: September 12, 2017 - Six-Month Progress Report on Key Initiatives in Pima Prospers and the Economic Development Plan through 2018 .

Minimize Impact of State of Arizona Budget Cost Shifts on County Services

The shifting of the state of Arizona budget costs to Pima County continues to have direct adverse impacts on the programs and services provided by the County in fiscal year 2017/18.
Over the years, the State of Arizona has adopted new programs, paid for them entirely for one or two years, and then begun to shift the program costs to the counties. The best examples of this process are the Restoration to Competency and the Sexually Violent Persons programs. Restoration to Competency takes a criminal defendant who would otherwise be declared incompetent to stand trial and improves their competency to the point where they are able to stand trial. Sexually Violent Persons are individuals confined to the State Prison, who, upon completion of their sentence, are deemed to be a continuing threat to public safety and are confined at the Arizona State Hospital. Both of these programs were initially paid entirely by the State. Currently, the costs of both of these programs have been either entirely or partially shifted to the counties. The same is true for the State Indigent Health program for fiscal year 2017/18 (Arizona Health Care Cost Containment System, Arizona Long Term Care System and Behavioral Health System). These total cost transfers from the State of Arizona, including the County's share of salaries and benefits for the various courts totaled $86 million, or 26 percent of our primary property tax levy in fiscal year 2017/18.

Follow Measures to Weather the Economic Downturn and Manage County Finances during the Current Recovery

Like all governments in Arizona, Pima County has necessarily adjusted to reduced revenues and increased service demands during the recent unprecedented economic recession and is just now beginning to recover. Faced with plummeting state shared revenues, the County began to reduce overall expenditures more than eight years ago. State shared funding sources in the areas of sales tax, vehicle license tax, and highway user revenue funds (HURF) decreased significantly from their peak in fiscal year 2006/07 to fiscal year 2013/14 and are continuing to modestly recover. For only the third time in eight years, the property tax base has shown an increase. The primary taxable value of the County increased over the previous year by approximately 3.30 percent, while the secondary assessed values showed similar increases. Despite this increase, the fiscal year 2017/18 General Fund tax base will be in aggregate 10.1 percent smaller than it was in fiscal year 2009/10. Currently, economic conditions are continuing to improve, and the General Fund tax base is forecasted to increase approximately 5 percent in fiscal year 2018/19.

Given the drop in state shared revenues from fiscal year 2006/07 to 2013/14, the declining value in the property tax base through fiscal year 2014/15, and state cost shifts and transfers over the six prior fiscal years, Pima County continues to face unprecedented budget challenges despite the recent turnaround in the property tax base. A number of measures have been followed to mitigate these challenges over the past several years:

- Since fiscal year 2008/09 across-the-board budget reductions of approximately 11.5% percent for most General Fund departments have yielded $18.3 million in savings for each of fiscal years 2008/09 and 2009/10, $25 million in fiscal year 2010/11, and yielded $27.7 million annually in subsequent fiscal years. While no additional across-the-board reductions were made for fiscal years 2012/13 through 2014/15, the County continued to realize these savings. In fiscal year 2015/16, County departments were required to absorb an additional 2 percent across-the-board reduction resulting in additional savings of $7.0 million in the General Fund and $10.9 million overall. The County has continued many of these cost saving measures into fiscal years 2016/17 and fiscal year 2017/18 Adopted Budgets.

- No across-the-board pay adjustments were given to County employees from fiscal year 2008/09 through fiscal year 2010/11. A one percent general across-the-board pay adjustment was given in fiscal year 2011/12 to help offset mandated employee retirement contribution increases. No

across-the-board pay adjustments were budgeted for fiscal year 2012/13. Over this period, annual cost savings were as much as $8 million compared to a two-percent annual pay increase. County employees received a combination of one-time and ongoing salary adjustments in fiscal year 2013/14. All eligible County employees received an ongoing 50 cent per hour pay increase effective September 7, 2014. No across-the-board pay adjustments were approved for fiscal year 2015/16. A general salary adjustment of 2 to 6 percent dependent on the level of an employee's base salary and a decompression adjustment for Sheriff deputies and corrections officers was approved for fiscal year 2016/17. Both of these adjustments were effective on August 21, 2016. While no County employees salary adjustments were approved in fiscal year 2017/18, the County absorbed significant increases in retirement costs and also kept the employee share of health insurance rates unchanged from fiscal year 2016/17 rates (see the *Provide Adequate Employee Compensation of this Financial Policies section below).*

- Since its peak in fiscal year 2007/08 total budgeted Full-Time Equivalent (FTE) positions in Pima County have decreased by 1,340 or 16.0 percent primarily through attrition or transfer. In addition to decreases in staffing, the County recently instituted significant changes in the way it budgets and accounts for vacant positions and staff turnover. By having departments budget only for positions they can reasonably expect to fill during the course of the year, the County reduced excess FTEs and their associated salary and benefit costs.

- The County has also tactically shifted its service model based on trends and actions beyond its control. These shifts have occurred without layoffs, and the planned shifts have been fully executed. Specifically, the County began moving away from direct health care delivery in 2004 with the management turnover of Banner – University of Arizona South Campus. Six years ago, the County, recognizing the competitive pressure exerted by the State of Arizona in implementing the Arizona Health Care Cost Containment System exited the Acute Care Program. Five years ago, the County exited the Arizona Long Term Care System and fully transitioned the ownership and use of its long-term care facility, Posada del Sol, to a private entity.

- Effective June 1, 2013, Pima County went from a direct service model of providing solid waste services to the public to a new model of having a private contractor providing these services. This change saves the County nearly $6 million annually.

- Over the years, Pima County has continued to change and upgrade its benefits package for employees. Not only has the County expanded its benefits package, but the cost to provide these benefits has steadily increased. The actual cost to the County for employee benefits in fiscal year 2003/04 totaled $65 million. The Adopted Budgeted benefit cost in fiscal year 2017/18 totals over $149 million more than double the fiscal year 2003/04 amount. A significant portion of this increase is the result of increases in the cost of employee medical insurance, Public Safety and other retirement contributions and other employee benefits adjustments. Fiscal year 2017/18 aggregate benefits increased in excess of $6 million over fiscal year 2016/17. This increase in benefits costs will be absorbed by the County despite its increasing costs within other areas of the County's budget.

- Prior to fiscal year 2013/14, the County purchased medical insurance from an independent provider. Over the five years prior to fiscal year 2013/14 the County's employee medical insurance premium increased by an average of 15 to 20 percent yearly. In order to control the rate of increase of employee medical insurance costs, the County moved to a self-insured medical plan run by a third party administrator starting in fiscal year 2013/14. Under this new model, fiscal year insurance costs increase by less than 5 to 7 percent per year.

- Overall County budgeted expenditures of $1,267,072,355 are 2.8 percent more than fiscal year 2016/17 budgeted expenditures and $216 million or 16 percent less than the beginning of the last recession nine years ago.

Provide Justification for all Supplemental Requests

During the budget process, any departmental funding request that exceeds the prior year's level of funding (with authorized adjustments) must include an impact statement describing the ramifications should additional funding not be granted. This impact can be stated in terms of opportunities lost, mandates not met, services not provided, or outcomes not achieved. Departments are also instructed to be as explicit as possible, when describing the effect of unfunded proposals, especially regarding the impact on Pima County residents. For fiscal year 2017/18 no funding was available or approved for supplemental requests.

Diversify the County's Revenue Sources

Property Taxes

The Board of Supervisors enacted a new Transportation primary property road tax effective in fiscal year 2017/18. This property tax is separate and a subset of the County's primary property tax rate, but added to the County's primary property tax for purposes of collection, expenditure limitation calculation and for Truth in Taxation hearing requirements. The proceeds of this tax are to be used exclusively for preservation and repair of local streets and roads.

The new Transportation property road tax is set at $0.2500. As partial offsets to this new tax, the budget includes a $0.0800 decrease in the County's regular primary property tax rate for General Government from the fiscal year 2016/17 tax rate. The Regional Flood Control District secondary property tax rate decreases by $0.0200. The Library District's secondary property tax rate decreases by $0.0100. The Debt Service Fund's secondary tax rate is unchanged from fiscal year 2016/17 rates. The total property tax rate for Pima County increased from $5.8384 to $5.9784 per $100 of assessed valuation, a net increase of $0.1400.

General Government Revenues other than Property Taxes

Excluding revenues related to primary property taxes, projected fiscal year 2017/18 general government revenue from all other sources is $173.4 million, an increase of $0.2 million over the fiscal year 2016/17 adopted budget. State Shared Sales Taxes are expected to increase by $3.1 million, while Vehicle License Tax revenue is expected to increase by approximately $1.25 million. Other changes in revenue include a $290 thousand increase in Pooled Investment Interest and a $180 thousand increase in Business License and Permit revenue. Transient Lodging tax revenue increases by $196 thousand. Contributions for Administrative Overhead from other County funds will decrease by $5.6 million in fiscal year 2017/18. Public Works Administrative Overhead revenue will increase by $711 thousand.

State Shared Income Taxes

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

All incorporated jurisdictions in Arizona receive state shared income taxes. If unincorporated Pima County were a municipality, it would be the fourth largest city in the state and the County's share of income tax would be equivalent to nearly $42.26 million. If these income tax revenues were received, they could be used to further reduce the primary property tax by $0.5410 per $100 of assessed value.

Local Sales Tax

Pima County does not currently levy a local excise (sales tax) as permitted by Arizona Revised Statutes. The following excise tax options are available for consideration:

A general sales tax of up to 0.5 percent rate that is employed in thirteen other counties in Arizona. If the County had the ability to levy a local sales tax in fiscal year 2017/18, it would realize revenues of approximately $70 million and would decrease the County's primary property tax rate by $0.8962 per $100 of net taxable value. This statutory authorization requires a unanimous vote of the Board of Supervisors.

The County can request voter approval of a Jail Excise tax up to the equivalent of a quarter cent sales tax (0.25 percent). If approved by the voters, this jail tax could reduce the County's primary property tax rate by $0.4481 per $100 of net taxable value and produce approximately $35 million in revenue.

A road excise tax, which is available to most other counties in the state.

During the fiscal year 2017/18 budget process, Board of Supervisors members expressed a willingness to study the topic of enacting and levying a general half-cent sales tax dedicated to fund a combination of local pavement repair and preservation and property tax relief. At its June 20, 2017 meeting, the Board directed staff to develop a plan for soliciting input from the community with regard to whether or not the Board should enact such a tax. A community input plan was presented to the Board at its August 1, 2017 meeting. The Board approved the community input plan as presented with the goal of completing the public input process by March 2018 in order to inform the fiscal year 2018/19 budget process.

Departmental Revenue Enhancements/Increases

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

Adjust Property Tax Rates to Adequately Fund County Government

Table 1 underscores the Board of Supervisor's commitment to make necessary adjustments in property tax rates to continue to provide core County services. In response to continued decreases in property values, increased demand for core services and unmet funding requirements, the total rate for fiscal year 2014/15 increased by 12.4 percent from fiscal year 2013/14. Overall rates increased by 3.5 percent in fiscal year 2015/16 to offset State budget cost shifts and stabilize funding for the Pima County Library System.

The fiscal year 2015/16 property tax rate increase of $0.1098 per $100 of net taxable value was put in place to exclusively offset the additional shift of state aid to education/ one percent homeowners rebate costs to the County by the State. The Board of Supervisors approved the increase with the commitment that it would be reversed in future years if the County prevailed in its litigation against the State of Arizona regarding the unconstitutional transfer of property tax liability to the County to fund the one percent homeowner's rebate.

Based on a May 24, 2016 decision by the Maricopa County Superior Court, Pima County prevailed in its litigation against the State of Arizona. In response, the Board of Supervisors reduced the fiscal year 2016/17 primary property tax rate 9.81 cents from the fiscal year 2015/16 rate of $4.3877 to $4.2896.

The combined fiscal year 2016/17 property tax rate decreased by a net 7.81 cents or 1.3 percent from fiscal year 2015/16. The decrease in the primary property tax rate was partially offset by a 2 cent increase in the Regional Flood Control District secondary tax rate to address increased operational costs that had been deferred during the past seven years of economic recession.

The Board of Supervisors enacted a new primary property road property tax in fiscal year 2017/18 to address local pavement preservation and road repair needs. At budget adoption, the Board adopted the maximum allowable tax rate of $0.2500 per $100 of net taxable value. The property road tax is separate from and a subset of the County's primary property tax rate, but it is added to the overall primary property tax rate for purposes of collection, expenditure limitation and for Truth in Taxation Hearing requirements.

The combined fiscal year 2017/18 property tax rate increased by a net 14 cents or 2.4 percent over fiscal year 2016/17. The $0.2500 rate increase for the new property road tax was partially offset by an eight cent decrease in the County regular primary property tax, a two cent decrease in the Regional Flood Control District secondary property tax rate and a one cent reduction in the County Free Library District secondary property tax rate.

Table 1

Comparison of Property Tax Rates*

	FY 2014/15 Tax Rates	FY 2015/16 Tax Rates	FY 2016/17 Tax Rates	FY 2017/18 Tax Rates
Pima County Primary (General Gov't)	$4.2779	$4.3877	$4.2896	$4.2096
Transportation Primary Road Tax	-	-	-	0.2500
Debt Service	0.7000	0.7000	0.7000	0.7000
Library District	0.4353	0.5153	0.5153	0.5053
Regional Flood Control District	0.3035	0.3135	0.3335	0.3135
Total	$5.7167	$5.9165	$5.8384	$5.9784

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

In fiscal year 2017/18, Pima County will levy $481 million in combined primary and secondary property taxes. This is the fourth time that the combined levy has increased since fiscal year 2010/11 when it totaled $418 million. The current year's levy is $63 million or 15 percent more than the amount levied in fiscal year 2010/11.

Maintain an Adequate Ending General Fund Balance

Over the past ten years, the unreserved ending General Fund balance ranged from an actual low of $27.8 million for fiscal year 2007/08 to a high of $77.5 million for fiscal year 2009/10. The Board of Supervisors has adopted a conservative unreserved ending General Fund Balance of $50.3 million for fiscal year 2017/18, which is approximately 9.1 percent of budgeted operating revenues. This percentage is in the middle of the Government Finance Officers Association (GFOA) recommendation that "no less than five to fifteen percent of regular general fund operating revenues be maintained as unreserved fund balance". However, over the past ten years, actual unreserved ending fund balance typically has been significantly higher than the amount that had been budgeted, as seen in Table 2 below. Close monitoring of expenditures, and recent strong intergovernmental revenues (e.g., state shared sales tax, vehicle license tax, etc.) have accounted for the favorable variances from budget. The large variances for fiscal years 2009/10, through 2015/16 were primarily due to State of Arizona Long Term Care System (ALTCS) payment adjustments; greater than estimated General Fund revenues from State, Federal and County sources: management initiatives in such areas as energy, inmate heath and

Restoration to Competency resulting in reduced costs, and refunds resulting from the State's receipt of federal stimulus funds. These efforts, in part, earned Pima County a General Obligation Bond Rating from Fitch Ratings, a national bond ratings company that rates Pima County debt issuances, of AAA from it previous AA starting in August of 2017. This is the first time Pima County has had AAA ratings on its bond indebtedness.

Table 2

General Fund Unreserved Ending Fund Balance

	Budgeted	Actual		% of Revenue
Fiscal Year 2007/08	$24,500,000	$27,749,033		5.9
Fiscal Year 2008/09	$24,024,720	$35,802,620		7.7
Fiscal Year 2009/10	$24,447,921	$77,451,391		15.8
Fiscal Year 2010/11	$24,040,215	$53,651,182		11.4
Fiscal Year 2011/12	$34,774,388	$66,529,982		13.5
Fiscal Year 2012/13	$29,930,587	$56,684,092		12.2
Fiscal Year 2013/14	$22,800,043	$42,911,880		9.2
Fiscal Year 2014/15	$17,474,480	$48,045,878		9.2
Fiscal Year 2015/16	$30,256,247	$77,751,143		14.4
Fiscal Year 2016/17	$61,240,853	$66,995,846	*	12.2
Fiscal Year 2017/18	$50,292,886			9.1

***** Projected amount

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

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

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

Eliminate Long-Term Cash Deficits

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

Stadium District:

The loss of Major League Baseball coupled with the economic downturn resulted in the need to take certain actions to maintain the financial stability of the Stadium District. Fiscal year 2015/16 projected revenues were insufficient to cover the Stadium's operating, maintenance and debt service costs requiring the substantial use of existing fund balance. Consequently, the fiscal year 2015/16 budgeted subsidy of $1.2 million was transferred from the General Fund to the District. While the District has made significant headway in its recovery from the loss of Major League Baseball by diversifying its

revenue sources especially as a soccer venue, the remaining existing fund balance will likely continues to be insufficient to cover all budgeted costs. In order to avoid a negative impact to the fund balance at the end of fiscal year 2017/18, $1.2 million has been budgeted as an operating transfer to the District.

Development Services:

The Countywide planning function is within the Development Services Department and benefits all County residents. As a result of reduced construction activity, starting in fiscal year 2009/10 this function could not be sustained solely through fee generated revenue given the substantial decrease in development activity. General Fund support for the department began at $2.0 million in fiscal year 2009/10 and was gradually reduced to zero in fiscal year 2014/15. Construction activity in the County began to stabilize in fiscal year 2012/13 and this recovery continues which results in minimal operating losses. Development Services had recovered sufficiently to begin to repay the General Fund contributions made in prior years and will transfer $750,000 to the General Fund in fiscal year 2017/18.

Provide a Budget Stabilization Fund

Prior to fiscal year 1999/2000, the only method of managing budget exceedances or other generalized Countywide program costs that may impact the General Fund had been to reserve funding in the Board of Supervisors Contingency Fund for those purposes. Several years ago, this process of reserving funds was further developed and institutionalized through the establishment of the Budget Stabilization Fund (in the General Fund). For fiscal year 2017/18, budgeted expenditure authority in the Budget Stabilization Fund amounts to $4,662,810 (see Table 3).

Table 3
Budget Stabilization Fund

Juvenile Corrections State Budget Cost Shift	$ 1,726,804
Painted Hills Debt Service Payment	1,061,029
Information Technology Server and Storage Use	496,000
Kino Sports Complex Deferred Maintenance	300,000
NRPR Section 10 Permit Implementation	255,399
Sustainability Section 10 Permit Implementation	142,837
Arizona Conservation Corps	100,000
Constables Case Management System	100,000
Job Path Program	100,000
Superior Court Domestic Violence Arrest Team	63,285
Desert Survivors	57,200
Superior Court Community-Adult Probation Community Restitution	55,756
Tumamoc Hill – Sustainability	45,000
Higher Ground/Tucson Community Schools	39,000
YMCA-House of Neighborly Services	32,500
Humane Borders	30,000
Oro Valley Cooperative Public Art Project	25,000
Women's Counseling Network	18,000
U of A Earth Day Cooperative Project	10,000
City of Gastronomy	5,000
Total Budget Stabilization Fund	$ 4,662,810

Obtain Pre-approval of Grants with Fund Impact

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

Maintain Adequate Funding for Self-Insurance Trust Fund

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

Provide Adequate Employee Compensation

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

The following table summarizes the salary increases since fiscal year 2007/08:

Table 4

Salary Increase Summary

Fiscal Year	Salary Increase
FY 2007/08	2.1% general adjustment effective Jul 8, 2007
	2.5% market adjustment effective Jul 8, 2007
	0.5% general adjustment effective Jul 8, 2007 to compensate for increased retirement rate contribution for members of the Arizona State Retirement System
	10% and 5% step adjustment for Sheriff's deputies, sergeants, and corrections non-command staff effective January 6, 2008
FY 2009/10	No general adjustment, anniversary increases, or step increases awarded
FY 2010/11	No general adjustment, anniversary increases, or step increases awarded

FY 2011/12	1.0% general adjustment effective July 1, 2012 for existing employees to partially offset impacts of increased retirement plan contributions
FY 2012/13	No general adjustment, anniversary increases, or step increases awarded
FY 2013/14	1.0% general adjustment effective pay period beginning June 30, 2013 2.0% general adjustment effective December 29, 2013 One-Time lump sum adjustment of $200 to $1,000 based on the incumbent employees hire date in the County payable included in paycheck of July 19, 2013
FY 2014/15	50 cents per hour general adjustment effective pay period beginning September 7, 2014
FY 2015/16	No general adjustment, anniversary increases, or step increases awarded
FY 2016/17	6.0% general adjustment for employees earning $35,000 or less per year 5.0% general adjustment for employees earning between $35,001 and $55,000 per year 3.5% general adjustment for employees earning between $55,001 and $90,000 per year 2.0% general adjustment for employees earning over $90,000 per year Decompression adjustments for Sheriff's deputies, sergeants, corrections officers and corrections sergeants Effective date of all adjustments is August 21, 2016
FY 2017/18	No general adjustment, anniversary increases, or step increases awarded

Continue to Implement the County Ordinances that Authorize Bond Projects

Capital Improvement Plan and Capital Projects Budget

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

In May and November of 1997, voters authorized approximately $257 million of general obligation bonds, $105 million of sewer revenue bonds, and $350 million of transportation bonds, for a total 1997 authorization of $712 million. In May 2004, voters authorized approximately $582 million of general obligation bonds and $150 million of sewer revenue bonds, for a total 2004 authorization of $732 million. In May 2006, voters approved general obligation bonds of $18 million for Psychiatric Urgent Care Facilities and $36 million for Psychiatric Inpatient Hospital Facilities, for a total 2006 authorization of $54 million. In November 2014, voters authorized $22 million in general obligation bonds for the purposes of funding improvements related to the care and safekeeping of animals in the County. Combining the 1997, 2004, 2006, and 2014 authorization provides total bond proceeds of $1.52 billion.

Pima County currently has $118 million in active bond projects fully or partially funded by bonds and $844 million in active non-bond projects resulting in a total capital improvement program of $962 million. The proposed Capital Improvement Program (CIP) for fiscal year 2017/18 – 2021/22 identifies, among other items: active projects, funding sources, debt profiles, unfunded needs, and a schedule of bond sales. The CIP currently has 158 capital improvement projects and a total of $182.6 million budgeted for fiscal year 2017/18. Of this fiscal year amount, Regional Wastewater Reclamation funds $49.3 million, Fleet Services funds $1.8 million, and Parking Garages funds $0.2 million, with $131.2 million approved in the fiscal year 2017/18 Capital Projects Adopted Budget. (For project-by-project details, see the CIP section – *Summary of Active Capital Improvement Projects*.)

The following table shows the amount and types of bonds authorized since 1997, how much of each has been sold and the amount remaining.

Table 5

1997, 2004, 2006 and 2014 Bond Authorizations

	Authorization (million)	Sold (million)	Remaining (million)
1997 General Obligation Bonds	$ 257.0	$ 257.0	$ 0.0
1997 Sewer Revenue Bonds	105.0	105.0	0.0
1997 Transportation Bonds	350.0	276.6	73.4
2004 General Obligation Bonds	582.2	582.2	0.0
2004 Sewer Revenue Bonds	150.0	150.0	0.0
2006 General Obligation Bonds	54.0	54.0	0.0
2014 General Obligation Bonds	22.0	22.0	0.0
Total	$1,520.2	$ 1,446.8	$ 73.4

Legal Debt Limits

- County General Obligation Bonds

General obligation debt may not exceed six percent of the value of the County's taxable property as of the latest assessment. However, with voter approval, debt may be incurred up to 15 percent of the value of taxable property. Pima County has received voter approval for all existing general obligation debt. The legal debt margin at June 30, 2016, is as follows (in thousands):

Net assessed valuation:		$7,906,190
Debt Limit (15% of net assessed valuation):		$1,185,929
Amount of debt applicable to debt limit:		
General obligation bonds outstanding	$344,620	
Less net assets in debt service fund available for payment of general obligation bond principal	(5,606)	339,014
Legal debt margin available		846,915

- Street and Highway Revenue Bonds

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

Each time Pima County has issued Street and Highway Revenue Bonds, the County has met the requirements of Arizona Revised Statute §11-378. The County did not issue Street and Highway Revenue Bonds in fiscal year 2015/16 or 2016/17, however, the County is planning to issue $30 million of these Bonds in fiscal year 2017/18. For fiscal year 2016/17, Street and Highway revenues were $59,442,500, and $19,339,856 in Street and Highway Revenue Bonds debt payment is scheduled, providing approximately 3.1 times coverage.

- Sewer Revenue Debt

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

-Certificates of Participation (COPs)

There is no statutory legal debt limit on Certificates of Participation.

Matching of Bond Proceeds

Over the years, the County has been very successful in matching bond proceeds with other funding sources. The $1.52 billion in bond authorizations is expected to be leveraged with at least $1.84 billion in other funding sources including federal and state aid, Regional Transportation Authority funds, contributions from homeowners' associations and developers, Flood Control District tax revenues, HURF revenues, roadway impact fees, and sewer connection fees, in addition to other sources.

Operating and Maintenance Costs

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

Bond Sales Scheduling

The schedule of bond sales is premised upon pledges by the Board of Supervisors to maintain secondary property taxes for general obligation debt at or below $0.815 per $100 of assessed valuation. For fiscal year 2017/18, the secondary tax rate is $0.7000 per $100 of assessed valuation, which is the same as fiscal year 2016/17 rate.

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

The following table presents the increases (including planned increases) in sewer user and connection fees since fiscal year 2008/09.

Table 6

Increases in Sewer User and Connection Fees

Fiscal Year	User Fees	Connection Fees
2008/09 (effective 7/1/2008)	9.5%	9.5%
2008/09 (effective 3/20/2009)	12.75%	0.0%
2009/10 (effective 7/1/2009)	12.75%	0.0%
2009/10 (effective 1/1/2010)	12.75%	0.0%
2010/11 (effective 7/1/2010)	10.0%	6.5%
2011/12 (effective 7/1/2011)	10.0%	6.5%
2012/13 (effective 7/1/2012)	10.0%	*
2013/14 (effective 7/1/2013)	10.0%	*
2014/15	0.0%	*
2015/16	0.0%	*
2016/17	0.0%	*
2017/18	3.0%	3.0%

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

NON FINANCIAL AND STRATEGIC PLANNING

Provide Services Mandated by Legislation and by Community Consensus

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

Implement Strategic Planning Methodology and Performance Budgeting

Pima County continued its traditional line item budget presentation utilizing a target base and has a program-oriented presentation of its budget. This approach allows for review by major funds and establishes departmental activities, function statements, goals, objectives, and their related performance measures. The emphasis on the performance aspect of the process remains an active component in budget development. The following function statements are the basis for detailed departmental strategic plans:

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

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

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

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

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

CLERK OF THE BOARD
Record and publish all proceedings of the Board of Supervisors, pursuant to Arizona Revised Statute §11-241. Preserve and file all accounts acted upon by the Board. Administer and direct activities of the Pima County Records Management Program. Serve as the official filing office for all litigation and claims against Pima County. Process, preserve and file all petitions, appeals, various licenses, and applications. Publicize and codify ordinances for inclusion in the Pima County Code. Administer and direct compliance with requirements for boards, commissions, and committees. Discharge statutory requirements for special taxing districts and State Board of Equalization Hearing Officers. Perform all other duties required by law, rule, or order of the Board. Department goals address:

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

COUNTY ADMINISTRATOR
Carry out the policies and 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 economic development. Department goals address:

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

ELECTIONS

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

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

FACILITIES MANAGEMENT

Provide and manage over 5 million square feet of maintained space for Pima County government facilities through efficient and cost effective management, programs, and delivery of service to County employees and the citizens visiting the facilities. Operate and manage Pima County's self-supporting, revenue generating parking garage/lot facilities, in order to offer safe, secure parking for employees and the public. Department goals address:

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

FINANCE & RISK MANAGEMENT

Provide centralized financial and risk management services for the County including administration, bond financing, budget development and monitoring, tax levy and rate compilation, tax assembly coordination, financial statement preparation, financial systems control, financial planning, rate analysis, capital improvement reporting, accounts payable and receivable, payroll processing, grants compliance and financial oversight, records maintenance, mail services, workers' compensation, position control, assessment litigation, loss control and prevention, internal audit, cash management, delinquent accounts collections, and formation and collection function of improvement districts. Department goals include:

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

FLEET SERVICES

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

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

GENERAL GOVERNMENT SERVICES ADMINISTRATION

Provide policy direction, administrative oversight, and support for central service departments which include the following services: finance, budget, risk management, human resources, information technology, procurement, facilities management, telecommunications, and fleet services. Department goals address:

- Provision of quality central services to County departments to help them to be more effective and efficient

HUMAN RESOURCES

Recruit and retain a highly committed, highly competent, and results-oriented workforce for Pima County through the acquisition, maintenance, development, and measurement of its human assets and by providing various employment related services and activities. Provide services including, but not

limited to, recruitment and selection, employment rights, classification and compensation, benefits administration, employee wellness activities, management training, performance appraisal development and review, official personnel records management, federal, state, and local labor reporting, e-Verify and Family Medical Leave Act (FMLA) administration. Department goals address:

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

INFORMATION TECHNOLOGY

Manage the County's computer and network processing, 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. Provide centralized leasing and purchasing of computer hardware and related devices, server storage, and enterprise leasing of software for all County departments to ensure uniformity and cost savings. 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 proactive computer hardware, network, and applications software problem resolution. Coordinate all Pima County IT activities with various agencies and the general public. Department goals address:

- Process improvements and consolidation of County IT systems and applications
- Improved quality of voice/data infrastructure
- Savings through standardization and centralization

NON DEPARTMENTAL

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

OFFICE OF EMERGENCY MANAGEMENT AND HOMELAND SECURITY

Establish and maintain the highest possible quality emergency prevention, preparedness, response, mitigation and recovery function to protect the lives and property of the residents of Pima County in the event of a natural or man-made disaster through planning; the conduct of training and exercises; the establishment and maintenance of a state-of-the-art Emergency Operations Center; and coordination and communications with all departments within Pima County, emergency response agencies at the local, state, tribal, and federal level, and the public at large. Department goals address:

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

PROCUREMENT

Procure all materials and services for County departments, except as specified by delegation pursuant to the procurement code. Administer the Pima County Small Business Enterprise Program in accordance with County Code requirements for outreach, subcontractor goals, and compliance review. Ensure compliance with the Living Wage Ordinance 2002-1 by assisting, reviewing, and monitoring of eligible Pima County contracts as outlined in the covered services section of the ordinance. Manage the contracts review approval process, central repository for all contracts, and manage the disposition of surplus personal property. Assist and educate vendors concerning bid preparation, bonds and insurance, and the conduct of business with the County. Department goals address:

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

RECORDER

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

- Access to the voting process for all citizens

- Accuracy and timeliness of document recording
- Efficiency in performing mandated functions

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

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

WIRELESS INTEGRATED NETWORK
Manage the nation's most advanced public safety wireless integrated radio system on behalf of a 22 member consortium of Pima County local law enforcement, fire service, and public service and emergency organizations, utilizing funding from member contributions and federal and state grants. Department goals address:

- Coordination and communications with all public safety agencies and departments within Pima County
- Management and maintenance of the public safety wireless integrated radio system

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

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

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

COMMUNICATIONS OFFICE
Provide information about County programs and activities to the County's constituents, the media, and County employees utilizing mass communications including broadcast, print, and digital channels. Provide communications strategies, graphic design, photography, printing and video services to all departments within County government. Department goals address:

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

COMMUNITY & ECONOMIC DEVELOPMENT GRANTS AND DATA OFFICE
Enhance the economic and cultural well-being of Pima County constituents, with particular focus on improving the status of the economically disadvantaged, and to meet and report performance and fiscal requirements of federal, state, and private grantors. Oversee Community Development & Neighborhood Conservation, Community Services, Employment & Training, Attractions & Tourism, Kino Sports Complex, Pima County Public Library, and the Stadium District. Department goals address:

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

COMMUNITY DEVELOPMENT & NEIGHBORHOOD CONSERVATION
Enhance the economic welfare and social well-being of inhabitants of Pima County by promoting coordinated and improved human service delivery, promoting intergovernmental and community

collaboration, addressing critical human and community needs, and promoting infrastructure, economic, and social service development in low and moderate income communities. Department goals address:

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

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

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

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

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

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

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

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

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

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

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

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

BEHAVIORAL HEALTH
Oversee the health care services provided to the populations at the County's adult and juvenile detention centers by monitoring the performance of health care providers under contract to provide such services, ensuring the provision of quality health care and the reduction of County liability. Ensure the County's compliance with statutory obligations regarding health care and mental health care by funding of, and adjudicating claims for, the County's Title 36 mental health responsibilities. Provide

technical assistance and other support to County administration regarding the County's health care components including operational audits, feasibility studies, revenue maximization, and cost reduction. Provide lease oversight of Banner-University Medical Center South Campus. Fund and administer the Pima County Restoration to Competency Program housed at the Pima County Adult Detention Center and fund services provided for program patients at the Arizona State Hospital. Department goals address:

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

HEALTH

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

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

MEDICAL EXAMINER

Perform investigations regarding individuals whose deaths are under the jurisdiction of the Office of the Medical Examiner mandated by Arizona Revised Statute §11-591. Department goals address:

- Improvement in the quality of death investigation standards

PIMA ANIMAL CARE

Protect public health and safety through education and enforcement of animal control laws and ordinances. Protect the welfare of animals through enforcement of animal welfare and cruelty laws and ordinances, and sheltering abandoned animals. Improve public health through promotion of the human/animal bond. Department goals address:

- Reduce animal bites per capita
- Maintain a live release rate of 87% or above
- Increase dog licensing to 60% (150,000) by fiscal year end

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

CLERK OF THE SUPERIOR COURT

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

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

CONSTABLES

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

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

COUNTY ATTORNEY

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

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

JUSTICE COURT AJO

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

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

JUSTICE COURT GREEN VALLEY

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

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

JUSTICE COURTS TUCSON

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

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

JUVENILE COURT

Exercise jurisdiction, under federal and state constitutions, laws, and Rules of the Court, over all children under the age of 18 years who are referred to the court for reasons of mental health,

incorrigibility, or delinquency and for all families involved in matters of dependency, severance, and adoption. Promote the interests and safety of the community, promote the rehabilitation of children and their families, facilitate the protection of children who are abused or neglected, and facilitate the provision of services to those children and families involved with the court in accordance with the due process of law. Work actively with, and provide leadership to, the community, the public, and private agencies to promote justice, education, and prevention of juvenile delinquency and abuse. Department goals address:

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

PUBLIC DEFENSE SERVICES

Provide quality legal representation in an efficient, cost effective manner for indigent individuals entitled to appointed counsel. Provide representation in the Superior Court, Juvenile Court, Justice Courts, the Arizona Court of Appeals, Arizona Supreme Court and, in certain circumstances, the federal courts. Provide eligibility screening and recommend attorney assessments for legal representation of out-of-custody defendants charged with criminal offenses in Superior, Juvenile, and Justice Courts. Represent children in dependency and severance cases and court proceedings for children in foster care and other out-of-home placements. Provide legal services for adults who have mental illnesses and are unwilling or unable to voluntarily participate in treatment. Provide administrative support by reviewing contract compliance and reviewing and processing claims submitted by contract attorneys and other defense related professional services in seven functional areas including misdemeanor, felony, Title 36, Rule 32, Juvenile Court, and the Court of Appeals. Accept appointment by the Superior Court to serve as conservator, guardian, or personal representative for individuals. Maintain and administer insurance benefits to meet estate planning needs. Maintain and liquidate securities. Prepare taxes. Determine eligibility of and provide burial for indigent persons. Department goals address:

- Quality of representation for indigent clients
- Retention of legal staff
- Quality and cost efficiency of services and delivery
- Adherence to rules and professional standards
- Minimization of procedural error
- Respectful and cost effective indigent burial

SHERIFF

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

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

SUPERIOR COURT

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

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

Public Works provides for the planning, design, construction, operation, and maintenance of the infrastructure of the County, which includes regional floodwater management, roads and bridges, and regional sewer and wastewater facilities. Also, it is responsible for implementing County policies regarding land use and development, and environmental sustainability and conservation.

CAPITAL PROJECTS

The Capital Projects Fund budget reflects anticipated funding for the construction of Pima County capital improvement projects valued at $100,000 or more (excluding enterprise and internal service fund projects), as detailed in the proposed fiscal year 2017/2018 – 2021/2022 Five Year Capital Improvement Program. Department goals address:

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

DEVELOPMENT SERVICES

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

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

ENVIRONMENTAL QUALITY

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

- Efficiency in the delivery of administrative services
- Compliance with air quality standards and water quality standards
- Compliance with solid and hazardous waste standards
- Public education and outreach

NATURAL RESOURCES, PARKS & RECREATION

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

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

OFFICE OF SUSTAINABILITY & CONSERVATION

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

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

PUBLIC WORKS ADMINISTRATION

Provide administrative services, human resources and finance management for the departments primarily within the Public Works functional area. Department goals address:

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

REGIONAL FLOOD CONTROL DISTRICT

Protect public health, safety, and welfare by implementing structural flood control solutions and providing comprehensive non-structural flood prevention services and oversight of floodplain

management requirements of the National Flood Insurance Program. Enhance natural floodplain characteristics and community environmental quality by preserving and protecting riparian habitat resources. Support Pima County's Section 10(a) permit application to the U.S. Fish and Wildlife Service and fulfill the mission pertaining to riparian elements set forth by the Board of Supervisors in the Sonoran Desert Conservation Plan. Department goals address:

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

REGIONAL WASTEWATER RECLAMATION

Protect public health, safety, and the environment by providing quality service, environmental stewardship, and renewable resources through proven wastewater, conveyance, treatment and reclamation processes. Department goals address:

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

TRANSPORTATION

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

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

STATE REPORTS

This section includes copies of Pima County's official State Budget Reports for fiscal year 2017/2018 in the format required by the State of Arizona's Office of the Auditor General and as prescribed by Arizona Revised Statute § 42-17102:

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

Schedule B - Summary of Tax Levy and Tax Rate Information

Schedule C - Summary of Revenues by Fund and Category

Schedule D - Summary of Other Financing Sources and Interfund Transfers

Schedule E - Summary of Expenditures by Fund and Department

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

Schedule G - Full-Time Employees and Personnel Compensation

PIMA COUNTY
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2017/2018
ADOPTED

Fiscal Year		Sch	FUNDS					
			General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Enterprise Funds Available	Total Funds
2017	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	588,342,099	256,987,700	115,455,401	105,479,169	166,507,236	1,232,771,605
2017	Actual Expenditures/Expenses**	E	528,520,101	233,665,299	119,247,274	88,847,904	161,806,474	1,132,087,052
2018	Fund Balance/Net Position at July 1***		66,995,846	45,427,112	2,262,007	37,445,152	185,998,904	338,129,021
2018	Primary Property Tax Revenue	B	342,307,832	19,526,525				361,834,357
2018	Secondary Property Tax Revenue	B		63,300,667	55,923,480			119,224,147
2018	Estimated Revenues Other than Property Taxes	C	207,745,365	194,010,029	215,000	20,564,097	182,632,492	605,166,983
2018	Other Financing Sources	D		100,000		70,000,000	45,000,000	115,100,000
2018	Interfund Transfers In	D	4,380,717	22,856,576	81,111,510	42,221,144	0	150,569,947
2018	Interfund Transfers Out	D	45,194,308	78,145,451	0	159,650	25,390,275	148,889,684
2018	Total Financial Resources Available		576,235,452	267,075,458	139,511,997	170,070,743	388,241,121	1,541,134,771
2018	Budgeted Expenditures/Expenses****	E	576,235,452	263,071,552	134,790,376	131,287,852	161,687,123	1,267,072,355

EXPENDITURE LIMITATION COMPARISON	2017	2018
1. Budgeted expenditures/expenses	1,232,771,605	1,267,072,355
2. Add/subtract: estimated net reconciling items	(167,183,967)	(166,442,191)
3. Budgeted expenditures/expenses adjusted for reconciling items	1,065,587,638	1,100,630,164
4. Less: estimated exclusions	515,457,938	541,226,812
5. Amount subject to the expenditure limitation	550,129,700	559,403,352
6. EEC expenditure limitation	550,129,701	559,403,353

* Includes Expenditures/Expenses Adjustments Approved in the current year from Schedule E.

** Actual revenues and expenses as of February 28, 2017 plus projected revenues and expenditures/expenses for the remainder of the fiscal year.

*** Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**** FY 2017/2018 amounts do not include the impact of the following Capital Improvement Programs: Regional Wastewater ($49,257,735), Fleet Services ($1,821,500) and Parking Garages ($238,761). Also excludes impact of principal payment of $53,580,004 of Regional Wastewater Management debt service.

PIMA COUNTY
SUMMARY OF TAX LEVY AND TAX RATE INFORMATION
Fiscal Year 2017/2018

	2016/2017 FISCAL YEAR	2017/2018 FISCAL YEAR
Maximum allowable primary property tax levy per A.R.S. §42-17051 (A).	**$ 403,935,779**	**$ 417,919,436**
Amount received from primary property taxation in fiscal year 2016/17 in excess of the sum of that year's maximum allowable primary property tax levy A.R.S. §42-17102 (A) (18).		
Property Tax Levy Amount		
Primary Property Taxes		
General Fund Primary	$ 335,305,153	$ 339,923,420
Transportation Property Road Tax	$ -	$ 20,187,394
Total Primary Property Taxes	**$ 335,305,153**	**$ 360,110,814**
Secondary Property Taxes		
General Fund-Override Election	$ -	$ -
Debt Service	$ 54,716,898	$ 56,524,704
Flood Control District	$ 23,643,348	$ 23,115,524
Library District	$ 40,279,454	$ 40,802,761
Fire Assistance District	$ 3,658,216	$ 3,706,407
Total Secondary Property Taxes	**$ 122,297,916**	**$ 124,149,396**
Total Property Tax Levy Amounts	**$ 457,603,069**	**$ 484,260,210**
Property Taxes Collected *		
Primary Property Taxes		
2016/17 year's levy	$ 325,533,100	
Prior years' levy	$ 6,705,300	
Total Primary Property Taxes	**$ 332,238,400**	
Secondary Property Taxes		
2016/17 year's levy	$ 118,688,500	
Prior years' levy	$ 2,383,309	
Total Secondary Property Taxes	**$ 121,071,809**	
Total Property Taxes Collected	**$ 453,310,209**	
Property Tax Rates		
County Tax Rates		
Primary Property Tax Rates		
General Fund Primary	$ 4.2896	$ 4.2096
Transportation Property Road Tax	$ -	$ 0.2500
Total Primary Property Taxes	**$ 4.2896**	**$ 4.4596**
Secondary Property Tax Rates		
General Fund-Override Election	$ -	$ -
Debt Service	$ 0.7000	$ 0.7000
Flood Control District	$ 0.3335	$ 0.3135
Library District	$ 0.5153	$ 0.5053
Fire District Assistance	$ 0.0468	$ 0.0459
Total Secondary Property Taxes	**$ 1.5956**	**$ 1.5647**
Total County Tax Rate	**$ 5.8852**	**$ 6.0243**
Special Assessment District Tax Rates		
Secondary Property Tax Rates	See Second Page	See Second Page

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

SCHEDULE B

PIMA COUNTY
SUMMARY OF TAX LEVY AND TAX RATE INFORMATION (Continued)
Fiscal Year 2017/2018

	2016/2017 FISCAL YEAR	2017/2018 FISCAL YEAR
Special Assessment District Tax Rates		
Secondary Property Tax Rates (Continued)		
Street Lighting Improvement Districts		
Cardinal Est.	$ 0.9768	$ 1.1681
Carriage Hills Est. No. 1	$ 0.1633	$ 0.1649
Carriage Hills Est. No. 3	$ 0.1335	$ 0.1266
Desert Steppes	$ 0.1373	$ 0.1435
Hermosa Hills Estates	$ 0.0794	$ 0.0815
Lakeside #1	$ 0.1814	$ 0.1722
Littletown	$ 1.2187	$ 1.0371
Longview Est. #1	$ 0.1858	$ 0.1885
Longview Est. #2	$ 0.1768	$ 0.1685
Mañana Grande B	$ 0.1704	$ 0.1726
Mañana Grande C	$ 0.2211	$ 0.2103
Midvale Park	$ 0.1388	$ 0.1356
Mortimore Addition	$ 0.4247	$ 0.4069
Oaktree No. 1	$ 1.8343	$ 1.7396
Oaktree No. 2	$ 2.0806	$ 1.9796
Oaktree No. 3	$ 1.9494	$ 2.0496
Orange Grove Valley	$ 0.2810	$ 0.3293
Peach Valley	$ 0.3965	$ 0.4089
Peppertree Ranch	$ 0.0676	$ 0.0746
Rolling Hills	$ 0.1373	$ 0.1384
Salida Del Sol	$ 1.4837	$ 1.5542
Other Improvement District		
Hayhook Ranch Improvement District	$ 6.4319	$ 3.5736

PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2017/2018

SOURCE OF REVENUES	ADOPTED REVENUES 2016/2017	ESTIMATED REVENUES 2016/2017 *	ADOPTED REVENUES 2017/2018
GENERAL FUND			
PROPERTY TAX			
Real Property Taxes	323,289,441	323,016,000	327,756,452
Personal Property Taxes	8,922,746	9,222,400	8,682,548
Penalties on Delinquent Taxes	740,000	500,000	680,000
Interest on Delinquent Taxes	5,315,155	5,315,155	5,188,832
TOTAL PROPERTY TAX	**338,267,342**	**338,053,555**	**342,307,832**
LICENSES & PERMITS			
Business Licenses & Permits	3,205,600	3,202,265	3,424,500
TOTAL LICENSES & PERMITS	**3,205,600**	**3,202,265**	**3,424,500**
INTERGOVERNMENTAL			
Federal Grants & Aid	4,616,729	4,602,795	4,785,069
State Grants & Aid	1,627,505	3,056,574	837,564
Sales & Use Tax	112,100,000	111,400,000	115,200,000
Shared Vehicle License Tax	27,000,000	27,300,000	28,250,000
Alcoholic Beverages	44,000	53,000	50,000
Other Local Government	812,850	644,943	293,900
Transient Lodging Tax	5,387,760	5,581,800	5,873,112
TOTAL INTERGOVERNMENTAL	**151,588,844**	**152,639,112**	**155,289,645**
CHARGES FOR SERVICES			
Interdepartmental Charges	232,500	271,703	290,625
Health Fees	1,786,700	1,786,700	1,786,200
Court Fees	5,979,432	5,451,751	5,861,873
General Government	2,280,181	2,488,859	2,163,503
Correctional Housing	7,970,000	7,000,000	7,000,000
Recorder Fees	1,989,250	2,320,902	3,002,085
Sheriff Dept Fees	1,208,000	855,000	950,000
Culture & Recreation Fees	849,507	830,926	826,800
Contributions/Pub Enterprs	24,190,737	24,190,737	19,286,354
TOTAL CHARGES FOR SERVICES	**46,486,307**	**45,196,578**	**41,167,440**
FINES AND FORFEITS			
Justice CTS-Fines & Forfeits	3,027,551	2,780,964	2,952,925
Superior CTS-Fines & Forfeits	275,000	275,000	275,000
Other Fines & Forfeits	510,000	515,147	510,000
TOTAL FINES AND FORFEITS	**3,812,551**	**3,571,111**	**3,737,925**
INVESTMENT EARNINGS			
Investment Earnings	220,518	435,059	563,377
TOTAL INVESTMENT EARNINGS	**220,518**	**435,059**	**563,377**
MISCELLANEOUS			
Rents and Royalties	3,598,024	4,355,574	824,001

SCHEDULE C

PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2017/2018

SOURCE OF REVENUES	ADOPTED REVENUES 2016/2017	ESTIMATED REVENUES 2016/2017 *	ADOPTED REVENUES 2017/2018
Other Misc. Revenues	2,671,667	3,139,124	2,738,477
TOTAL MISCELLANEOUS	**6,269,691**	**7,494,698**	**3,562,478**
TOTAL GENERAL FUND REVENUE	**549,850,853**	**550,592,378**	**550,053,197**
SPECIAL REVENUE FUNDS			
COUNTY FREE LIBRARY			
Property Taxes	39,877,071	39,891,600	40,384,319
Intergovernmental	313,900	79,100	236,500
Fines & Forfeits	600,000	600,000	600,000
Charges for Services	900,000	801,014	280,000
Investment Earnings	25,000	47,000	40,000
Miscellaneous	450,000	450,300	505,000
TOTAL COUNTY FREE LIBRARY	**42,165,971**	**41,869,014**	**42,045,819**
EMPLOYMENT AND TRAINING			
Intergovernmental	14,545,188	14,267,300	18,750,778
Investment Earnings	1,500	2,200	2,200
Miscellaneous	1,448,289	834,879	1,037,113
TOTAL EMPLOYMENT AND TRAINING	**15,994,977**	**15,104,379**	**19,790,091**
ENVIRONMENTAL QUALITY			
Licenses and Permits	2,148,110	2,216,064	2,192,857
Intergovernmental	1,919,446	1,100,000	2,389,124
Fines & Forfeits	0	1,443	0
Investment Earnings	21,370	33,607	27,210
Miscellaneous	30,160	21,766	30,280
TOTAL ENVIRONMENTAL QUALITY	**4,119,086**	**3,372,880**	**4,639,471**
HEALTH			
Licenses and Permits	2,280,000	2,280,000	2,278,246
Intergovernmental	13,696,158	13,770,745	15,202,724
Charges for Services	3,042,109	2,855,063	2,869,635
Fines and Forfeits	86,470	93,161	72,900
Investment Earnings	2,000	27,104	4,000
Miscellaneous	1,420,225	1,803,904	1,114,487
TOTAL HEALTH	**20,526,962**	**20,829,977**	**21,541,992**
REGIONAL FLOOD CONTROL DISTRICT			
Property Taxes	23,381,097	23,371,200	22,916,348
Licenses and Permits	1,100	1,100	1,100
Intergovernmental	239,970	49,970	49,970
Charges for Services	1,070,000	170,000	1,070,000
Investment Earnings	19,767	55,765	45,000
Miscellaneous	58,845	78,966	74,475
TOTAL REGIONAL FLOOD CONTROL DISTRICT	**24,770,779**	**23,727,001**	**24,156,893**

SCHEDULE C

PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2017/2018

SOURCE OF REVENUES	ADOPTED REVENUES 2016/2017	ESTIMATED REVENUES 2016/2017 *	ADOPTED REVENUES 2017/2018
STADIUM DISTRICT			
Intergovernmental	1,620,000	1,625,000	1,537,200
Charges for Services	803,275	1,158,369	845,000
Investment Earnings	5,000	5,000	5,000
Miscellaneous	0	817	0
TOTAL STADIUM DISTRICT	**2,428,275**	**2,789,186**	**2,387,200**
TRANSPORTATION			
Property Taxes	0	0	19,526,525
Licenses and Permits	1,152,500	1,152,500	1,151,200
Intergovernmental	58,639,114	59,807,054	60,451,000
Charges for Services	244,850	119,850	204,650
Investment Earnings	25,000	45,497	0
Miscellaneous	286,432	554,616	207,750
TOTAL TRANSPORTATION	**60,347,896**	**61,679,517**	**81,541,125**
OTHER SPECIAL REVENUE & GRANTS			
Intergovernmental	56,885,564	54,170,721	57,840,676
Charges for Services	10,440,302	10,263,213	10,894,005
Fines and Forfeits	3,105,000	3,086,600	3,089,000
Investment Earnings	134,552	135,213	162,652
Miscellaneous	8,502,191	8,612,528	8,748,297
TOTAL OTHER SPECIAL REVENUE & GRANTS	**79,067,609**	**76,268,275**	**80,734,630**
TOTAL SPECIAL REVENUE FUNDS	**249,421,555**	**245,640,229**	**276,837,221**
DEBT SERVICE			
Property Taxes	54,189,900	54,186,300	55,923,480
Investment Earnings	95,000	91,833	215,000
Miscellaneous	0	14,617	0
TOTAL DEBT SERVICE	**54,284,900**	**54,292,750**	**56,138,480**
CAPITAL PROJECTS			
Intergovernmental	27,435,634	25,181,020	16,324,513
Charges for Services	3,186,670	4,217,518	3,552,000
Investment Earnings	283,076	340,860	382,271
Miscellaneous	217,209	0	305,313
TOTAL CAPITAL PROJECTS	**31,122,589**	**29,739,398**	**20,564,097**
ENTERPRISE FUNDS			
DEVELOPMENT SERVICES			
Licenses and Permits	6,890,071	6,890,071	6,923,532
Charges for Services	678,232	678,232	796,443
Investment Earnings	15,000	15,000	15,000
Miscellaneous	5,000	19,966	23,100
TOTAL DEVELOPMENT SERVICES	**7,588,303**	**7,603,269**	**7,758,075**

SCHEDULE C

PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2017/2018

SOURCE OF REVENUES	ADOPTED REVENUES 2016/2017	ESTIMATED REVENUES 2016/2017 *	ADOPTED REVENUES 2017/2018
PARKING GARAGES			
Charges for Services	1,090,730	2,374,490	2,391,003
Investment Earnings	12,132	12,132	12,132
Miscellaneous	1,260,136	17,655	(150)
TOTAL PARKING GARAGES	**2,362,998**	**2,404,277**	**2,402,985**
REGIONAL WASTEWATER RECL.			
Licenses and Permits	20,000	20,000	20,000
Charges for Services	170,196,693	166,775,290	171,170,297
Fines and Forfeits	5,000	5,000	8,000
Investment Earnings	781,000	1,249,319	1,010,000
Miscellaneous	554,854	727,979	263,135
Gain or Loss on Disposal of Assets	0	459,164	0
Capital Contributions	5,000,000	5,000,000	0
TOTAL REGIONAL WASTEWATER RECL.	**176,557,547**	**174,236,752**	**172,471,432**
TOTAL ENTERPRISE FUNDS	**186,508,848**	**184,244,298**	**182,632,492**
GRAND TOTAL ALL FUNDS	**1,071,188,745**	**1,064,509,053**	**1,086,225,487**

*These amounts include actual revenues recognized on the modified accrual or accrual basis as of February 28, 2017 plus projected revenues for the remainder of the fiscal year.

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2017/2018

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2017/18	INTERFUND TRANSFERS 2017/18 IN	INTERFUND TRANSFERS 2017/18 OUT
General Fund			
Attractions & Tourism			1,147,125
Capital Projects - Various Projects			9,426,505
County Attorney Grants - County Match			126,478
Community Development Grants - County Match			77,502
Debt Service - COPs 2007			2,395,650
Debt Service - COPs 2010			1,717,319
Debt Service - COPs 2013			759,549
Debt Service - COPs 2013 - Refunding			2,855,125
Debt Service - COPs 2014			4,368,335
Debt Service - COPs 2016			2,140,930
Debt Service - COPs 2018			1,015,000
Development Services - Loan Repayment		750,000	
Development Services - Recorder		1,500	
Environmental Quality - Air Quality			456,545
Environmental Quality - Wildcat Dump Enforcement			250,515
Finance Grants - Interest Expense			25,000
Health - General Fund Support			10,028,673
Health - General Fund Support - Pima Animal Care			2,453,341
Improvement Districts Formation Fund			20,000
IT - Computer Hardware Software Storage Internal Service Fund			567,971
Juvenile Court Grants - County Match			38,868
Office of Emergency Management Grants - County Match			548,070
Parks Grants - County Match			42,000
Parks Special Programs - Painted Hills		404,650	
Regional Flood Control District - Tucson Clean & Beautiful - NRPR		20,000	
Regional Wastewater Reclamation - Tucson Clean & Beautiful - NRPR		20,000	
Regional Wastewater Reclamation - Summer Youth Funding - CS		178,000	
Regional Wastewater Reclamation - Reclaimed Water - NRPR		31,442	
Stadium District - Ball Fields Maintenance			1,058,002
Stadium District - Debt Service		2,855,125	
Stadium District - General Fund Support			1,177,931
Stadium District - Hotel Tax Proceeds			2,377,212
Sheriff Inmate Welfare Fund - Inmate Health		120,000	
Transportation - Graffiti Abatement			120,662
Total General Fund	**0**	**4,380,717**	**45,194,308**
Special Revenue Funds			
Attractions & Tourism - General Fund Support		1,147,125	
Community Development Grants			
Capital Projects			910,000
General Fund - County Match		77,502	
Total Community Development Grants		77,502	910,000
Community Facility District - Rocking K South	100,000		
County Attorney Grants - County Match		126,478	

SCHEDULE D

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2017/2018

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2017/18	INTERFUND TRANSFERS 2017/18 IN	INTERFUND TRANSFERS 2017/18 OUT
County Free Library			
Capital Projects - Flowing Wells			2,770,000
Capital Projects - IT			262,000
Capital Projects - Sam Lena South Tucson Remodel			390,000
Capital Projects - SE Library			1,400,000
Debt Service - COPs 2010			99,015
Total County Free Library		0	4,921,015
Environmental Quality			
General Fund - Air Quality		456,545	
General Fund - Wildcat Dump Enforcement		250,515	
Total Environmental Quality		707,060	0
Facilities Renewal Fund - Capital Projects			8,500,000
Facilities Grants			2,179,664
Finance Grants			
Capital Projects			5,000,000
Finance Grants - Interest Expense		25,000	
Total Finance Grants		25,000	5,000,000
Health			
Debt Service - COPs 2010			57,858
Debt Service - COPs 2010 - PACC			21,662
General Fund Subsidy - Pima Animal Care		2,453,341	
General Fund Subsidy - Health		10,028,673	
Health Grants - County Match			2,234,531
Total Health		12,482,014	2,314,051
Health Grants - Health Grant Match		2,234,531	
Improvement Districts Formation Fund - General Fund		20,000	
Juvenile Court Grants - General Fund		38,868	
Office of Emergency Management Grants - County Match		548,070	
Parks Grants			
Parks and Recreation Grants - Capital Projects			250,000
Parks and Recreation Grants - Open Space Capital Projects			170,000
Parks Grants - County Match		42,000	
Total Parks Grants		42,000	420,000
Parks Special Programs			
General Fund - Painted Hills			404,650
Parks - Capital Projects			175,000
Parks Special Revenue - Starr Pass		159,650	
Regional Flood Control - Native Plant Nursery		10,000	
Regional Wastewater Reclamation - Reclaimed Water		125,772	
Regional Wastewater Reclamation - Native Plant Nursery		25,000	
Transportation - Native Plant Nursery		25,000	
Total Parks Special Programs		345,422	579,650

SCHEDULE D

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2017/2018

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2017/18	INTERFUND TRANSFERS 2017/18 IN	INTERFUND TRANSFERS 2017/18 OUT
Regional Flood Control			
Capital Projects			8,000,000
Debt Service - COPs 2010			77,341
General Fund - Tucson Clean & Beautiful - NRPR			20,000
Parks-Special Programs - Native Plant Nursery			10,000
Regional Flood Control Grants - County Match			107,500
Stadium District - KERP			189,602
Total Regional Flood Control		0	8,404,443
Regional Flood Control Canoa Ranch In-Lieu Fee - Capital Projects			400,000
Regional Flood Control Grants - County Match		107,500	
Sheriff Inmate Welfare Fund - General Fund			120,000
Stadium District			
Debt Service - COPs 2010			11,012
General Fund - Ball Fields Maintenance		1,058,002	
General Fund - Debt Service			2,855,125
General Fund - Hotel Tax Proceeds		2,377,212	
General Fund - General Fund Support		1,177,931	
Regional Wastewater Reclamation - Reclaimed Water		17,660	
Regional Flood Control - KERP		189,602	
Total Stadium District		4,820,407	2,866,137
Transportation			
Capital Projects			200,000
Debt Service - COPs 2010			238,334
Debt Service - Transportation Bonds			19,339,857
General Fund - Graffiti		120,662	
Parks-Special Programs - Native Plant Nursery			25,000
Regional Wastewater Reclamation - Reclaimed Water		1,137	
Debt Service - Road Tax COPs 2018			19,526,525
Transportation Grants - County Match			12,800
Total Transportation		121,799	39,342,516
Transportation Grants			
Transportation - County Match		12,800	
Transportation Grants - Capital Projects			2,187,975
Total Transportation Grants		12,800	2,187,975
Total Special Revenue Funds	**100,000**	**22,856,576**	**78,145,451**

SCHEDULE D

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2017/2018

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2017/18	INTERFUND TRANSFERS 2017/18 IN	INTERFUND TRANSFERS 2017/18 OUT
Capital Projects			
Bond Proceeds - Transportation Bonds	30,000,000		
Capital Projects - Various Projects		9,426,505	
Community Development Grants		910,000	
County Free Library - Flowing Wells		2,770,000	
County Free Library - IT		262,000	
County Free Library - Sam Lena South Tucson Remodel		390,000	
County Free Library Projects - SE Library		1,400,000	
Facilities Grants		2,179,664	
Facilities Renewal Fund		8,500,000	
Finance Grants		5,000,000	
Parks and Recreation Grants - Manzanita Park		250,000	
Parks and Recreation Grants - Open Space		170,000	
Parks Spec Rev - Starr Pass			159,650
Parks Special Revenue		175,000	
Proceeds - COPs 2018	40,000,000		
Regional Flood Control - Capital Projects		8,000,000	
Regional Flood Control Canoa Ranch In-Lieu Fee		400,000	
Transportation		200,000	
Transportation Grants - Various Projects		2,187,975	
Total Capital Projects	**70,000,000**	**42,221,144**	**159,650**
Debt Service			
County Free Library - COPs 2010		99,015	
Development Services - COPs 2010		16,235	
Fleet Services - COPs 2010		44,842	
Fleet Services - COPs 2013		2,163,702	
General Fund - COPs 2007		2,395,650	
General Fund - COPs 2010		1,717,319	
General Fund - COPs 2013		759,549	
General Fund - COPs 2014		4,368,335	
General Fund - COPs 2013 - Refunding		2,855,125	
General Fund - COPs 2016		2,140,930	
General Fund - COPs 2018		1,015,000	
Health - COPs 2010		57,858	
Health - PACC COPs 2010		21,662	
Parking Garages - COPs 2010		5,474	
Parking Garages - COPs 2014		634,290	
Regional Flood Control - COPs 2010		77,341	
Regional Wastewater - COPs 2010		405,615	
Regional Wastewater - COPs 2015		15,977,900	
Regional Wastewater - COPs 2016		7,200,250	
Risk Management - COPs 2010		26,082	
Stadium District - COPs 2010		11,012	
Telecommunications - COPs 2010		13,608	
Transportation - COPs 2010		238,334	
Transportation - Road Tax COPs		19,526,525	
Transportation - Transportation Bonds		19,339,857	
Total Debt Service	**0**	**81,111,510**	**0**

SCHEDULE D

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2017/2018

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2017/18	INTERFUND TRANSFERS 2017/18 IN	INTERFUND TRANSFERS 2017/18 OUT
Enterprise Funds			
Development Services			
Debt Service - COPs 2010			16,235
Development Services - Recorder			1,500
General Fund - Loan Repayment			750,000
Total Development Services		0	767,735
Parking Garages			
Debt Service - COPs 2010			5,474
Debt Service - COPs 2014			634,290
Total Parking Garages		0	639,764
Regional Wastewater Reclamation			
Debt Service - COPs 2010			405,615
Debt Service - COPs 2015			15,977,900
Debt Service - COPs 2016			7,200,250
General Fund - Reclaimed Water- NRPR			31,442
General Fund - Summer Youth Funding - CS			178,000
General Fund - Tucson Clean & Beautiful - NRPR			20,000
Parks Special Programs - Native Plant Nursery			25,000
Parks Special Programs - Reclaimed Water - NRPR			125,772
Proceeds - Sewer Obligation Bonds	45,000,000		
Stadium District - Reclaimed Water			17,660
Transportation - Reclaimed Water			1,137
Total Regional Wastewater Reclamation	45,000,000	0	23,982,776
Total Enterprise Funds	**45,000,000**	**0**	**25,390,275**
Grand Total	**115,100,000**	**150,569,947**	**148,889,684**
THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY			
Internal Service Funds			
Fleet Services			
Debt Service - COPs 2010			44,842
Debt Service - COPs 2013			2,163,702
Total Fleet Services		0	2,208,544
Health Benefits Trust - Loan Repayment Risk Management			3,400,000
IT - Computer Hardware Software Storage - General Fund		567,971	
Risk Management			
Debt Service - COPs 2010			26,082
Health Benefits Trust - Loan Repayment		3,400,000	
Total Risk Management		3,400,000	26,082
Telecommunications - Debt Service COPs 2010			13,608
Total Internal Service Funds	**0**	**3,967,971**	**5,648,234**

SCHEDULE D

PIMA COUNTY
SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEAR 2017/2018

FUND/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2016/2017	EXPENSE ADJUSTMENTS APPROVED 2016/2017	ESTIMATED EXPENDITURES/ EXPENSES 2016/2017*	ADOPTED EXPENDITURES/ EXPENSES 2017/2018**
GENERAL FUND				
GENERAL GOVERNMENT SERVICES				
Assessor	8,651,426	0	8,651,426	8,721,899
Board of Supervisors	2,185,295	0	2,185,295	2,405,760
General Government Services	67,459,230	0	66,228,954	67,222,254
County Administrator	1,934,592	0	1,978,285	2,017,626
Non Departmental	139,017,182	0	79,061,786	120,809,449
Recorder	4,339,436	0	4,339,436	2,899,291
Treasurer	2,575,218	0	2,298,331	2,588,569
TOTAL GENERAL GOVERNMENT SERVICES	**226,162,379**	**0**	**164,743,513**	**206,664,848**
COMMUNITY RESOURCES				
Community & Economic Development	14,750,978	0	12,787,380	15,629,106
School Superintendent	1,666,270	0	1,451,425	1,712,662
TOTAL COMMUNITY RESOURCES	**16,417,248**	**0**	**14,238,805**	**17,341,768**
HEALTH SERVICES				
Behavioral Health	40,777,750	0	40,778,249	40,816,182
Medical Examiner General Fund	3,697,426	0	3,721,618	3,846,635
TOTAL HEALTH SERVICES	**44,475,176**	**0**	**44,499,867**	**44,662,817**
JUSTICE & LAW				
Clerk of Superior Court	10,780,120	0	10,780,120	10,857,071
Constables	1,256,064	0	1,256,064	1,335,427
County Attorney	23,322,376	0	23,322,376	23,485,005
Justice Courts	8,328,213	0	8,435,524	8,410,835
Juvenile Court Center	23,238,576	0	23,238,576	23,545,243
Public Defense Services	32,691,944	0	32,654,459	32,448,698
Sheriff	146,426,294	0	150,283,615	151,948,712
Superior Court	30,013,890	0	30,013,890	30,204,485
Superior Ct Mandated Svcs	1,789,687	0	1,789,687	1,790,879
TOTAL JUSTICE & LAW	**277,847,164**	**0**	**281,774,311**	**284,026,355**
PUBLIC WORKS				
Environmental Quality	1,435,111	0	1,430,418	1,361,280
Office of Sustainability & Conservation	1,549,516	0	1,542,846	1,629,887
Parks General Fund	17,531,562	0	17,472,562	17,606,783
Public Works Administration	2,923,943	0	2,817,779	2,941,714
TOTAL PUBLIC WORKS	**23,440,132**	**0**	**23,263,605**	**23,539,664**
TOTAL GENERAL FUND	**588,342,099**	**0**	**528,520,101**	**576,235,452**
SPECIAL REVENUE FUNDS				
GENERAL GOVERNMENT SERVICES				
County Administrator Grant Fund	1,427,899	0	445,319	1,235,659
Facilities Renewal Fund	895,887	0	375,000	545,000
Finance Grants	0	0	40,000	0
Finance Grants Management	6,025,000	0	0	6,025,000
Improvement District Formation	22,044	0	11,600	7,096
Ofc. of Emergency Mgmt/Homeland Security Grants	2,296,079	0	2,222,965	1,924,891
Ofc. of Emergency Mgmt/Homeland Sec Special Prog	884,541	0	0	0
Recorder-Doc Stor & Retrieval	1,170,635	0	1,170,635	1,379,664
Rocking K South CFD	0	0	0	50,000
Taxpayer Info Fund	354,000	0	327,038	481,000

SCHEDULE E

PIMA COUNTY
SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEAR 2017/2018

FUND/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2016/2017	EXPENSE ADJUSTMENTS APPROVED 2016/2017	ESTIMATED EXPENDITURES/ EXPENSES 2016/2017*	ADOPTED EXPENDITURES/ EXPENSES 2017/2018**
Wireless Integrated Network	2,230,430	0	3,004,838	2,898,272
TOTAL GENERAL GOVERNMENT SERVICES	**15,306,515**	**0**	**7,597,395**	**14,546,582**
COMMUNITY RESOURCES				
Attractions & Tourism	2,273,432	0	2,372,348	2,264,591
Community Development Grants	6,015,960	0	5,572,917	8,172,011
County Free Library	41,931,726	0	41,664,672	42,084,325
County Free Library Grants	234,800	0	131,148	151,000
Employment & Training	15,418,233	0	15,025,504	19,253,001
Pima Vocational High School	1,155,896	0	894,456	1,018,139
School Reserve Fund	1,884,000	0	1,884,000	1,961,000
Stadium District	5,398,439	0	5,866,833	5,611,862
TOTAL COMMUNITY RESOURCES	**74,312,486**	**0**	**73,411,878**	**80,515,929**
HEALTH SERVICES				
Behavioral Health Grants	784,314	0	586,801	0
Health	15,415,741	0	15,415,741	15,844,226
Health Grants	11,387,938	0	10,213,846	12,290,447
Medical Examiner Special Programs	29,500	0	29,500	65,080
Pima Animal Care Center	9,231,174	0	9,330,992	9,478,678
Pima Animal Care Center-Grants	630,678	0	506,327	866,575
TOTAL HEALTH SERVICES	**37,479,345**	**0**	**36,083,207**	**38,545,006**
JUSTICE & LAW				
Clerk of the Court Special Programs	1,568,344	0	1,411,675	1,412,060
County Attorney Grants	5,039,157	0	4,233,592	5,672,812
County Attorney Special Programs	12,718,714	0	7,766,955	10,876,621
Justice Court Grants	0	0	8,680	15,000
Justice Court Special Programs	1,763,060	0	1,591,905	1,608,665
Juvenile Court Grants	976,291	0	556,621	1,149,508
Juvenile Court Special Programs	8,984,809	0	6,959,204	8,619,235
Public Defense Services Special Programs	748,816	0	537,536	667,651
Sheriff Grants	5,888,204	0	4,439,052	5,886,725
Sheriff Special Programs	5,452,817	0	4,902,817	5,461,747
Superior Court Grants	1,222,008	0	748,406	668,627
Sup. Court Special Programs	15,473,739	0	15,039,395	17,193,774
TOTAL JUSTICE & LAW	**59,835,959**	**0**	**48,195,838**	**59,232,425**
PUBLIC WORKS				
Environmental Quality Fund	3,359,957	0	3,169,573	3,500,657
Environmental Quality Grants	819,446	0	889,809	1,289,360
Environmental Quality Tire Fund	1,308,000	0	1,308,000	1,308,000
Office of Sustainability Grants	0	0	16,670	0
Parks & Recreation Grants	377,000	0	134,900	382,000
Parks Special Programs	3,900,904	0	3,892,301	2,438,780
Regional Flood Control District	16,472,029	0	16,472,029	16,548,778
Regional Flood Control District Grants	212,501	0	210,000	107,500
Regional Flood Control Special Programs	967,900	0	77,000	840,500
Transportation	41,393,385	0	41,613,035	43,493,572
Transportation Grants	1,242,273	0	593,664	322,463
TOTAL PUBLIC WORKS	**70,053,395**	**0**	**68,376,981**	**70,231,610**
TOTAL SPECIAL REVENUE FUNDS	**256,987,700**	**0**	**233,665,299**	**263,071,552**

SCHEDULE E

PIMA COUNTY
SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEAR 2017/2018

FUND/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2016/2017	EXPENSE ADJUSTMENTS APPROVED 2016/2017	ESTIMATED EXPENDITURES/ EXPENSES 2016/2017*	ADOPTED EXPENDITURES/ EXPENSES 2017/2018**
DEBT SERVICE FUND	**115,455,401**	**0**	**119,247,274**	**134,790,376**
CAPITAL PROJECTS FUND	**105,479,169**	**0**	**88,847,904**	**131,287,852**
ENTERPRISE FUNDS				
GENERAL GOVERNMENT SERVICES				
Parking Garages	3,201,416	0	2,933,964	3,188,650
TOTAL GENERAL GOVERNMENT SERVICES	**3,201,416**	**0**	**2,933,964**	**3,188,650**
PUBLIC WORKS				
Development Services	6,934,222	0	6,621,417	6,918,170
Regional Wastewater Reclamation Fund	156,371,598	0	152,018,593	151,580,303
Regional Wastewater Reclamation Grants	0	0	232,500	0
TOTAL PUBLIC WORKS	**163,305,820**	**0**	**158,872,510**	**158,498,473**
TOTAL ENTERPRISE FUNDS	**166,507,236**	**0**	**161,806,474**	**161,687,123**
GRAND TOTAL ALL FUNDS	**1,232,771,605**	**0**	**1,132,087,052**	**1,267,072,355**

* These amounts include actual expenditures/expenses recognized on the modified accrual or accrual basis as of February 28, 2017 plus projected expenditures/expenses for the remainder of the fiscal year.

** FY 2017/2018 amounts do not include the impact of the following Capital Improvement Programs: Regional Wastewater ($49,257,735), Fleet Services ($1,821,500) and Parking Garages ($238,761). Also excludes impact of principal payment of $53,580,004 of Regional Wastewater Management debt service.

PIMA COUNTY
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES
FISCAL YEAR 2017/2018

FUNCTIONAL AREA/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2016/2017	EXPENSE ADJUSTMENTS APPROVED 2016/2017	ESTIMATED EXPENDITURES/ EXPENSES 2016/2017*	ADOPTED EXPENDITURES/ EXPENSES 2017/2018**
GENERAL GOVERNMENT SERVICES				
ASSESSOR GENERAL FUND	8,651,426	0	8,651,426	8,721,899
BOARD OF SUPERVISORS GENERAL FUND	2,185,295	0	2,185,295	2,405,760
GENERAL GOVERNMENT SERVICES				
General Government Svcs General Fund	67,459,230	0	66,228,954	67,222,254
County Administrator General Fund	1,934,592	0	1,978,285	2,017,626
County Administrator Grant Fund	1,427,899	0	445,319	1,235,659
Debt Service Fund	115,455,401	0	119,247,274	134,790,376
Facilities Renewal Fund	895,887	0	375,000	545,000
Finance Grants	0	0	40,000	0
Finance Grants Management	6,025,000	0	0	6,025,000
Improvement Districts Formation Fund	22,044	0	11,600	7,096
Non Departmental General Fund	139,017,182	0	79,061,786	120,809,449
Ofc. of Emergency Mgmt/Homeland Security Grants	2,296,079	0	2,222,965	1,924,891
Ofc. of Emergency Mgmt/Homeland Sec Spec Prgs	884,541	0	0	0
Parking Garages Fund	3,201,416	0	2,933,964	3,188,650
TOTAL GENERAL GOVERNMENT SERVICES	338,619,271	0	272,545,147	337,766,001
RECORDER				
Recorder General Fund	4,339,436	0	4,339,436	2,899,291
Rec/Doc Stor & Retrieval	1,170,635	0	1,170,635	1,379,664
TOTAL RECORDER	5,510,071	0	5,510,071	4,278,955
ROCKING K SOUTH CFD	0	0	0	50,000
TREASURER				
Taxpayer Information Fund	354,000	0	327,038	481,000
Treasurer General Fund	2,575,218	0	2,298,331	2,588,569
TOTAL TREASURER	2,929,218	0	2,625,369	3,069,569
WIRELESS INTEGRATED NETWORK	2,230,430	0	3,004,838	2,898,272
TOTAL GENERAL GOVERNMENT SERVICES	**360,125,711**	**0**	**294,522,146**	**359,190,456**
COMMUNITY RESOURCES				
ATTRACTIONS & TOURISM	2,273,432	0	2,372,348	2,264,591
COMMUNITY RESOURCES				
Community Resources General Fund	14,750,978	0	12,787,380	15,629,106
Community Development Grants	6,015,960	0	5,572,917	8,172,011
Employment & Training	15,418,233	0	15,025,504	19,253,001
Pima Vocational High School	1,155,896	0	894,456	1,018,139
TOTAL COMMUNITY RESOURCES	37,341,067	0	34,280,257	44,072,257
COUNTY FREE LIBRARY				
County Free Library	41,931,726	0	41,664,672	42,084,325
County Free Library Grants	234,800	0	131,148	151,000
TOTAL COUNTY FREE LIBRARY	42,166,526	0	41,795,820	42,235,325

PIMA COUNTY
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES
FISCAL YEAR 2017/2018

FUNCTIONAL AREA/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2016/2017	EXPENSE ADJUSTMENTS APPROVED 2016/2017	ESTIMATED EXPENDITURES/ EXPENSES 2016/2017*	ADOPTED EXPENDITURES/ EXPENSES 2017/2018**
SCHOOL SUPERINTENDENT				
School General Fund	1,666,270	0	1,451,425	1,712,662
School Reserve Fund	1,884,000	0	1,884,000	1,961,000
TOTAL SCHOOL SUPERINTENDENT	3,550,270	0	3,335,425	3,673,662
STADIUM DISTRICT	5,398,439	0	5,866,833	5,611,862
TOTAL COMMUNITY RESOURCES	**90,729,734**	**0**	**87,650,683**	**97,857,697**
HEALTH SERVICES				
BEHAVIORAL HEALTH				
Behavioral Health General Fund	40,777,750	0	40,778,249	40,816,182
Behavioral Health Grants	784,314	0	586,801	0
TOTAL BEHAVIORAL HEALTH	41,562,064	0	41,365,050	40,816,182
HEALTH SERVICES				
Health Services	15,415,741	0	15,415,741	15,844,226
Health Grants	11,387,938	0	10,213,846	12,290,447
TOTAL HEALTH SERVICES	26,803,679	0	25,629,587	28,134,673
MEDICAL EXAMINER				
Medical Examiner General Fund	3,697,426	0	3,721,618	3,846,635
Medical Examiner Special Programs	29,500	0	29,500	65,080
TOTAL MEDICAL EXAMINER	3,726,926	0	3,751,118	3,911,715
PIMA ANIMAL CARE CENTER				
Pima Animal Care Center	9,231,174	0	9,330,992	9,478,678
Pima Animal Care Center-Grants	630,678	0	506,327	866,575
TOTAL PIMA ANIMAL CARE CENTER	9,861,852	0	9,837,319	10,345,253
TOTAL HEALTH SERVICES	**81,954,521**	**0**	**80,583,074**	**83,207,823**
JUSTICE & LAW				
CLERK OF SUPERIOR COURT				
Clerk of Superior Court General Fund	10,780,120	0	10,780,120	10,857,071
Clerk of the Court Special Programs	1,568,344	0	1,411,675	1,412,060
TOTAL CLERK OF SUPERIOR COURT	12,348,464	0	12,191,795	12,269,131
CONSTABLES GENERAL FUND	1,256,064	0	1,256,064	1,335,427
COUNTY ATTORNEY				
County Attorney General Fund	23,322,376	0	23,322,376	23,485,005
County Attorney Grants	5,039,157	0	4,233,592	5,672,812
County Attorney Special Programs	12,718,714	0	7,766,955	10,876,621
TOTAL COUNTY ATTORNEY	41,080,247	0	35,322,923	40,034,438
PUBLIC DEFENSE SERVICES				
Public Defense Services General Fund	32,691,944	0	32,654,459	32,448,698
Public Defense Services Special Programs	748,816	0	537,536	667,651
TOTAL PUBLIC DEFENSE SERVICES	33,440,760	0	33,191,995	33,116,349

PIMA COUNTY
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES
FISCAL YEAR 2017/2018

FUNCTIONAL AREA/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2016/2017	EXPENSE ADJUSTMENTS APPROVED 2016/2017	ESTIMATED EXPENDITURES/ EXPENSES 2016/2017*	ADOPTED EXPENDITURES/ EXPENSES 2017/2018**
JUSTICE COURTS				
Justice Courts General Fund	8,328,213	0	8,435,524	8,410,835
Justice Courts Grants	0	0	8,680	15,000
Justice Court Special Programs	1,763,060	0	1,591,905	1,608,665
TOTAL JUSTICE COURTS	10,091,273	0	10,036,109	10,034,500
JUVENILE COURT CENTER				
Juvenile Court Center General Fund	23,238,576	0	23,238,576	23,545,243
Juvenile Court Grants	976,291	0	556,621	1,149,508
Juvenile Court Special Programs	8,984,809	0	6,959,204	8,619,235
TOTAL JUVENILE COURT CENTER	33,199,676	0	30,754,401	33,313,986
SHERIFF				
Sheriff General Fund	146,426,294	0	150,283,615	151,948,712
Sheriff Grants	5,888,204	0	4,439,052	5,886,725
Sheriff Special Programs	5,452,817	0	4,902,817	5,461,747
TOTAL SHERIFF	157,767,315	0	159,625,484	163,297,184
SUPERIOR COURT				
Superior Court General Fund	30,013,890	0	30,013,890	30,204,485
Superior Court Grants	1,222,008	0	748,406	668,627
Superior Court Mandated Services	1,789,687	0	1,789,687	1,790,879
Superior Court Special Programs	15,473,739	0	15,039,395	17,193,774
TOTAL SUPERIOR COURT	48,499,324	0	47,591,378	49,857,765
TOTAL JUSTICE & LAW	**337,683,123**	**0**	**329,970,149**	**343,258,780**
PUBLIC WORKS				
CAPITAL PROJECTS FUND	105,479,169	0	88,847,904	131,287,852
DEVELOPMENT SERVICES FUND	6,934,222	0	6,621,417	6,918,170
ENVIRONMENTAL QUALITY				
Environmental Quality General Fund	1,435,111	0	1,430,418	1,361,280
Environmental Quality Fund	3,359,957	0	3,169,573	3,500,657
Environmental Quality Grants	819,446	0	889,809	1,289,360
Environmental Quality Tire Fund	1,308,000	0	1,308,000	1,308,000
TOTAL ENVIRONMENTAL QUALITY	6,922,514	0	6,797,800	7,459,297
OFFICE OF SUSTAINABILITY & CONSERVATION				
Office of Sustainability & Conservation General Fund	1,549,516	0	1,542,846	1,629,887
Office of Sustainability Grants	0	0	16,670	0
TOTAL OFFICE OF SUSTAINABILITY & CONSERVATION	1,549,516	0	1,559,516	1,629,887
NATURAL RESOURCES, PARKS & RECREATION				
Parks General Fund	17,531,562	0	17,472,562	17,606,783
Parks & Recreation Grants	377,000	0	134,900	382,000
Parks Special Programs	3,900,904	0	3,892,301	2,438,780
TOTAL NATURAL RESOURCES, PARKS & RECREATION	21,809,466	0	21,499,763	20,427,563
PUBLIC WORKS ADMINISTRATION GENERAL FUND	2,923,943	0	2,817,779	2,941,714

PIMA COUNTY
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES
FISCAL YEAR 2017/2018

FUNCTIONAL AREA/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2016/2017	EXPENSE ADJUSTMENTS APPROVED 2016/2017	ESTIMATED EXPENDITURES/ EXPENSES 2016/2017*	ADOPTED EXPENDITURES/ EXPENSES 2017/2018**
REGIONAL FLOOD CONTROL DISTRICT				
Regional Flood Control District	16,472,029	0	16,472,029	16,548,778
Regional Flood Control District Grants	212,501	0	210,000	107,500
Regional Flood Control District Spec Progs	967,900	0	77,000	840,500
TOTAL REGIONAL FLOOD CONTROL DISTRICT	17,652,430	0	16,759,029	17,496,778
TRANSPORTATION				
Transportation	41,393,385	0	41,613,035	43,493,572
Transportation Grants	1,242,273	0	593,664	322,463
TOTAL TRANSPORTATION	42,635,658	0	42,206,699	43,816,035
REGIONAL WASTEWATER RECLAMATION				
Regional Wastewater Reclamation Fund	156,371,598	0	152,018,593	151,580,303
Regional Wastewater Reclamation Fund-Grants	0	0	232,500	0
TOTAL REGIONAL WASTEWATER RECLAMATION	156,371,598	0	152,251,093	151,580,303
TOTAL PUBLIC WORKS	**362,278,516**	**0**	**339,361,000**	**383,557,599**
TOTAL ALL FUNCTIONAL AREAS	**1,232,771,605**	**0**	**1,132,087,052**	**1,267,072,355**

* These amounts include actual expenditures/expenses recognized on the modified accrual or accrual basis as of February 28, 2017 plus projected expenditures/expenses for the remainder of the fiscal year.

** FY 2017/2018 amounts do not include the impact of the following Capital Improvement Programs: Regional Wastewater ($49,257,735), Fleet Services ($1,821,500) and Parking Garages ($238,761). Also excludes impact of principal payment of $53,580,004 of Regional Wastewater Management debt service.

PIMA COUNTY
FULL-TIME EMPLOYEES AND PERSONNEL COMPENSATION
FISCAL YEAR 2017/2018

FUND/DEPARTMENT	Full-Time Equivalent (FTE) 2017/2018	Employees Salaries & Hourly Costs 2017/2018	Retirement Costs 2017/2018	Health Care Costs 2017/2018	Other Benefit Costs 2017/2018	Total Estimated Personnel Compensation 2017/2018
GENERAL FUND						
GENERAL GOVERNMENT SERVICES						
ASSESSOR	130.50	5,589,020	644,804	1,026,860	482,339	7,743,023
BOARD OF SUPERVISORS	23.50	1,498,004	218,230	172,908	147,622	2,036,764
COUNTY ADMINISTRATOR	14.15	1,351,538	149,522	105,939	94,115	1,701,114
GENERAL GOVERNMENT SERVICES	587.80	34,173,313	3,801,458	5,144,557	3,199,801	46,319,129
RECORDER	40.00	1,451,393	166,556	267,640	124,174	2,009,763
TREASURER	34.50	1,639,962	197,787	268,719	136,065	2,242,533
TOTAL GENERAL GOVERNMENT SERVICES	830.45	45,703,230	5,178,357	6,986,623	4,184,116	62,052,326
COMMUNITY RESOURCES						
COMMUNITY & ECONOMIC DEVELOPMENT	112.97	4,627,125	439,080	656,786	393,008	6,115,999
SCHOOL SUPERINTENDENT	13.00	787,628	97,695	93,223	65,759	1,044,305
TOTAL COMMUNITY RESOURCES	125.97	5,414,753	536,775	750,009	458,767	7,160,304
HEALTH SERVICES						
BEHAVIORAL HEALTH	13.00	781,950	88,827	97,808	76,869	1,045,454
MEDICAL EXAMINER	32.00	2,416,448	275,419	290,366	199,113	3,181,346
TOTAL HEALTH SERVICES	45.00	3,198,398	364,246	388,174	275,982	4,226,800
JUSTICE & LAW						
CLERK OF THE SUPERIOR COURT	197.00	7,878,247	907,637	1,400,152	683,577	10,869,613
CONSTABLES	13.00	733,010	158,617	131,739	93,185	1,116,551
COUNTY ATTORNEY	341.00	17,582,264	2,166,852	2,187,892	1,424,007	23,361,015
JUSTICE & LAW	270.75	15,557,015	1,775,111	2,047,268	1,309,061	20,688,455
JUSTICE COURTS	134.50	5,713,072	780,944	918,616	477,562	7,890,194
JUVENILE COURT CENTER	349.00	13,658,288	2,525,549	2,656,481	1,598,923	20,439,241
SHERIFF	1,489.25	75,803,971	28,280,044	12,715,172	9,175,203	125,974,390
SUPERIOR COURT	400.00	20,155,471	3,064,571	2,953,811	1,843,181	28,017,034
TOTAL JUSTICE & LAW	3,194.50	157,081,338	39,659,325	25,011,131	16,604,699	238,356,493

PIMA COUNTY
FULL-TIME EMPLOYEES AND PERSONNEL COMPENSATION
FISCAL YEAR 2017/2018

FUND/DEPARTMENT	Full-Time Equivalent (FTE) 2017/2018	Employees Salaries & Hourly Costs 2017/2018	Retirement Costs 2017/2018	Health Care Costs 2017/2018	Other Benefit Costs 2017/2018	Total Estimated Personnel Compensation 2017/2018
PUBLIC WORKS						
ENVIRONMENTAL QUALITY	3.00	225,518	25,935	24,390	24,375	300,218
NATURAL RESOURCES, PARKS & RECREATION	279.35	10,593,938	1,050,272	1,770,623	1,233,510	14,648,343
PUBLIC WORKS ADMINISTRATION	30.00	2,214,617	253,285	261,627	181,439	2,910,968
OFFICE OF SUSTAINABILITY & CONSERVATION	17.90	1,217,047	139,961	140,496	100,523	1,598,027
PUBLIC WORKS	330.25	14,251,120	1,469,453	2,197,136	1,539,847	19,457,556
TOTAL GENERAL FUND	**4,526.17**	**225,648,839**	**47,208,156**	**35,333,073**	**23,063,411**	**331,253,479**
SPECIAL REVENUE FUNDS						
GENERAL GOVERNMENT SERVICES						
COUNTY ADMINISTRATOR GRANTS	1.00	48,000	5,520	5,277	4,131	62,928
OFC. Of EMERGENCY MGMT/HOMELAND SECURITY GRANTS	8.00	524,605	60,330	73,833	45,432	704,200
RECORDER DOCUMENT STORAGE & RETRIEVAL	7.00	508,141	58,436	55,257	42,800	664,634
WIRELESS INTEGRATED NETWORK	10.00	710,162	81,668	76,442	57,955	926,227
TOTAL GENERAL GOVERNMENT SERVICES	26.00	1,790,908	205,954	210,809	150,318	2,357,989
COMMUNITY RESOURCES						
ATTRACTIONS & TOURISM	4.15	285,211	32,420	36,966	24,094	378,691
COMMUNITY DEVELOPMENT & NEIGHBORHOOD CONSERVATION GRANTS	14.00	697,144	77,885	89,002	60,161	924,192
COMMUNITY SERVICES EMPLOYMENT & TRAINING GRANTS	55.00	2,183,111	246,153	354,385	181,743	2,965,392
COUNTY FREE LIBRARY	390.00	15,241,378	1,441,541	2,196,228	1,319,777	20,198,924
PIMA VOCATIONAL HIGH SCHOOL	15.00	573,480	65,950	115,143	47,743	802,316
STADIUM DISTRICT	44.25	1,720,835	180,565	306,970	198,325	2,406,695
TOTAL COMMUNITY RESOURCES	522.40	20,701,159	2,044,514	3,098,694	1,831,843	27,676,210

PIMA COUNTY
FULL-TIME EMPLOYEES AND PERSONNEL COMPENSATION
FISCAL YEAR 2017/2018

FUND/DEPARTMENT	Full-Time Equivalent (FTE) 2017/2018	Employees Salaries & Hourly Costs 2017/2018	Retirement Costs 2017/2018	Health Care Costs 2017/2018	Other Benefit Costs 2017/2018	Total Estimated Personnel Compensation 2017/2018
HEALTH SERVICES						
HEALTH	184.00	9,208,467	1,056,038	1,361,331	827,939	12,453,775
HEALTH GRANTS	110.30	4,490,090	501,060	783,011	386,950	6,161,111
PIMA ANIMAL CARE CENTER	96.00	3,773,694	415,173	673,567	368,196	5,230,630
TOTAL HEALTH SERVICES	390.30	17,472,251	1,972,271	2,817,909	1,583,085	23,845,516
JUSTICE & LAW						
CLERK OF THE SUPERIOR COURT SPECIAL PROGRAMS	8.50	322,026	36,715	62,626	26,748	448,115
COUNTY ATTORNEY GRANTS	49.00	2,314,247	340,431	295,959	187,879	3,138,516
COUNTY ATTORNEY SPECIAL PROGRAMS	63.00	2,622,029	296,711	219,014	212,203	3,349,957
JUSTICE COURTS SPECIAL PROGRAMS	17.00	540,512	41,367	46,357	43,805	672,041
JUVENILE COURT GRANTS	19.00	655,021	81,548	127,540	65,409	929,518
JUVENILE COURT SPECIAL PROGRAMS	79.75	3,284,120	599,119	619,571	367,669	4,870,479
SHERIFF GRANTS	35.00	3,160,359	419,938	208,864	159,959	3,949,120
SHERIFF SPECIAL PROGRAMS	8.00	289,654	39,646	67,846	26,634	423,780
SUPERIOR COURT SPECIAL GRANTS	26.30	1,109,488	140,010	178,106	105,750	1,533,354
SUPERIOR COURT SPECIAL PROGRAMS	217.60	9,422,306	1,847,923	1,668,087	1,067,884	14,006,200
TOTAL JUSTICE & LAW	523.15	23,719,762	3,843,408	3,493,970	2,263,940	33,321,080
PUBLIC WORKS						
ENVIRONMENTAL QUALITY FUND	31.00	1,888,853	217,103	253,863	235,547	2,595,366
ENVIRONMENTAL QUALITY GRANTS	8.00	391,801	44,199	45,821	36,044	517,865
PARKS SPECIAL PROGRAMS	4.50	183,786	18,578	16,573	17,837	236,774
REGIONAL FLOOD CONTROL DISTRICT	59.20	4,072,817	457,987	535,474	399,415	5,465,693
TRANSPORTATION	286.00	14,355,496	1,552,477	2,524,440	1,672,347	20,104,760
TOTAL PUBLIC WORKS	388.70	20,892,753	2,290,344	3,376,171	2,361,190	28,920,458
TOTAL SPECIAL REVENUE FUNDS	**1,850.55**	**84,576,833**	**10,356,491**	**12,997,553**	**8,190,376**	**116,121,253**

SCHEDULE G

PIMA COUNTY
FULL-TIME EMPLOYEES AND PERSONNEL COMPENSATION
FISCAL YEAR 2017/2018

FUND/DEPARTMENT	Full-Time Equivalent (FTE) 2017/2018	Employees Salaries & Hourly Costs 2017/2018	Retirement Costs 2017/2018	Health Care Costs 2017/2018	Other Benefit Costs 2017/2018	Total Estimated Personnel Compensation 2017/2018
ENTERPRISE FUNDS						
GENERAL GOVERNMENT SERVICES						
PARKING GARAGES	5.00	191,689	21,882	37,571	17,667	268,809
TOTAL GENERAL GOVERNMENT SERVICES	5.00	191,689	21,882	37,571	17,667	268,809
PUBLIC WORKS						
DEVELOPMENT SERVICES	56.00	3,604,500	413,449	441,842	322,424	4,782,215
REGIONAL WASTEWATER RECLAMATION	457.00	24,385,649	2,631,946	3,845,465	2,412,678	33,275,738
TOTAL PUBLIC WORKS	513.00	27,990,149	3,045,395	4,287,307	2,735,102	38,057,953
TOTAL ENTERPRISE FUNDS	518.00	28,181,838	3,067,277	4,324,878	2,752,769	38,326,762
GRAND TOTAL ALL FUNDS	**6,894.72**	**338,407,510**	**60,631,924**	**52,655,504**	**34,006,556**	**485,701,494**

THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY

INTERNAL SERVICE FUNDS						
FLEET SERVICES	56.00	2,601,362	296,891	452,745	296,838	3,647,836
HEALTH BENEFITS TRUST FUND	14.00	695,331	79,952	94,287	63,267	932,837
RISK MANAGEMENT	21.00	1,186,756	136,477	114,621	105,380	1,543,234
IT: COMPUTER HARDWARE SOFTWARE ISF	54.00	3,507,686	400,171	457,835	301,649	4,667,341
TELECOMMUNICATIONS	14.00	1,025,788	117,966	146,059	91,379	1,381,192
WIRELESS INTEGRATED NETWORK-SUBSCRIBER SERVICES	2.00	131,839	15,162	10,872	10,687	168,560
TOTAL INTERNAL SERVICE FUNDS	161.00	9,148,762	1,046,619	1,276,419	869,200	12,341,000

SUMMARY SCHEDULES

Summary of Changes in Fund Balances

Summary of Expenditures by Fund and Department

Summary of Revenues by Fund and Category

Summary of Expenditures by Functional Area and Department

Summary of Revenues by Functional Area and Department

Summary of Expenditures by Fund and Object: Bureau

Summary of Adopted Full Time Equivalent Positions

SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2015/2016 - 2017/2018

	Actual 2015/2016	Adopted 2016/2017	Adopted 2017/2018
GENERAL FUND			
Fund Balance, Beginning (See note)	48,072,426	59,323,758	66,995,846
Revenue			
Taxes	336,904,381	338,267,342	342,307,832
Licenses & Permits	3,135,232	3,205,600	3,424,500
Intergovernmental	145,906,815	151,588,844	155,289,645
Charges for Services	44,465,034	46,486,307	41,167,440
Fines & Forfeits	3,401,054	3,812,551	3,737,925
Investment Earnings	388,830	220,518	563,377
Miscellaneous Revenue	6,511,478	6,269,691	3,562,478
Total Revenue	**540,712,824**	**549,850,853**	**550,053,197**
Expenditures			
General Government Services	(149,487,604)	(226,162,379)	(206,664,848)
Community Resources	(13,778,985)	(16,417,248)	(17,341,768)
Health Services	(34,834,057)	(44,475,176)	(44,662,817)
Justice & Law	(269,368,505)	(277,847,164)	(284,026,355)
Public Works	(21,261,115)	(23,440,132)	(23,539,664)
Total Expenditures	**(488,730,266)**	**(588,342,099)**	**(576,235,452)**
Bond Proceeds	0	0	0
Net Operating Transfers	(23,425,597)	(20,832,512)	(40,813,591)
Other Adjustments	1,121,756	0	0
Fund Balance, Ending	**77,751,143**	**0**	**0**
SPECIAL REVENUE			
Fund Balance, Beginning (See note)	58,334,157	45,000,846	45,427,112
Revenue			
Taxes	60,283,944	63,258,168	82,827,192
Licenses and Permits	5,689,050	5,581,710	5,623,403
Intergovernmental	141,297,506	147,859,340	156,457,972
Charges for Services	13,806,044	16,500,536	16,163,290
Fines & Forfeits	5,018,789	3,791,470	3,761,900
Investment Earnings	385,129	234,189	286,062
Miscellaneous	9,927,909	12,196,142	11,717,402
Total Revenue	**236,408,371**	**249,421,555**	**276,837,221**
Expenditures			
General Government Services	(5,649,202)	(15,306,515)	(14,546,582)
Community Resources	(63,765,311)	(74,312,486)	(80,515,929)
Health Services	(31,416,966)	(37,479,345)	(38,545,006)
Justice & Law	(41,907,543)	(59,835,959)	(59,232,425)
Public Works	(65,778,832)	(70,053,395)	(70,231,610)
Total Expenditures	**(208,517,854)**	**(256,987,700)**	**(263,071,552)**
Bond Proceeds	0	0	100,000
Net Operating Transfers	(28,270,360)	(23,413,027)	(55,288,875)
Other Adjustments	(968,579)	0	0
Fund Balance, Ending	**56,985,735**	**14,021,674**	**4,003,906**

SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2015/2016 - 2017/2018

	Actual 2015/2016	Adopted 2016/2017	Adopted 2017/2018
DEBT SERVICE			
Fund Balance, Beginning (See note)	8,423,627	5,412,494	2,262,007
Revenue			
Taxes	52,725,631	54,189,900	55,923,480
Intergovernmental	13,933	0	0
Investment Earnings	226,242	95,000	215,000
Miscellaneous	43,289	0	0
Total Revenue	**53,009,095**	**54,284,900**	**56,138,480**
Expenditures			
General Government Services	(120,777,717)	(115,455,401)	(134,790,376)
Total Expenditures	**(120,777,717)**	**(115,455,401)**	**(134,790,376)**
Bond Proceeds	11,302,134	0	0
Net Operating Transfers	54,698,853	60,560,548	81,111,510
Other Adjustments	(9)	0	0
Fund Balance, Ending	**6,655,983**	**4,802,541**	**4,721,621**
CAPITAL PROJECTS			
Fund Balance, Beginning (See note)	129,834,930	64,777,417	37,445,152
Revenue			
Intergovernmental	27,249,553	27,435,634	16,324,513
Charges for Services	3,988,016	3,186,670	3,552,000
Investment Earnings	811,908	283,076	382,271
Miscellaneous	890,000	217,209	305,313
Total Revenue	**32,939,477**	**31,122,589**	**20,564,097**
Expenditures			
Public Works	(70,472,957)	(105,479,169)	(131,287,852)
Total Expenditures	**(70,472,957)**	**(105,479,169)**	**(131,287,852)**
Bond Proceeds	35,185,000	35,681,000	70,000,000
Net Operating Transfers	(21,509,536)	(9,423,264)	42,061,494
Other Adjustments	8	0	0
Fund Balance, Ending	**105,976,922**	**16,678,573**	**38,782,891**
ENTERPRISE			
Fund Balance, Beginning (See note)	151,091,602	159,239,559	185,998,904
Revenue			
Charges for Services	170,690,154	171,965,655	174,357,743
Fines & Forfeits	8,219	5,000	8,000
Intergovernmental	34,389	0	0
Investment Earnings	1,299,319	808,132	1,037,132
Licenses and Permits	5,579,082	6,910,071	6,943,532
Miscellaneous	670,043	1,819,990	286,085
Capital Contributions	6,499,637	5,000,000	0
Total Revenue	**184,780,843**	**186,508,848**	**182,632,492**

SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2015/2016 - 2017/2018

	Actual 2015/2016	Adopted 2016/2017	Adopted 2017/2018
Expenditures			
General Government Services	(2,348,892)	(3,201,416)	(3,188,650)
Public Works	(158,118,475)	(163,305,820)	(158,498,473)
Total Expenditures	**(160,467,367)**	**(166,507,236)**	**(161,687,123)**
Bond Proceeds	0	45,000,000	45,000,000
Net Operating Transfers	20,189,906	(5,882,675)	(25,390,275)
Other Adjustments	(26,153,495)	0	0
Fund Balance, Ending	**169,441,489**	**218,358,496**	**226,553,998**
INTERNAL SERVICE			
Fund Balance, Beginning (See note)	126,085,045	132,994,338	133,941,772
Revenue			
Charges for Services	121,633,811	129,160,964	129,996,585
Intergovernmental	52,351	3,500	41,000
Investment Earnings	1,456,030	793,409	1,186,307
Miscellaneous	2,386,073	2,291,991	2,258,420
Total Revenue	**125,528,265**	**132,249,864**	**133,482,312**
Expenditures			
General Government Services	(120,522,904)	(133,115,251)	(132,231,150)
Total Expenditures	**(120,522,904)**	**(133,115,251)**	**(132,231,150)**
Bond Proceeds	0	0	0
Net Operating Transfers	(1,683,252)	(1,009,070)	(1,680,263)
Other Adjustments	(114,195)	0	0
Fund Balance, Ending	**129,292,959**	**131,119,881**	**133,512,671**

Note:

Fund balances on this schedule are not comparable from year to year because the beginning budgeted fund balances for fiscal year 2016/2017 and fiscal year 2017/2018 are based on estimates made before the end of each preceeding year. In addition, amounts do not include the impact from the Enterprise Funds and Internal Service Funds for Capital Improvement Programs and debt principal payments.

SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEARS 2015/2016 - 2017/2018

FUND/DEPARTMENT	ACTUAL 2015/2016	ADOPTED 2016/2017	ADOPTED 2017/2018
GENERAL FUND			
GENERAL GOVERNMENT SERVICES			
ASSESSOR	7,678,291	8,651,426	8,721,899
BOARD OF SUPERVISORS	1,846,062	2,185,295	2,405,760
CLERK OF THE BOARD	1,356,355	1,523,611	1,551,607
COUNTY ADMINISTRATOR	1,465,546	1,934,592	2,017,626
ELECTIONS	3,618,214	5,756,419	4,110,991
FACILITIES MANAGEMENT	18,573,755	21,375,454	22,630,348
FINANCE & RISK MANAGEMENT	16,609,239	18,734,741	18,738,067
GENERAL GOVERNMENT SERVICES ADMINISTRATION	0	335,331	519,692
HUMAN RESOURCES	2,998,701	3,417,479	3,292,061
INFORMATION TECHNOLOGY	11,720,034	13,467,918	13,457,509
OFFICE OF EMERGENCY MANAGEMENT & HOMELAND SECURITY	345,290	400,303	454,002
NON DEPARTMENTAL	74,484,268	139,017,182	120,809,449
PROCUREMENT	2,328,002	2,447,974	2,467,977
RECORDER	4,096,915	4,339,436	2,899,291
TREASURER	2,366,932	2,575,218	2,588,569
TOTAL GENERAL GOVERNMENT SERVICES	**149,487,604**	**226,162,379**	**206,664,848**
COMMUNITY RESOURCES			
COMMUNICATIONS OFFICE	964,245	1,874,594	2,052,081
COMMUNITY DEVELOPMENT & NEIGHBORHOOD CONSERVATION	4,154,338	4,552,232	4,528,145
COMMUNITY & ECONOMIC DEVELOPMENT GRANTS & DATA OFF	371,437	546,354	572,961
COMMUNITY SERVICES, EMPLOYMENT & TRAINING	6,149,936	7,043,908	7,521,379
KINO SPORTS COMPLEX	722,788	733,890	954,540
SCHOOL SUPERINTENDENT	1,416,241	1,666,270	1,712,662
TOTAL COMMUNITY RESOURCES	**13,778,985**	**16,417,248**	**17,341,768**
HEALTH SERVICES			
BEHAVIORAL HEALTH	31,277,255	40,777,750	40,816,182
MEDICAL EXAMINER	3,556,802	3,697,426	3,846,635
TOTAL HEALTH SERVICES	**34,834,057**	**44,475,176**	**44,662,817**
JUSTICE & LAW			
CLERK OF THE SUPERIOR COURT	10,197,599	10,780,120	10,857,071
CONSTABLES	1,245,363	1,256,064	1,335,427
COUNTY ATTORNEY	21,565,419	23,322,376	23,485,005
JUSTICE COURT AJO	611,597	698,399	701,886
JUSTICE COURT GREEN VALLEY	491,296	519,494	548,250
JUSTICE COURT TUCSON	6,841,645	7,110,320	7,160,699
JUVENILE COURT	22,307,284	23,238,576	23,545,243
PUBLIC DEFENSE SERVICES	32,031,609	32,691,944	32,448,698
SHERIFF	143,174,438	146,426,294	151,948,712
SUPERIOR COURT	30,902,255	31,803,577	31,995,364
TOTAL JUSTICE & LAW	**269,368,505**	**277,847,164**	**284,026,355**
PUBLIC WORKS			
ENVIRONMENTAL QUALITY	1,204,650	1,435,111	1,361,280
NATURAL RESOURCES, PARKS & RECREATION	16,694,955	17,531,562	17,606,783
OFFICE OF SUSTAINABILITY AND CONSERVATION	1,217,691	1,549,516	1,629,887
PUBLIC WORKS ADMINISTRATION	2,143,819	2,923,943	2,941,714
TOTAL PUBLIC WORKS	**21,261,115**	**23,440,132**	**23,539,664**
TOTAL GENERAL FUND	**488,730,266**	**588,342,099**	**576,235,452**

SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEARS 2015/2016 - 2017/2018

FUND/DEPARTMENT	ACTUAL 2015/2016	ADOPTED 2016/2017	ADOPTED 2017/2018
SPECIAL REVENUE FUNDS			
GENERAL GOVERNMENT SERVICES			
COUNTY ADMINISTRATOR	135,604	1,427,899	1,235,659
ELECTIONS	33,500	0	0
FACILITIES MANAGEMENT	383,701	895,887	545,000
FINANCE & RISK MANAGEMENT	30,246	6,047,044	6,032,096
OFFICE OF EMERGENCY MANAGEMENT & HOMELAND SECURITY	3,417,570	2,296,079	1,924,891
RECORDER	794,933	1,170,635	1,379,664
ROCKING K SOUTH CFD	0	0	50,000
TREASURER	97,297	354,000	481,000
WIRELESS INTEGRATED NETWORK	756,351	3,114,971	2,898,272
TOTAL GENERAL GOVERNMENT SERVICES	**5,649,202**	**15,306,515**	**14,546,582**
COMMUNITY RESOURCES			
ATTRACTIONS & TOURISM	2,161,066	2,273,432	2,264,591
COMMUNITY DEVELOPMENT & NEIGHBORHOOD CONSERVATION	4,265,425	6,015,960	7,547,011
COMMUNITY & ECONOMIC DEVELOPMENT GRANTS & DATA OFF	0	0	625,000
COMMUNITY SERVICES, EMPLOYMENT & TRAINING	14,691,327	16,574,129	20,271,140
COUNTY FREE LIBRARY	35,882,859	42,166,526	42,235,325
SCHOOL SUPERINTENDENT	1,911,254	1,884,000	1,961,000
STADIUM DISTRICT	4,853,380	5,398,439	5,611,862
TOTAL COMMUNITY RESOURCES	**63,765,311**	**74,312,486**	**80,515,929**
HEALTH SERVICES			
BEHAVIORAL HEALTH	318,847	784,314	0
HEALTH	22,207,329	26,803,679	28,134,673
MEDICAL EXAMINER	29,925	29,500	65,080
PIMA ANIMAL CARE CENTER	8,706,567	9,231,174	9,478,678
PIMA ANIMAL CARE CENTER-GRANTS	154,298	630,678	866,575
TOTAL HEALTH SERVICES	**31,416,966**	**37,479,345**	**38,545,006**
JUSTICE & LAW			
CLERK OF THE SUPERIOR COURT	1,507,305	1,568,344	1,412,060
COUNTY ATTORNEY	8,663,737	17,757,871	16,549,433
JUSTICE COURT AJO	0	23,000	23,000
JUSTICE COURT AJO-GRANTS	0	0	15,000
JUSTICE COURT GREEN VALLEY	86,568	105,362	38,770
JUSTICE COURT TUCSON	843,419	1,634,698	1,546,895
JUVENILE COURT	7,613,391	9,961,100	9,768,743
PUBLIC DEFENSE SERVICES	327,953	748,816	667,651
SHERIFF	6,929,178	11,341,021	11,348,472
SUPERIOR COURT	15,935,992	16,695,747	17,862,401
TOTAL JUSTICE & LAW	**41,907,543**	**59,835,959**	**59,232,425**
PUBLIC WORKS			
ENVIRONMENTAL QUALITY	4,765,416	5,487,403	6,098,017
NATURAL RESOURCES, PARKS & RECREATION	555,919	4,277,904	2,820,780
OFFICE OF SUSTAINABILITY AND CONSERVATION	1,447	0	0
REGIONAL FLOOD CONTROL DISTRICT	14,830,628	17,652,430	17,496,778
TRANSPORTATION	45,625,422	42,635,658	43,816,035
TOTAL PUBLIC WORKS	**65,778,832**	**70,053,395**	**70,231,610**
TOTAL SPECIAL REVENUE FUNDS	**208,517,854**	**256,987,700**	**263,071,552**

SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEARS 2015/2016 - 2017/2018

FUND/DEPARTMENT	ACTUAL 2015/2016	ADOPTED 2016/2017	ADOPTED 2017/2018
DEBT SERVICE FUND	**120,777,717**	**115,455,401**	**134,790,376**
CAPITAL PROJECTS	**70,472,957**	**105,479,169**	**131,287,852**
ENTERPRISE FUNDS			
GENERAL GOVERNMENT SERVICES			
FACILITIES MANAGEMENT	2,348,892	3,201,416	3,188,650
TOTAL GENERAL GOVERNMENT SERVICES	**2,348,892**	**3,201,416**	**3,188,650**
PUBLIC WORKS			
DEVELOPMENT SERVICES	6,690,148	6,934,222	6,918,170
REGIONAL WASTEWATER RECLAMATION	151,428,327	156,371,598	151,580,303
TOTAL PUBLIC WORKS	**158,118,475**	**163,305,820**	**158,498,473**
TOTAL ENTERPRISE FUNDS	**160,467,367**	**166,507,236**	**161,687,123**
TOTAL EXPENDITURES/EXPENSES	**1,048,966,161**	**1,232,771,605**	**1,267,072,355**
THE FOLLOWING IS PROVIDED FOR INFORMATION PURPOSES ONLY			
INTERNAL SERVICE FUNDS			
FLEET SERVICES	15,893,495	21,924,586	19,849,494
HEALTH BENEFITS TRUST FUND	59,063,361	69,635,384	69,772,329
PRINT SHOP	858,085	0	0
RISK MANAGEMENT	26,791,398	16,663,089	16,922,312
IT: COMPUTER HARDWARE SOFTWARE ISF	13,872,596	19,302,013	18,972,660
TELECOMMUNICATIONS	4,043,969	5,590,179	6,339,743
WIRELESS INTEGRATED NETWORK-SUBSCRIBER SERVICES	0	0	374,612
TOTAL INTERNAL SERVICE FUNDS	**120,522,904**	**133,115,251**	**132,231,150**
GRAND TOTAL ALL FUNDS	**1,169,489,065**	**1,365,886,856**	**1,399,303,505**

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2015/2016 - 2017/2018

SOURCE OF REVENUES	ACTUAL 2015/2016	ADOPTED 2016/2017	ADOPTED 2017/2018
General Fund			
Property Tax			
Real Property Taxes	321,088,763	323,289,441	327,756,452
Personal Property Taxes	10,225,573	8,922,746	8,682,548
Penalties/Delinquent Taxes	509,489	740,000	680,000
Interest/Delinquent Taxes	5,080,556	5,315,155	5,188,832
Total Property Tax	**336,904,381**	**338,267,342**	**342,307,832**
Licenses & Permits			
Business Licenses & Permits	3,135,232	3,205,600	3,424,500
Total Licenses & Permits	**3,135,232**	**3,205,600**	**3,424,500**
Intergovernmental			
Federal Grants & Aid	4,561,848	4,616,729	4,785,069
State Grants & Aid	1,599,407	1,627,505	837,564
Sales & Use Tax	107,515,175	112,100,000	115,200,000
Shared Vehicle License Tax	26,301,384	27,000,000	28,250,000
Alcoholic Beverages	26,600	44,000	50,000
Other Local Government	414,185	812,850	293,900
Transient Lodging Tax	5,488,216	5,387,760	5,873,112
Total Intergovernmental	**145,906,815**	**151,588,844**	**155,289,645**
Charges For Services			
Interdepartmental Charges	0	232,500	290,625
Health Fees	1,626,678	1,786,700	1,786,200
Court Fees	5,995,811	5,979,432	5,861,873
General Government	2,299,633	2,280,181	2,163,503
Correctional Housing	6,998,943	7,970,000	7,000,000
Recorder Fees	2,737,956	1,989,250	3,002,085
Sheriff Dept Fees	1,011,710	1,208,000	950,000
Culture & Recreation Fees	1,019,858	849,507	826,800
Contributions/Pub Enterprs	22,774,445	24,190,737	19,286,354
Total Charges For Services	**44,465,034**	**46,486,307**	**41,167,440**
Fines and Forfeits			
Justice CTS-Fines	2,684,404	3,027,551	2,952,925
Superior CTS-Fines	292,435	275,000	275,000
Other Fines & Forfeits	424,215	510,000	510,000
Total Fines and Forfeits	**3,401,054**	**3,812,551**	**3,737,925**
Investment Earnings			
Investment Earnings	388,830	220,518	563,377
Total Investment Earnings	**388,830**	**220,518**	**563,377**
Miscellaneous			
Rents and Royalties	3,750,918	3,598,024	824,001
Other Misc. Revenues	2,760,560	2,671,667	2,738,477
Total Miscellaneous	**6,511,478**	**6,269,691**	**3,562,478**
Total General Fund Revenue	**540,712,824**	**549,850,853**	**550,053,197**
Special Revenue Funds			
County Free Library			
Property Taxes	38,821,139	39,877,071	40,384,319

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2015/2016 - 2017/2018

SOURCE OF REVENUES	ACTUAL 2015/2016	ADOPTED 2016/2017	ADOPTED 2017/2018
Intergovernmental	214,901	313,900	236,500
Fines & Forfeits	560,538	600,000	600,000
Charges for Services	248,738	900,000	280,000
Investment Earnings	45,363	25,000	40,000
Miscellaneous	277,790	450,000	505,000
Total County Free Library	**40,168,469**	**42,165,971**	**42,045,819**
Employment and Training			
Intergovernmental	13,053,988	14,545,188	18,750,778
Investment Earnings	2,230	1,500	2,200
Miscellaneous	915,015	1,448,289	1,037,113
Total Employment and Training	**13,971,233**	**15,994,977**	**19,790,091**
Environmental Quality			
Licenses and Permits	2,216,142	2,148,110	2,192,857
Intergovernmental	1,731,455	1,919,446	2,389,124
Charges for Services	500	0	0
Investment Earnings	27,802	21,370	27,210
Miscellaneous	22,037	30,160	30,280
Total Environmental Quality	**3,997,936**	**4,119,086**	**4,639,471**
Health			
Licenses and Permits	2,294,130	2,280,000	2,278,246
Intergovernmental	13,737,046	13,696,158	15,202,724
Charges for Services	2,172,636	3,042,109	2,869,635
Fines & Forfeits	104,808	86,470	72,900
Investment Earnings	30,613	2,000	4,000
Miscellaneous	2,564,479	1,420,225	1,114,487
Total Health	**20,903,712**	**20,526,962**	**21,541,992**
Regional Flood Control District			
Property Taxes	21,462,805	23,381,097	22,916,348
Licenses and Permits	615	1,100	1,100
Intergovernmental	415,650	239,970	49,970
Charges for Services	57,383	1,070,000	1,070,000
Fines & Forfeits	50	0	0
Investment Earnings	46,723	19,767	45,000
Miscellaneous	73,361	58,845	74,475
Total Regional Flood Control District	**22,056,587**	**24,770,779**	**24,156,893**
Stadium District			
Intergovernmental	1,612,245	1,620,000	1,537,200
Charges for Services	989,552	803,275	845,000
Investment Earnings	5,113	5,000	5,000
Miscellaneous	7,586	0	0
Total Stadium District	**2,614,496**	**2,428,275**	**2,387,200**
Transportation			
Property Taxes	0	0	19,526,525
Licenses and Permits	1,178,163	1,152,500	1,151,200
Intergovernmental	56,343,864	58,639,114	60,451,000
Charges for Services	97,338	244,850	204,650
Investment Earnings	37,954	25,000	0
Miscellaneous	406,330	286,432	207,750

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2015/2016 - 2017/2018

SOURCE OF REVENUES	ACTUAL 2015/2016	ADOPTED 2016/2017	ADOPTED 2017/2018
Total Transportation	**58,063,649**	**60,347,896**	**81,541,125**
Other Special Revenue Funds & Grants			
Intergovernmental	54,188,357	56,885,564	57,840,676
Charges for Services	10,239,897	10,440,302	10,894,005
Fines & Forfeits	4,353,393	3,105,000	3,089,000
Investment Earnings	189,331	134,552	162,652
Miscellaneous	5,661,311	8,502,191	8,748,297
Total Other Special Revenue Funds & Grants	**74,632,289**	**79,067,609**	**80,734,630**
Total Special Revenue Funds	**236,408,371**	**249,421,555**	**276,837,221**
Debt Service			
Property Taxes	52,725,631	54,189,900	55,923,480
Intergovernmental	13,933	0	0
Investment Earnings	226,242	95,000	215,000
Miscellaneous	43,289	0	0
Total Debt Service	**53,009,095**	**54,284,900**	**56,138,480**
Capital Projects Funds			
Intergovernmental	27,249,553	27,435,634	16,324,513
Charges for Services	3,988,016	3,186,670	3,552,000
Investment Earnings	811,908	283,076	382,271
Miscellaneous	890,000	217,209	305,313
Total Capital Projects Funds	**32,939,477**	**31,122,589**	**20,564,097**
Enterprise Funds			
Development Services			
Licenses and Permits	5,556,981	6,890,071	6,923,532
Charges for Services	654,924	678,232	796,443
Investment Earnings	14,507	15,000	15,000
Miscellaneous	47,815	5,000	23,100
Total Development Services	**6,274,227**	**7,588,303**	**7,758,075**
Parking Garages			
Charges for Services	2,208,761	1,090,730	2,391,003
Investment Earnings	17,097	12,132	12,132
Miscellaneous	14,609	1,260,136	(150)
Total Parking Garages	**2,240,467**	**2,362,998**	**2,402,985**
Regional Wastewater Reclamation			
Licenses and Permits	22,101	20,000	20,000
Intergovernmental	34,389	0	0
Charges for Services	167,826,469	170,196,693	171,170,297
Fines & Forfeits	8,219	5,000	8,000
Investment Earnings	1,267,715	781,000	1,010,000
Miscellaneous	607,619	554,854	263,135
Capital Contributions	6,499,637	5,000,000	0
Total Regional Wastewater Reclamation	**176,266,149**	**176,557,547**	**172,471,432**
Total Enterprise Funds	**184,780,843**	**186,508,848**	**182,632,492**
Total Revenue	**1,047,850,610**	**1,071,188,745**	**1,086,225,487**

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2015/2016 - 2017/2018

SOURCE OF REVENUES	ACTUAL 2015/2016	ADOPTED 2016/2017	ADOPTED 2017/2018
THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY			
Internal Service Funds			
Fleet Services			
Intergovernmental	52,351	3,500	41,000
Charges for Services	18,849,675	20,056,377	20,180,081
Investment Earnings	270,285	145,000	185,000
Miscellaneous	91,601	86,500	80,000
Total Fleet Services	**19,263,912**	**20,291,377**	**20,486,081**
Print Shop			
Charges for Services	314,105	0	0
Investment Earnings	852	0	0
Miscellaneous	7	0	0
Total Print Shop	**314,964**	**0**	**0**
Health Benefits Trust Fund			
Charges for Services	62,742,509	68,899,643	69,136,187
Investment Earnings	186,012	75,690	220,000
Miscellaneous	2,183,230	1,967,200	2,029,409
Total Health Benefits Trust Fund	**65,111,751**	**70,942,533**	**71,385,596**
Risk Management			
Charges for Services	17,420,776	15,629,366	17,444,818
Investment Earnings	972,241	560,319	768,563
Miscellaneous	25,393	66,551	32,000
Total Risk Management	**18,418,410**	**16,256,236**	**18,245,381**
IT: Computer Hardware Software ISF			
Charges for Services	17,075,798	19,461,910	17,303,030
Investment Earnings	7,677	0	0
Miscellaneous	48,063	0	48,011
Total IT: Computer Hardware Software ISF	**17,131,538**	**19,461,910**	**17,351,041**
Telecommunications			
Charges for Services	5,230,948	5,113,668	5,535,721
Investment Earnings	18,963	12,400	10,000
Miscellaneous	37,779	171,740	0
Total Telecommunications	**5,287,690**	**5,297,808**	**5,545,721**
Wireless Integrated Network-Subscriber Services			
Charges for Services	0	0	396,748
Investment Earnings	0	0	2,744
Miscellaneous	0	0	69,000
Total Wireless Integrated Network-Subscriber Services	**0**	**0**	**468,492**
Total Internal Service Funds	**125,528,265**	**132,249,864**	**133,482,312**
Total All Funds	**1,173,378,875**	**1,203,438,609**	**1,219,707,799**

SUMMARY OF EXPENDITURES/EXPENSES BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2015/2016 - 2017/2018

FUNCTIONAL AREA/DEPARTMENT	ACTUAL 2015/2016	ADOPTED 2016/2017	ADOPTED 2017/2018
GENERAL GOVERNMENT SERVICES			
ASSESSOR	7,678,291	8,651,426	8,721,899
BOARD OF SUPERVISORS	1,846,062	2,185,295	2,405,760
CLERK OF THE BOARD	1,356,355	1,523,611	1,551,607
COUNTY ADMINISTRATOR	1,601,150	3,362,491	3,253,285
ELECTIONS	3,651,714	5,756,419	4,110,991
FACILITIES MANAGEMENT	21,306,348	25,472,757	26,363,998
FINANCE & RISK MANAGEMENT	16,639,485	24,781,785	24,770,163
GENERAL GOVERNMENT SERVICES ADMINISTRATION	0	335,331	519,692
HUMAN RESOURCES	2,998,701	3,417,479	3,292,061
INFORMATION TECHNOLOGY	11,720,034	13,467,918	13,457,509
NON DEPARTMENTAL	195,261,985	254,472,583	255,599,825
OFFICE OF EMERGENCY MANAGEMENT & HOMELAND SECURITY	3,762,860	2,696,382	2,378,893
PROCUREMENT	2,328,002	2,447,974	2,467,977
RECORDER	4,891,848	5,510,071	4,278,955
ROCKING K SOUTH CFD	0	0	50,000
TREASURER	2,464,229	2,929,218	3,069,569
WIRELESS INTEGRATED NETWORK	756,351	3,114,971	2,898,272
TOTAL GENERAL GOVERNMENT SERVICES	**278,263,415**	**360,125,711**	**359,190,456**
COMMUNITY RESOURCES			
ATTRACTIONS & TOURISM	2,161,066	2,273,432	2,264,591
COMMUNICATIONS OFFICE	964,245	1,874,594	2,052,081
COMMUNITY DEVELOPMENT & NEIGHBORHOOD CONSERVATION	8,419,763	10,568,192	12,075,156
COMMUNITY & ECONOMIC DEVELOPMENT GRANTS & DATA OFF	371,437	546,354	1,197,961
COMMUNITY SERVICES, EMPLOYMENT & TRAINING	20,841,263	23,618,037	27,792,519
COUNTY FREE LIBRARY	35,882,859	42,166,526	42,235,325
KINO SPORTS COMPLEX	722,788	733,890	954,540
SCHOOL SUPERINTENDENT	3,327,495	3,550,270	3,673,662
STADIUM DISTRICT	4,853,380	5,398,439	5,611,862
TOTAL COMMUNITY RESOURCES	**77,544,296**	**90,729,734**	**97,857,697**
HEALTH SERVICES			
BEHAVIORAL HEALTH	31,596,102	41,562,064	40,816,182
HEALTH	22,207,329	26,803,679	28,134,673
MEDICAL EXAMINER	3,586,727	3,726,926	3,911,715
PIMA ANIMAL CARE CENTER	8,706,567	9,231,174	9,478,678
PIMA ANIMAL CARE CENTER-GRANTS	154,298	630,678	866,575
TOTAL HEALTH SERVICES	**66,251,023**	**81,954,521**	**83,207,823**
JUSTICE & LAW			
CLERK OF THE SUPERIOR COURT	11,704,904	12,348,464	12,269,131
CONSTABLES	1,245,363	1,256,064	1,335,427
COUNTY ATTORNEY	30,229,156	41,080,247	40,034,438
JUSTICE COURT AJO	611,597	721,399	724,886
JUSTICE COURT AJO-GRANTS	0	0	15,000
JUSTICE COURT GREEN VALLEY	577,864	624,856	587,020
JUSTICE COURT TUCSON	7,685,064	8,745,018	8,707,594
JUVENILE COURT	29,920,675	33,199,676	33,313,986
PUBLIC DEFENSE SERVICES	32,359,562	33,440,760	33,116,349
SHERIFF	150,103,616	157,767,315	163,297,184
SUPERIOR COURT	46,838,247	48,499,324	49,857,765
TOTAL JUSTICE & LAW	**311,276,048**	**337,683,123**	**343,258,780**

SUMMARY OF EXPENDITURES/EXPENSES BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2015/2016 - 2017/2018

FUNCTIONAL AREA/DEPARTMENT	ACTUAL 2015/2016	ADOPTED 2016/2017	ADOPTED 2017/2018
PUBLIC WORKS			
CAPITAL PROJECTS	70,472,957	105,479,169	131,287,852
DEVELOPMENT SERVICES	6,690,148	6,934,222	6,918,170
ENVIRONMENTAL QUALITY	5,970,066	6,922,514	7,459,297
NATURAL RESOURCES, PARKS & RECREATION	17,250,874	21,809,466	20,427,563
OFFICE OF SUSTAINABILITY AND CONSERVATION	1,219,138	1,549,516	1,629,887
PUBLIC WORKS ADMINISTRATION	2,143,819	2,923,943	2,941,714
REGIONAL FLOOD CONTROL DISTRICT	14,830,628	17,652,430	17,496,778
REGIONAL WASTEWATER RECLAMATION	151,428,327	156,371,598	151,580,303
TRANSPORTATION	45,625,422	42,635,658	43,816,035
TOTAL PUBLIC WORKS	**315,631,379**	**362,278,516**	**383,557,599**
TOTAL ALL FUNCTIONAL AREAS	**1,048,966,161**	**1,232,771,605**	**1,267,072,355**
THE FOLLOWING IS PROVIDED FOR INFORMATION PURPOSES ONLY			
INTERNAL SERVICE FUNDS			
FLEET SERVICES	15,893,495	21,924,586	19,849,494
HEALTH BENEFITS TRUST FUND	59,063,361	69,635,384	69,772,329
PRINT SHOP	858,085	0	0
RISK MANAGEMENT	26,791,398	16,663,089	16,922,312
IT: COMPUTER HARDWARE SOFTWARE ISF	13,872,596	19,302,013	18,972,660
TELECOMMUNICATIONS	4,043,969	5,590,179	6,339,743
WIRELESS INTEGRATED NETWORK-SUBSCRIBER SERVICES	0	0	374,612
TOTAL INTERNAL SERVICE FUNDS	**120,522,904**	**133,115,251**	**132,231,150**
TOTAL ALL FUNDS	**1,169,489,065**	**1,365,886,856**	**1,399,303,505**

Note 1: **The Human Resources totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Health Benefits budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out of this summary. They are combined, however, in the Human Resources Department Summary on Page 10-84.**

Note 2: **The Finance & Risk Management totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Print Shop budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out of this summary. They are combined, however, in the Finance & Risk Management Department Summary on Page 10-48.**

Note 3: **The Finance & Risk Management totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Risk Management budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out of this summary. They are combined, however, in the Finance & Risk Management Department Summary on Page 10-48.**

Note 4: **The Information Technology totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Telecommunication which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out of this summary. They are combined, however, in the Information Technology Summary on Page 10-94.**

SUMMARY OF EXPENDITURES/EXPENSES BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2015/2016 - 2017/2018

FUNCTIONAL AREA/DEPARTMENT	ACTUAL 2015/2016	ADOPTED 2016/2017	ADOPTED 2017/2018

Note 5: **The Information Technology totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Information Technology - IT COMPUTER HARDWARE SOFTWARE ISF which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out of this summary. They are combined, however, in the Information Technology Summary on Page 10-94.**

Note 6: **The Wireless Integrated Network totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the WIRELESS INTEGRATED NETWORK-SUBSCRIBER SERVICES which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out of this summary. They are combined, however, in the Wireless Integrated Network Summary on Page 10-144.**

SUMMARY OF REVENUE BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2015/2016 - 2017/2018

FUNCTIONAL AREA/DEPARTMENT	ACTUAL REVENUE 2015/2016	ADOPTED REVENUE 2016/2017	ADOPTED REVENUE 2017/2018
GENERAL GOVERNMENT SERVICES			
ASSESSOR	3,310	1,000	500
BOARD OF SUPERVISORS	75	0	0
CLERK OF THE BOARD	2,725	2,100	2,100
COUNTY ADMINISTRATOR	125,515	1,427,561	1,985,659
ELECTIONS	902,709	1,452,293	203,100
FACILITIES MANAGEMENT	9,042,203	8,683,250	9,194,998
FINANCE & RISK MANAGEMENT	46,502	6,025,000	6,020,000
HUMAN RESOURCES	73,685	83,820	83,820
INFORMATION TECHNOLOGY	460,402	611,301	611,301
NON DEPARTMENTAL	560,558,034	569,517,574	575,913,343
OFFICE OF EMERGENCY MANAGEMENT & HOMELAND SECURITY	3,941,553	1,756,549	1,376,821
RECORDER	3,461,308	2,694,650	3,901,985
TREASURER	82,923	102,000	73,000
WIRELESS INTEGRATED NETWORK	0	2,907,686	3,003,448
TOTAL GENERAL GOVERNMENT SERVICES	**578,700,944**	**595,264,784**	**602,370,075**
COMMUNITY RESOURCES			
ATTRACTIONS & TOURISM	1,164,619	1,157,388	1,251,480
COMMUNICATIONS OFFICE	0	237,000	302,425
COMMUNITY & ECONOMIC DEVELOPMENT GRANTS & DATA OFC	519	0	625,000
COMMUNITY DEVELOPMENT & NEIGHBORHOOD CONSERVATION	5,079,221	5,737,227	7,841,443
COMMUNITY SERVICES, EMPLOYMENT & TRAINING	13,972,962	15,994,977	19,820,291
COUNTY FREE LIBRARY	40,168,469	42,165,971	42,045,819
KINO SPORTS COMPLEX	122,385	139,014	146,179
SCHOOL SUPERINTENDENT	1,810,073	2,189,000	2,306,000
STADIUM DISTRICT	2,614,496	2,428,275	2,387,200
TOTAL COMMUNITY RESOURCES	**64,932,744**	**70,048,852**	**76,725,837**
HEALTH SERVICES			
BEHAVIORAL HEALTH	505,477	854,079	69,765
HEALTH	12,816,320	13,351,734	14,667,844
MEDICAL EXAMINER	1,758,131	1,891,000	1,901,200
PIMA ANIMAL CARE CENTER	8,087,392	7,175,228	6,874,148
TOTAL HEALTH SERVICES	**23,167,320**	**23,272,041**	**23,512,957**
JUSTICE & LAW			
CLERK OF THE SUPERIOR COURT	3,074,333	3,338,916	3,265,949
CONSTABLES	544,578	388,424	388,424
COUNTY ATTORNEY	9,507,884	10,278,708	10,611,635
JUSTICE COURT AJO	165,181	255,455	168,952
JUSTICE COURT GREEN VALLEY	231,455	215,101	208,541
JUSTICE COURT TUCSON	7,475,751	7,681,692	7,681,692
JUVENILE COURT	7,787,426	9,183,105	9,019,509
PUBLIC DEFENSE SERVICES	2,022,957	1,779,123	1,674,230
SHERIFF	16,673,739	19,445,704	17,990,625
SUPERIOR COURT	16,192,888	17,382,385	17,914,530
TOTAL JUSTICE & LAW	**63,676,192**	**69,948,613**	**68,924,087**
PUBLIC WORKS			
CAPITAL PROJECTS	32,939,477	31,122,589	20,564,097
DEVELOPMENT SERVICES	6,274,227	7,588,303	7,758,075
ENVIRONMENTAL QUALITY	4,010,655	4,119,086	4,639,471
NATURAL RESOURCES, PARKS & RECREATION	2,413,880	4,332,841	1,423,550

SUMMARY OF REVENUE BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2015/2016 - 2017/2018

FUNCTIONAL AREA/DEPARTMENT	ACTUAL REVENUE 2015/2016	ADOPTED REVENUE 2016/2017	ADOPTED REVENUE 2017/2018
OFFICE OF SUSTAINABILITY AND CONSERVATION	8,503	250	250
REGIONAL FLOOD CONTROL	22,056,587	24,770,779	24,156,893
REGIONAL WASTEWATER RECLAMATION	176,266,149	176,557,547	172,471,432
TRANSPORTATION	73,403,932	64,163,060	83,678,763
TOTAL PUBLIC WORKS	**317,373,410**	**312,654,455**	**314,692,531**
TOTAL ALL FUNCTIONAL AREAS	**1,047,850,610**	**1,071,188,745**	**1,086,225,487**
THE FOLLOWING IS PROVIDED FOR INFORMATION PURPOSES ONLY			
INTERNAL SERVICE FUNDS			
FLEET SERVICES	19,263,912	20,291,377	20,486,081
HEALTH BENEFITS TRUST FUND	65,111,751	70,942,533	71,385,596
IT: COMPUTER HARDWARE SOFTWARE ISF	17,131,538	19,461,910	17,351,041
PRINT SHOP	314,964	0	0
RISK MANAGEMENT	18,418,410	16,256,236	18,245,381
TELECOMMUNICATIONS	5,287,690	5,297,808	5,545,721
WIN SUBSCRIBER SERVICES	0	0	468,492
TOTAL INTERNAL SERVICE FUNDS	**125,528,265**	**132,249,864**	**133,482,312**
TOTAL ALL FUNDS	**1,173,378,875**	**1,203,438,609**	**1,219,707,799**

Note 1: The Human Resources totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Health Benefits budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out of this summary. They are combined, however, in the Human Resources Department Summary on Page 10-84.

Note 2: The Finance & Risk Management totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Print Shop budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out of this summary. They are combined, however, in the Finance & Risk Management Department Summary on Page 10-48.

Note 3: The Finance & Risk Management totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Risk Management budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out of this summary. They are combined, however, in the Finance & Risk Management Department Summary on Page 10-48.

Note 4: The Information Technology totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Telecommunication which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out of this summary. They are combined, however, in the Information Technology Summary on Page 10-94.

Note 5: The Information Technology totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Information Technology - IT COMPUTER HARDWARE SOFTWARE ISF which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out of this summary. They are combined, however, in the Information Technology Summary on Page 10-94.

Note 6: The Wireless Integrated Network totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the WIRELESS INTEGRATED NETWORK-SUBSCRIBER SERVICES which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out of this summary. They are combined, however, in the Wireless Integrated Network Summary on Page 10-144.

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: BUREAU

Fund Group / Bureau	Personnel Services	Operating Expenses	Capital Equipment	Other	Total Expenditures
GENERAL FUND					
Assessor	7,743,023	968,876	10,000		8,721,899
Behavioral Health	1,352,713	39,463,469			40,816,182
Board of Supervisors	2,038,264	367,496			2,405,760
Clerk of the Board	1,144,199	407,408			1,551,607
Clerk of the Superior Court	10,196,021	661,050			10,857,071
Communications Office	1,454,126	597,955			2,052,081
Community & Economic Development Grants & Data Ofc	291,389	281,572			572,961
Community Development & Neighborhood Conservation	833,092	3,695,053			4,528,145
Community Services Employment & Training	2,806,421	4,714,958			7,521,379
Constables	1,116,551	218,876			1,335,427
County Administrator	1,575,719	366,907	75,000		2,017,626
County Attorney	21,575,719	1,909,286			23,485,005
Elections	2,317,294	1,793,697			4,110,991
Environmental Quality	312,550	1,048,730			1,361,280
Facilities Management	8,861,413	13,768,935			22,630,348
Finance & Risk Management	15,720,428	3,017,639			18,738,067
General Government Revenues		423,050			423,050
General Government Services Administration	498,957	20,735			519,692
Human Resources	2,412,253	879,808			3,292,061
Information Technology	10,089,387	3,368,122			13,457,509
Justice Court Ajo	567,661	134,225			701,886
Justice Court Green Valley	524,090	24,160			548,250
Justice Court Tucson	6,536,194	624,505			7,160,699
Juvenile Court	20,408,644	3,136,599			23,545,243
Kino Sports Complex	330,477	376,063	248,000		954,540
Medical Examiner	3,202,946	643,689			3,846,635
Natural Resources Parks and Recreation	12,548,138	5,058,645			17,606,783
Non Departmental	127,657	119,195,713	2,000	1,061,029	120,386,399
Office of Emergency Management & Homeland Security	46,930	382,272	24,800		454,002
Office of Sustainability and Conservation	1,327,571	302,316			1,629,887
Procurement	2,328,802	139,175			2,467,977
Public Defense Services	20,756,101	11,692,597			32,448,698
Public Works Administration	2,386,968	554,746			2,941,714
Recorder	2,009,763	889,528			2,899,291
School Superintendent	1,079,305	633,357			1,712,662
Sheriff	125,583,248	26,355,464	10,000		151,948,712
Superior Court	27,936,156	4,059,208			31,995,364
Treasurer	2,242,533	346,036			2,588,569
TOTAL GENERAL FUND	**322,282,703**	**252,521,920**	**369,800**	**1,061,029**	**576,235,452**
SPECIAL REVENUE FUNDS					
County Free Library					
Library	20,651,524	21,432,801			42,084,325
County Free Library Grants		151,000			151,000
Total County Free Library	**20,651,524**	**21,583,801**	**0**	**0**	**42,235,325**
Environmental Quality					
Environmental Quality	2,538,961	938,382	23,314		3,500,657
Environmental Quality Grants	488,286	661,566	139,508		1,289,360
Tire Fund	11,851	1,296,149			1,308,000
Total Environmental Quality	**3,039,098**	**2,896,097**	**162,822**	**0**	**6,098,017**
Other Special Revenue					
Clerk of Superior Court Victim Location Fund		3,729			3,729
Clerk of the Superior Court - Child Support Incentive	25,146				25,146
Clerk of the Superior Court - Document Storage & Retrieval	411,763	65,223			476,986
Clerk of the Superior Court - Local Court Automation Fund	483,253	62,223			545,476

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: BUREAU

Fund Group / Bureau	Personnel Services	Operating Expenses	Capital Equipment	Other	Total Expenditures
Clerk of the Superior Court - FARE					0
Clerk of the Superior Court - Spousal Maintenance Enforcement	17,436	6,025			23,461
Clerk of the Superior Court - Time Pay Fees	76,262	165,000	95,000		336,262
COC Address Confidentiality Fee		1,000			1,000
Community & Economic Development Grants		625,000			625,000
Community Development & Neighborhood Conservation - Grants	1,131,748	6,415,263			7,547,011
Community Services Employment & Training - Grants	3,437,369	15,648,142			19,085,511
County Administrator Grants	854,523	381,136			1,235,659
County Attorney - Bad Check Program	128,667	19,775			148,442
County Attorney - Consumer Protection	33,116				33,116
County Attorney - Employer Sanctions	109,113	8,000			117,113
County Attorney - Fill the Gap	995,693	66,779			1,062,472
County Attorney - Law Enforcement Antiracketeer	1,156,384	6,589,634	50,000		7,796,018
County Attorney - Victim Restitution		15,000			15,000
County Attorney - Victim Witness Comp	99,156	170,000			269,156
County Attorney Grants	3,872,305	1,728,507	72,000		5,672,812
County Attorney Special Revenue	827,828	276,876	30,600		1,135,304
A&T Leased Property	136,814	140,004			276,818
A&T Outside Agency		1,508,250			1,508,250
A&T Special Revenue	298,719	180,804			479,523
Facilities Management - Facilities Renewal	45,000	500,000			545,000
FN Grants Interest Allocation / Contingency		6,025,000			6,025,000
Medical Examiner Special Revenue		65,080			65,080
Improvement District Formation Fund	7,096				7,096
JC Ajo Court Automation Fund		8,000			8,000
JC Ajo Fare Special Revenue		5,000			5,000
JC Ajo Time Pay Fees		10,000			10,000
Justice Court Ajo Grants		15,000			15,000
JC GV Court Automation Fund		17,950			17,950
JC GV Time Pay Fees		20,820			20,820
JCT $1 Allocation SB1398	39,735	200,000			239,735
JCT Court Automation Fund	483,747	335,000	150,000		968,747
JCT Fare Special Rev	33,041	46,964			80,005
JCT Time Pay Fees	258,408				258,408
Juvenile Court Grants	929,943	219,565			1,149,508
Juvenile Court State Funds	4,036,573	3,401,824			7,438,397
Juvenile Probation Services	731,937	48,339			780,276
Juvenile Title IV-E	115,112	285,450			400,562
Legal Defender Training Fund		29,000			29,000
Natural Resources Parks and Recreation Special Programs	234,163	1,637,950		566,667	2,438,780
Office of Emergency Management & Homeland Security - Grants	705,888	1,205,003	14,000		1,924,891
Parks & Recreation Grants	19,000	363,000			382,000
PCA DTAP Contribution SR		300,000			300,000
PDS Fill the Gap		572,651			572,651
Pima Vocational High School	815,127	370,502			1,185,629
Public Defender Training Fund		66,000			66,000
Recorder Document Storage & Retrieval	664,634	581,030	134,000		1,379,664
Rocking K South CFD	50,000				50,000
School Reserve Fund		1,961,000			1,961,000
Sheriff - Law Enforcement Enhancement		100,000			100,000
Sheriff AZ Traffic Violation Fund		100,000			100,000
Sheriff Commissary Operations		735,980			735,980
Sheriff Criminal Justice Enhancement		300,000	500,000		800,000
Sheriff Federal RICO Fund		480,000	500,000		980,000
Sheriff Grants	4,160,387	839,338	887,000		5,886,725
Sheriff Inmate Welfare Fund	423,780	841,987	500,000		1,765,767
Sheriff State Rico Fund		480,000	500,000		980,000
Superior Court - Fill the Gap	1,041,006	489,070			1,530,076
Superior Court AOC Appropriated Funds	10,431,460	978,170			11,409,630
Superior Court Child Support Visitation		98,250			98,250

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: BUREAU

Fund Group / Bureau	Personnel Services	Operating Expenses	Capital Equipment	Other	Total Expenditures
Superior Court Conciliation	526,924	11,500			538,424
Superior Court County Law Library	115,455	292,790			408,245
Superior Court Grants	579,377	89,250			668,627
Superior Court Local Court Automation Fund	168,321	498,946	49,000		716,267
Superior Court Probate		5,000			5,000
Superior Court Probation Services	2,055,153	432,729			2,487,882
Taxpayer Information Fund		88,475	392,525		481,000
Wireless Integrated Network	932,548	1,965,724			2,898,272
Total Other Special Revenue	**43,699,110**	**61,193,707**	**3,874,125**	**566,667**	**109,333,609**
Public Health					
Health	9,967,913	5,701,313	175,000		15,844,226
Health - Grants	8,625,278	3,665,169			12,290,447
Pima Animal Care Center	5,543,121	3,883,210			9,426,331
PAC - Development Program SFR	52,347				52,347
PAC Grants	392,867	473,708			866,575
Total Public Health	**24,581,526**	**13,723,400**	**175,000**	**0**	**38,479,926**
Regional Flood Control					
Canoa Ranch In-Lieu Fee	132,500	708,000			840,500
Regional Flood Control District	8,478,835	7,879,943	190,000		16,548,778
Regional Flood Control District Grants	7,500	100,000			107,500
Total Regional Flood Control	**8,618,835**	**8,687,943**	**190,000**	**0**	**17,496,778**
Stadium District					
Stadium District	2,482,808	2,776,054	353,000		5,611,862
Total Stadium District	**2,482,808**	**2,776,054**	**353,000**	**0**	**5,611,862**
Transportation					
Transportation	18,718,150	24,292,922	482,500		43,493,572
Transportation Grants	101,500	220,963			322,463
Total Transportation	**18,819,650**	**24,513,885**	**482,500**	**0**	**43,816,035**
TOTAL SPECIAL REVENUE FUNDS	**121,892,551**	**135,374,887**	**5,237,447**	**566,667**	**263,071,552**
DEBT SERVICE FUND					
Debt Service				134,790,376	134,790,376
Total DEBT SERVICE FUND	**0**	**0**	**0**	**134,790,376**	**134,790,376**
CAPITAL PROJECT FUNDS					
Capital Projects			131,287,852		131,287,852
TOTAL CAPITAL PROJECT FUNDS	**0**	**0**	**131,287,852**	**0**	**131,287,852**
ENTERPRISE FUNDS					
Development Services					
Development Services	4,962,211	1,955,959			6,918,170
Total Development Services	**4,962,211**	**1,955,959**	**0**	**0**	**6,918,170**
Facilities Management					
Parking Garages	451,857	2,736,793			3,188,650
Total Facilities Management	**451,857**	**2,736,793**	**0**	**0**	**3,188,650**
Regional Wastewater Reclamation					
Regional Wastewater Reclamation	33,224,171	102,855,752			136,079,923
Regional Wastewater Reclamation Debt Service		7,500		15,452,880	15,460,380
Regional Wastewater Reclamation Grants		40,000			40,000
Total Regional Wastewater Reclamation	**33,224,171**	**102,903,252**	**0**	**15,452,880**	**151,580,303**

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: BUREAU

Fund Group / Bureau	Personnel Services	Operating Expenses	Capital Equipment	Other	Total Expenditures
TOTAL ENTERPRISE FUNDS	**38,638,239**	**107,596,004**	**0**	**15,452,880**	**161,687,123**
TOTAL EXPENDITURES / EXPENSES	**482,813,493**	**495,492,811**	**136,895,099**	**151,870,952**	**1,267,072,355**
INTERNAL SERVICE FUNDS ARE FOR INFORMATIONAL PURPOSES ONLY					
INTERNAL SERVICE FUNDS					
Fleet Services	3,632,934	16,216,560			19,849,494
Health Benefits Trust Fund	1,006,601	68,765,728			69,772,329
Risk Management	2,260,882	14,661,430			16,922,312
IT: Computer Hardware Software ISF	4,677,716	14,294,944			18,972,660
Telecommunications	1,383,852	4,955,891			6,339,743
WIN - Subscriber Services	214,137	160,475			374,612
TOTAL INTERNAL SERVICE FUNDS	**13,176,122**	**119,055,028**	**0**	**0**	**132,231,150**
TOTAL ALL FUNDS	**495,989,615**	**614,547,839**	**136,895,099**	**151,870,952**	**1,399,303,505**

SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2015/2016 - 2017/2018

Functional Area/Department	Adopted 2015/2016	Adopted 2016/2017	Adopted 2017/2018
General Government Services			
Assessor	135.00	136.00	130.50
Board of Supervisors	22.25	22.50	23.50
Clerk of the Board	16.00	17.00	17.00
County Administrator	13.25	16.55	15.15
Elections	15.00	44.75	37.00
Facilities Management	166.00	171.00	173.00
General Government Services Administration	0.00	2.00	3.00
Finance & Risk Management	199.25	201.55	199.05
Human Resources	32.00	31.00	32.00
Information Technology	110.00	107.00	102.00
Office of Emergency Management & Homeland Security	10.50	8.50	8.00
Procurement	29.00	29.75	29.75
Recorder	43.75	64.00	47.00
Treasurer	36.50	35.00	34.50
Wireless Integrated Network	0.00	2.00	10.00
Total General Government Services	**828.50**	**888.60**	**861.45**
Community Resources			
Attractions & Tourism	4.17	4.25	4.15
Communications Office	11.00	20.00	20.00
Community & Economic Development Grants & Data Ofc	4.00	4.00	4.00
Community Development & Neighborhood Conservation	25.00	22.00	26.00
Community Services, Employment & Training	137.70	147.13	140.97
County Free Library	384.11	385.62	390.00
Kino Sports Complex	6.00	6.00	6.00
School Superintendent	13.50	13.50	13.00
Stadium District	44.75	42.00	44.25
Total Community Resources	**630.23**	**644.50**	**648.37**
Health Services			
Behavioral Health	13.00	13.00	13.00
Health	290.00	296.00	294.30
Medical Examiner	33.00	32.00	32.00
Pima Animal Care Center	84.00	93.00	96.00
Total Health Services	**420.00**	**434.00**	**435.30**
Justice & Law			
Clerk of the Superior Court	204.50	206.25	205.50
Constables	13.00	13.00	13.00
County Attorney	462.00	459.00	453.00
Justice Court Ajo	11.00	11.00	11.00
Justice Court Green Valley	8.50	9.50	8.50
Justice Court Tucson	131.50	134.00	132.00
Juvenile Court	452.25	446.75	447.75
Public Defense Services	266.70	267.50	270.75

SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2015/2016 - 2017/2018

Functional Area/Department	Adopted 2015/2016	Adopted 2016/2017	Adopted 2017/2018
Sheriff	1,580.00	1,571.00	1,532.25
Superior Court	650.50	639.90	643.90
Total Justice & Law	**3,779.95**	**3,757.90**	**3,717.65**
Public Works			
Development Services	58.00	58.00	56.00
Environmental Quality	45.00	42.00	42.00
Natural Resources, Parks & Recreation	268.50	279.95	283.85
Office of Sustainability and Conservation	14.90	16.90	17.90
Public Works Administration	33.00	29.00	30.00
Regional Flood Control District	59.00	58.00	59.20
Regional Wastewater Reclamation	467.00	457.00	457.00
Transportation	292.25	285.75	286.00
Total Public Works	**1,237.65**	**1,226.60**	**1,231.95**
Total Functional Areas	**6,896.33**	**6,951.60**	**6,894.72**
Internal Service Funds			
Fleet Services	53.00	56.00	56.00
Health Benefits Trust	14.00	15.00	14.00
IT: Computer Hardware Software ISF	51.50	54.00	54.00
Print Shop	8.00	0.00	0.00
Risk Management	20.00	21.00	21.00
Telecommunications	18.00	16.00	14.00
WIN Subscriber Services	0.00	0.00	2.00
Total Internal Service Funds	**164.50**	**162.00**	**161.00**
Total All Funds	**7,060.83**	**7,113.60**	**7,055.72**

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

REVENUE SOURCES

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

Revenues are provided for a five-year period beginning with fiscal year 2013/2014 and ending with fiscal year 2017/2018. Revenues for fiscal years, 2013/2014, 2014/2015, and 2015/2016 are based on audited actuals. Fiscal years 2016/2017 and 2017/2018 revenues are from the Adopted Budget.

A summary of the total budgeted fiscal year 2017/2018 revenue by fund is shown below, and a Summary of Revenue Changes by Fund, Department, and Category is provided on pages 9-30 through 9-36.

	Total Revenue
General Fund	$ 550,053,197
Attractions & Tourism	1,251,480
Capital Projects	20,564,097
County Free Library	42,045,819
Debt Service	56,138,480
Development Services	7,758,075
Employment & Training	19,790,091
Environmental Quality	4,639,471
Fleet Services	20,486,081
Health	14,667,844
Health Benefits Trust Fund	71,385,596
IT Computer Hardware/Software	17,351,041
Other Special Revenue Funds	76,479,702
Pima Animal Care Center (PACC)	6,874,148
Parking Garages	2,402,985
Regional Flood Control District	24,156,893
Regional Wastewater Reclamation	172,471,432
Risk Management	18,245,381
Stadium District	2,387,200
Subscriber Services	468,492
Telecommunications Fund	5,545,721
Transportation	81,541,125
Wireless Integrated Network	3,003,448

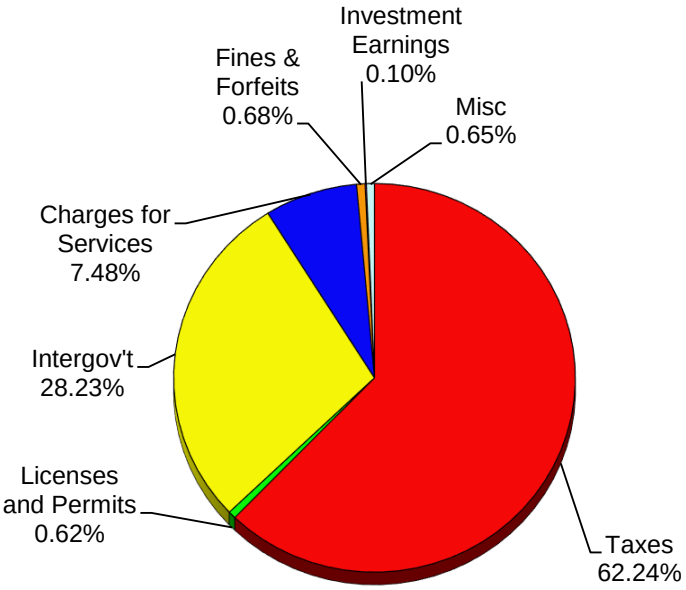
GENERAL FUND

Tax revenues are derived from primary tax levies on real and personal property. The fiscal year 2017/18 taxable net assessed value is $8,074,957,717, a $258,257,957 increase from fiscal year 2016/17. The general fund primary tax rate for fiscal year 2017/18 is $4.2096 per $100 of net assessed value, a $0.0800 decrease from fiscal year 2016/17. Total budgeted general fund primary property tax collections are $342,307,832, with current year collections of $328,795,500, delinquent taxes of $7,643,500, and interest and penalties on delinquent taxes totaling $5,868,832. Budgeted general fund tax revenues increase $4,040,490 between fiscal year 2016/17 and fiscal year 2017/18 as a net result of the higher net assessed value and the lower tax rate.

In addition to the general fund primary property tax, Pima County levied a $0.2500 per $100 of net assessed value Transportation Primary Road property tax for road repair throughout the county. All $19,526,525 of current year revenue collected from this tax is allocated to the Transportation Special Revenue Fund.

The general fund and transportation taxes are both primary taxes. Therefore, Pima County must combine the rates for both taxes in determining compliance with truth in taxation requirements pursuant to A.R.S. §42-17107. As the combined $4.4596 rate for both primary taxes exceeds the $4.2119 truth in taxation rate, the County held a truth in taxation hearing prior to final adoption of the fiscal year 2017/18 budget.

Fiscal Year 2017/2018



Licenses and Permits revenues for fiscal year 2017/18 are $3,424,500, an increase of $218,900 over fiscal year 2016/17, reflecting continued increase in local population and nominal income.

Intergovernmental revenues increase $3,700,801 to $155,289,645 in fiscal year 2017/18. With continued state and local economic growth, State Shared Sales Tax revenue is anticipated to be $115,200,000, a $3,100,000 increase over fiscal year 2016/17. State Shared Vehicle License revenue increases by $1,250,000 to $28,250,000, with local population growth and continued high-level new vehicle sales offsetting the statutory 16.25 percent reduction in the tax base each year. State Shared Alcoholic Beverage License revenue increases by $6,000 to $48,000 due to limited growth in new restaurant and bar business startups. Pima County unincorporated area Transient Lodging Excise Tax revenue increases $485,352 as continued moderate national and statewide economic growth is somewat offset by the negative impact on the tax base of higher market share for online travel agents.

Federal Payments in Lieu of Taxes increases by $90,000 assuming U.S. Department of Interior Federal Payment in Lieu of Taxes is reauthorized for federal fiscal year 2017 with a statutory inflation adjustment. Elections revenues from local governments decrease $540,950 in fiscal year 2017/18 as a result of fewer elections and certain jurisdictions holding elections by mail only with no polling sites. State reimbursements decrease by $694,993 to $0 because there are no scheduled state elections in fiscal year 2017/18. State revenue for the Sheriff Department decreases $100,000 as the state of Arizona provides less compensation to Pima County for inmates committing crimes within the County while in state custody. Federal revenue for the Superior Court increases $45,000 to $495,000 because of greater funding for Federal Child IV-D child support reimbursement. Other departments anticipate a net increase of $60,392 in intergovernmental revenues for fiscal year 2017/18.

Charges for Services revenues are $41,167,440 for fiscal year 2017/18, a decrease of $5,318,867 from fiscal year 2016/17. Administrative overhead contributions decrease $4,904,383 over fiscal year 2016/17, with decreases of $1,873,292 for Regional Wastewater, $1,103,167 for Fleet Services, $993,497 County Free Library, $737,373 for Transportation, $557,664 for Flood Control, $325,507 for Telecommunications, $157,162 for Stadium District, $105,003 for Health Benefit Trust and increases of $711,388 for Public Works overhead, $305,949 for Risk Management, $69,789 for PCWIN, and $52,201 for Development Services. Other departments have a net decrease of $191,045 in adminstrative overhead contributions.

Correctional housing revenue in the Sheriff's Office decreases by $970,000 because of fewer misdemeanor bookings from cities. Sheriff's department fees decrease by $258,000 due to fewer charges for certain things like vehicle impound. Court fees in Public Defense Service decrease by $103,173 based on current billing practices and recent collection activity. General Government Fees in the Recorder's Office increase by $1,012,835 because of the election cycle. Other departments anticipate a net $96,146 decrease in revenue for fiscal year 2017/18.

Fines and Forfeits budgeted in fiscal year 2017/18 are $3,737,925, a decrease of $74,626 from fiscal year 2016/17. Justice Court Ajo reduced its estimate of fines by $69,313 to more accurately reflect current case filings in the court. Other departments anticipate a net decrease of $5,313 in fines and forfeits for fiscal year 2017/18.

Investment Earnings are $563,377 in fiscal year 2017/18, a $342,859 increase over fiscal year 2016/17. The increase is due primarily to higher interest rates.

Miscellaneous revenues decrease $2,707,213 to $3,562,478 in fiscal year 2017/18. Facilities Management revenue decreases $2,801,273 due to rent revenues from external tenants moving to the Facilties Renewal Fund beginning in fiscal year 2017/18. Non Departmental revenue decreases by $182,399 due to reduced revenue from the Vehicle Impound Towing Program. Contingency revenue increases by $120,000 due to electricity reimbursement from Pima Air & Space Museum. Sheriff's Office anticipates a $50,000 increase in revenue due to additional cell phone reimbursements. Other departments anticipate a net increase of $106,459 in miscellaneous revenues for fiscal year 2017/18.

More detailed information on the changes in revenue for each department is available in the Summary of Revenue By Fund, Department, and Category provided on pages 9-30 through 9-36.

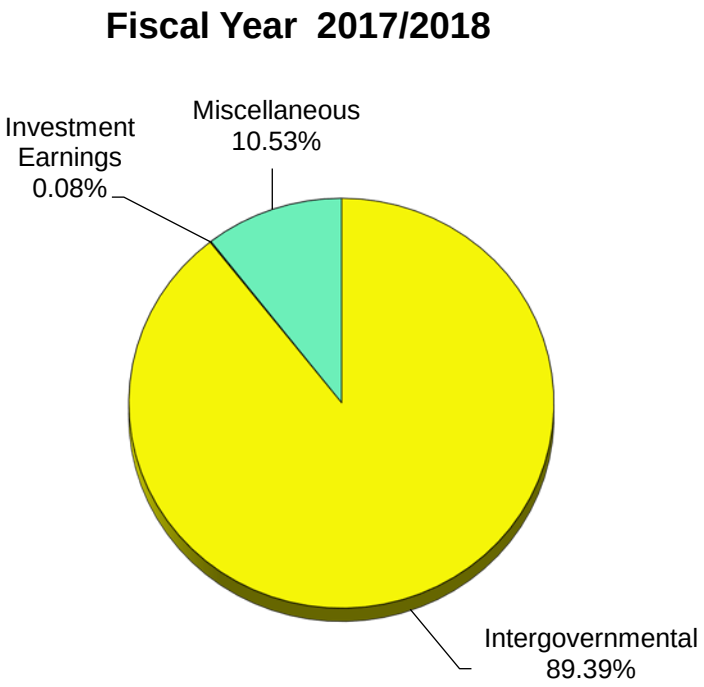
Note: Other funding sources include Operating Transfers In of $4,380,717.

Revenue Object	FY 2013/14	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Taxes	280,964,835	324,840,243	336,904,381	338,267,342	342,307,832
Licenses & Permits	2,928,017	2,989,430	3,135,232	3,205,600	3,424,500
Intergovernmental	136,012,761	142,421,610	145,906,815	151,588,844	155,289,645
Charges for Services	35,591,995	41,253,272	44,465,034	46,486,307	41,167,440
Fines and Forfeits	4,210,816	3,788,909	3,401,054	3,812,551	3,737,925
Investment Earnings	286,991	225,232	388,830	220,518	563,377
Miscellaneous	7,305,835	6,181,399	6,511,478	6,269,691	3,562,478
Total Revenue	467,301,250	521,700,095	540,712,824	549,850,853	550,053,197

ATTRACTIONS & TOURISM
Special Revenue Fund

Intergovernmental revenues of $1,118,688 represent hotel/motel taxes designated for economic development and tourism activities. The increase of $92,088 from fiscal year 2016/17 reflects a 8.97 percent increase in hotel and motel occupancy rates due to continued moderate national and statewide economic growth somewhat offset by negative impact on the tax base with higher market share for online travel agents.

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



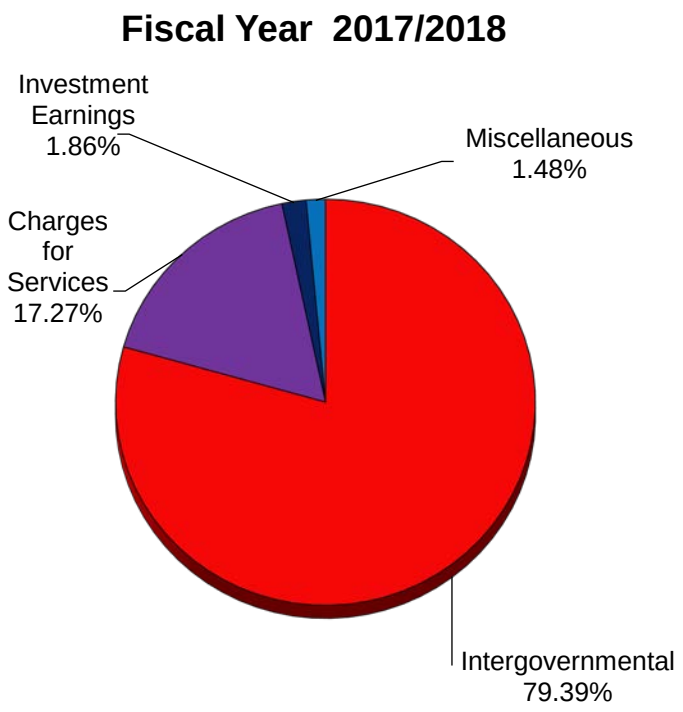
Miscellaneous revenues represent seven County leased properties used for recreational and tourism purposes and reimbursements for assisting outside agencies with advertising cooperatives. The increase of $2,004 from fiscal year 2016/17 reflects an anticipated increase for collection of late fees and reimbursements.

Note: Other funding sources include an operating transfer of $1,147,125 from the General Fund to fund ten outside agencies, well repairs and ITD allocations. Prior to fiscal year 2016/17, the department name was Economic Development & Tourism.

Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Intergovernmental	1,004,175	976,867	1,045,374	1,026,600	1,118,688
Investment Earnings	2,092	914	803	1,000	1,000
Miscellaneous	292,069	153,700	118,442	129,788	131,792
Total Revenue	1,298,336	1,131,481	1,164,619	1,157,388	1,251,480

CAPITAL PROJECTS FUND
Capital Projects Fund

Intergovernmental revenues consist of $13,703,476 in state transportation enhancement program funds, grants, and reimbursements; $1,621,037 in reimbursements from the Regional Transportation Authority funded by a half-cent excise tax approved by voters in May 2006; and $1,000,000 in Other Local Government. Changes in revenue from prior year are due to the increase of $6,925,234 in State Revenue, and the decreases of $16,412,479 in the RTA sales tax reimbursements and of $1,623,876 in Other Local Government.



Charges for Services of $3,552,000 represent impact fees collected for new development and contributions from developers and other outside sources.

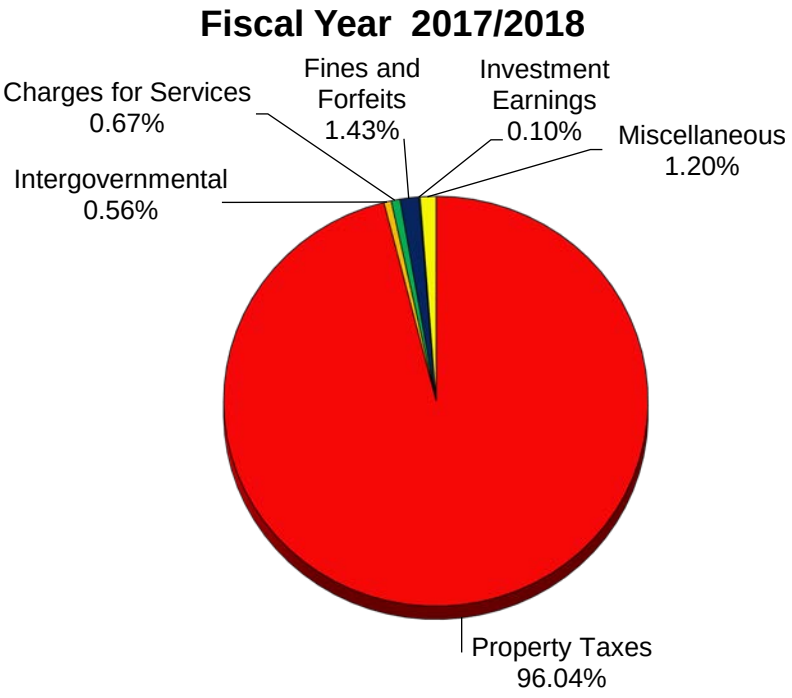
Investment Earnings are budgeted at $382,271 for interest earned on department fund balance from the Local Government Investment Pool.

Miscellaneous revenues of $305,313 includes private contributions of infrastructure enhancements from developers which increase $88,104 from fiscal year 2016/17.

Note: Other Funding Sources of $70,000,000, includes certificates of participation proceeds of $40,000,000 and Transportation Bond proceeds of $30,000,000. Total operating transfers of $42,221,144 consists of $9,426,505 from General Fund, $8,500,000 from Facilities Renewal Fund, $8,400,000 from Regional Flood Control District, $5,000,000 from Finance Grants, $4,822,000 from County Free Library, $2,187,975 from Transportation Grants, $2,179,664 from Facilities Grants, $910,000 from Community Development Grants, $595,000 from Parks Special Revenue, and $200,000 from Transportation.

Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Intergovernmental	25,037,275	23,037,713	27,249,553	27,435,634	16,324,513
Charges for Services	5,053,566	4,728,535	3,988,016	3,186,670	3,552,000
Investment Earnings	762,176	502,375	811,908	283,076	382,271
Miscellaneous	1,739,644	1,276,140	890,000	217,209	305,313
Total Revenue	32,592,661	29,544,763	32,939,477	31,122,589	20,564,097

COUNTY FREE LIBRARY
Special Revenue Fund



Property Tax revenues are derived from a secondary tax levy on real property and personal property. The fiscal year 2017/18 taxable net assessed value of $8,074,957,717 which amounts to an increase of $258,257,957 or 3.30 percent from the fiscal year 2016/17 valuation. The tax rate for fiscal year 2017/18 is $0.5053 per $100 of net assessed value, which is a decrease from fiscal year 2016/17. Total secondary property tax collections are budgeted at $40,384,319, with current year collections of $39,467,019 and delinquent taxes of $917,300. (The current year collections reflect expected collection rates.)

Intergovernmental revenues consist of $151,000 in federal and state grants for various library projects and $85,500 for various expense reimbursements from the city of Tucson. The $77,400 decrease from fiscal year 2016/17 is due to reduced expense reimbursements from various grants.

Charges for Services consists of collections from the FCC E-Rate Program. E-rate revenues were not included in the adopted numbers in prior fiscal years. However, revenue actuals were reported in Miscellaneous for fiscal year 2013/14. Revenues from the E-Rate Program are anticipated to decrease due to less eligible reimbursements in fiscal year 2017/18. During fiscal year 2016/17, the Library anticipated a larger reimbursement due to replacing some older equipment.

Fines and Forfeits represent library fines and are projected to remain the same for fiscal year 2017/18.

Investment Earnings represent interest from the Treasurer's commingled interest distribution and are anticipated to increase in fiscal year 2017/18.

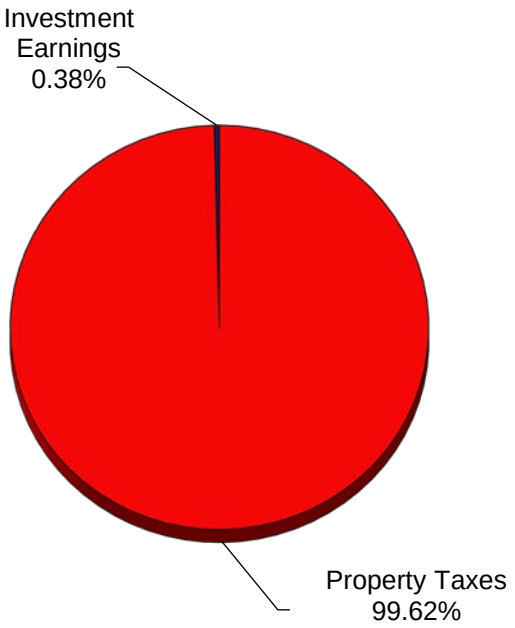
Miscellaneous revenues represent collections, donations, and non-government grants. Revenues from donations are anticipated to increase in fiscal year 2017/18.

Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Property Taxes	28,225,492	32,690,512	38,821,139	39,877,071	40,384,319
Intergovernmental	309,775	220,962	214,901	313,900	236,500
Charges for Services		458,595	248,738	900,000	280,000
Fines and Forfeits	524,252	557,197	560,538	600,000	600,000
Investment Earnings	33,931	17,511	45,363	25,000	40,000
Miscellaneous	960,224	815,703	277,790	450,000	505,000
Total Revenue	30,053,674	34,760,480	40,168,469	42,165,971	42,045,819

DEBT SERVICE
Debt Service Fund

Property Tax revenues are derived from a secondary tax levy on real property and personal property. The fiscal year 2017/18 taxable net assessed value is $8,074,957,717, which amounts to an increase of $258,257,957 over the fiscal year 2016/17 statutory valuation. The tax rate for fiscal year 2017/18 is $0.7000 per $100 of net assessed value. This is unchanged from the fiscal year 2016/17 rate. Total secondary property tax collections are budgeted at $55,923,480, with current year collections of $54,674,280 and delinquent taxes of $1,249,200. (The current year collections reflect expected collection rates.)

Fiscal Year 2017/2018



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

Investment Earnings are from Local Government Investment Pool interest.

Miscellaneous revenues in fiscal years 2013/14, 2014/15 and 2015/16 are refunded bond issuance costs.

Note: Other funding sources include operating transfers in from County Free Library of $99,015, Development Services of $16,235, Fleet Services of $2,208,544, General Fund of $15,251,908, Health of $57,858, Health-PACC of $21,662, Parking Garages of $639,764, Regional Flood Control of $77,341, Regional Wastewater Reclamation of $23,583,765, Risk Management of $26,082, Stadium District of $11,012, Telecommunications of $13,608 and Transportation of $39,104,716.

Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Property Taxes	58,737,235	53,163,933	52,725,631	54,189,900	55,923,480
Intergovernmental	14,011	11,530	13,933		
Investment Earnings	295,074	181,226	226,242	95,000	215,000
Miscellaneous	12,950	11,660	43,289		
Total Revenue	59,059,270	53,368,349	53,009,095	54,284,900	56,138,480

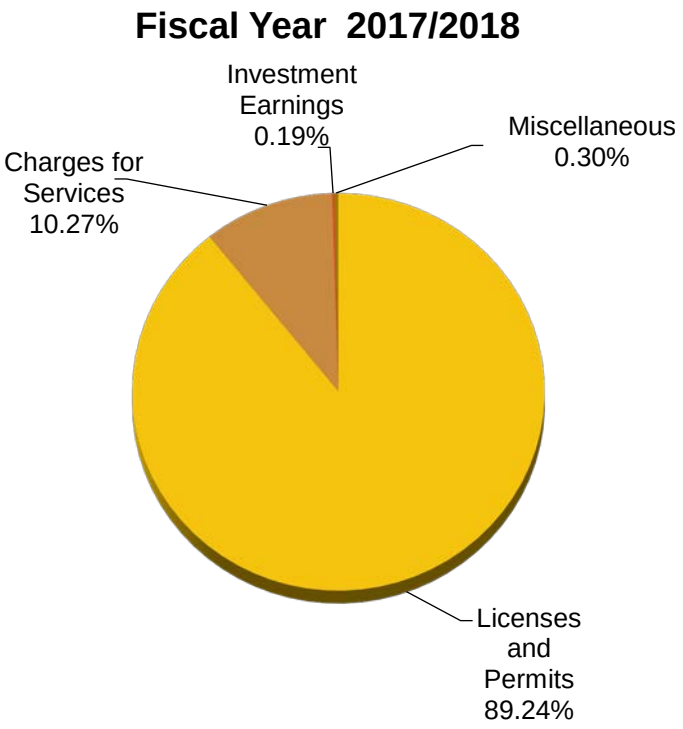
DEVELOPMENT SERVICES
Enterprise Fund

Licenses and Permits includes $6,923,532 of building permit fees. The $33,461 increase is primarily due to a 2% increase in fees offset by an anticipated decrease in commercial construction activity.

Charges for Services includes $549,907 for development review fees and $246,536 for planning and zoning review fees.

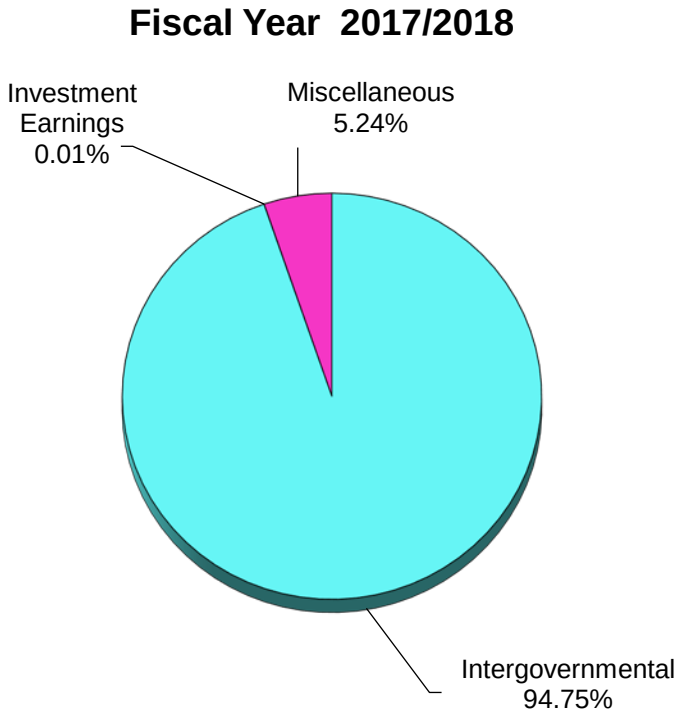
Investment Earnings of $15,000 are expected in the fiscal year 2017/18.

Miscellaneous revenues of $23,100 is an increase of $18,100 from fiscal year 2016/17 Adopted Budget primarily due to increased estimates of building site development and planning & enforcement miscellaneous fees.



Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Licenses and Permits	6,942,747	5,768,633	5,556,981	6,890,071	6,923,532
Charges for Services	609,917	555,642	654,924	678,232	796,443
Investment Earnings	17,459	15,139	14,507	15,000	15,000
Miscellaneous	54,701	37,807	47,815	5,000	23,100
Total Revenue	7,624,824	6,377,221	6,274,227	7,588,303	7,758,075

EMPLOYMENT & TRAINING
Special Revenue Fund



Intergovernmental revenues are primarily comprised of federal grants for employment and training programs designed for low income individuals. These funds go to programs that include counseling of the homeless and employment training, as well as summer youth employment. Additional funding for these programs is provided by the State of Arizona and the City of Tucson. Funding is also provided to the Pima Vocational High School (Charter School) via federal grants and state educational reimbursement funding. Service demands have continued to increase due to poverty levels and population increases. Amounts received fluctuate from year to year. The increase from fiscal year 2016/17 to fiscal year 2017/18 of $4,205,590 was primarily due to an anticipated increase of $4,171,817 in federal grant and pass through funds.

Investment Earnings of $2,200 are expected from the Treasurer's commingled interest distribution which is based on the department's expected cash balances during the fiscal year.

Miscellaneous revenues are primarily other non-government grants, which are anticipated to decrease in fiscal year 2017/18.

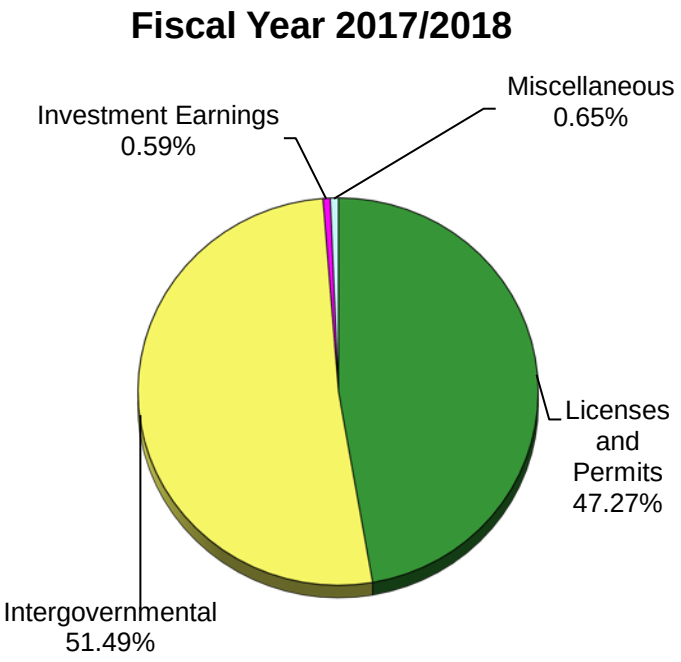
Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Intergovernmental	11,594,893	12,065,455	13,053,988	14,545,188	18,750,778
Investment Earnings	661	1,580	2,230	1,500	2,200
Miscellaneous	1,129,821	1,108,640	915,015	1,448,289	1,037,113
Total Revenue	12,725,375	13,175,675	13,971,233	15,994,977	19,790,091

ENVIRONMENTAL QUALITY
Special Revenue Fund

Licenses and Permits revenues include $1,330,184 from air quality inspection and application fees, and $862,673 from review and inspection of water, septic, and sewer plans and systems.

Intergovernmental revenues consist of $1,100,000 in state tire recycling program payments, $639,796 in federal grants, and $649,328 in state program funding and grants.

Fines and Forfeits in prior fiscal years reflect fines collected for violations of environmental regulations. Because fines and forfeits are not easily forecasted, they have been budgeted as zero for fiscal years 2016/17 and 2017/18.



Investment Earnings of $27,210 are expected in fiscal year 2017/18 from the Local Government Investment Pool.

Miscellaneous revenues include $17,000 from TAA well monitoring and $12,680 for public records requests. Also included is $600 for expected late fees and interest on late fees.

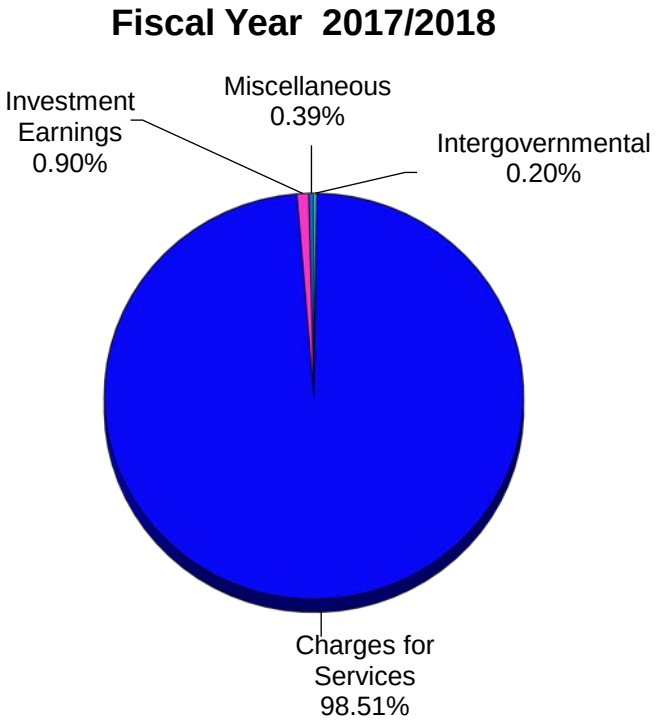
Note: Other department funding sources include operating transfers from the General Fund of $461,545 to fund air quality programs and of $245,515 to fund the Wildcat Dump Program.

Note: After adoption of the fiscal year 2013/14 Budget, solid waste services were privatized and the solid waste functions became part of the Environmental Quality department, including the Tire Program Management special revenue fund. The history of fiscal years through FY 2013/14 includes the Solid Waste special revenue fund, which has no planned future revenues or expenditures.

Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Licenses and Permits	2,138,915	2,138,016	2,216,142	2,148,110	2,192,857
Charges for Services	35,380		500		
Intergovernmental	1,949,635	1,993,478	1,731,455	1,919,446	2,389,124
Fines and Forfeits	166,720	420			
Investment Earnings	25,274	19,053	27,802	21,370	27,210
Miscellaneous	158,357	87,382	34,756	30,160	30,280
Total Revenue	4,474,281	4,238,349	4,010,655	4,119,086	4,639,471

FLEET SERVICES
Internal Service Fund

Intergovernmental revenues represent $41,000 in revenue from maintenance and fuel provided to Pima County School Support and the Green Valley and Tucson Sheriff's Auxiliary Volunteers via Intergovernmental Agreements. Revenues are anticipate to increase by $37,500 from the fiscal year 2016/17 Adopted Budget due to the department under budgeting in the prior fiscal year.



Charges for Services revenues include $17,990,081 in fees received from other County departments for the use of vehicles and for the cost of fuel, parts, and normal maintenance for County equipment. Revenues also include $2,100,000 in charges for repairs outside of normal maintenance and adding specialized equipment to vehicles such as Sheriff Department patrol cars and SUVs. The fiscal year 2017/18 Adopted Budget includes a $1.0 million decrease in revenues collected from monthly vehicle rates. Fleet Services will absorb the decreased revenue through their existing fund balance. Despite planned rate decreases, Fleet Services is anticipating revenues to increase from fiscal year 2016/17 by $123,704 due to department utilizing and replacing with larger vehicles. In fiscal year 2014/15 the County changed to a fixed monthly vehicle charge plus actual fuel charges, replacing the average cost per mile with a minimum usage charge.

Investment Earnings of $185,000 are expected from the Treasurer's commingled interest distribution an increase of $40,000 from the fiscal year 2016/17 Adopted Budget.

Miscellaneous revenue includes $80,000 from insurance companies and individuals for accident related repairs to County vehicles, metal recycling, expense reimbursements and auction proceeds. Revenues are anticipated to decrease $6,500 for fiscal year 2017/18 primarily due to fewer vehicles and equipment auctions and insurance reimbursements.

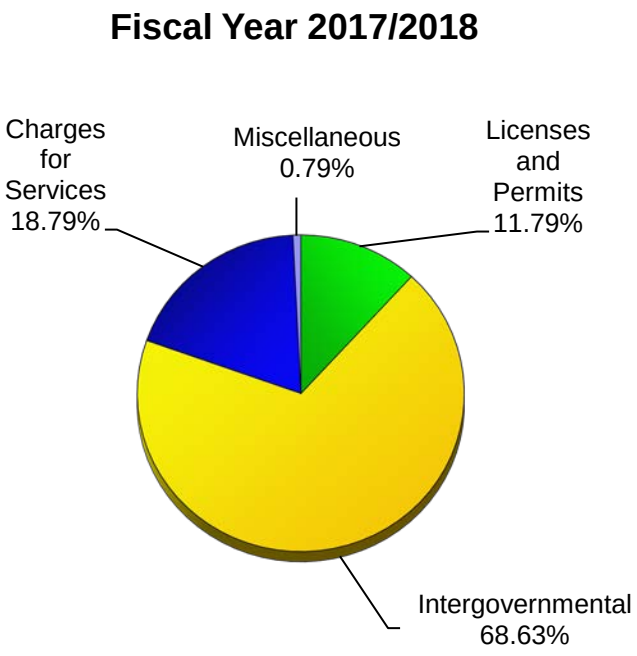
Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Intergovernmental	1,266,182	1,021,884	52,351	3,500	41,000
Charges for Services	23,712,711	19,609,891	18,849,675	20,056,377	20,180,081
Investment Earnings	223,847	151,237	270,285	145,000	185,000
Miscellaneous	238,356	105,732	91,601	86,500	80,000
Capital Contributions	216,610	145,966			
Total Revenue	25,657,706	21,034,710	19,263,912	20,291,377	20,486,081

HEALTH
Special Revenue Fund

Licenses and Permits are required for businesses that must adhere to sanitation and health regulations mandated by state and federal statutes. The businesses include restaurants and food companies, hotels, motels, mobile home parks, and public swimming pools.

Intergovernmental revenues include grants for family planning, Women, Infants & Children, child health initiatives, and HIV surveillance.

Charges for Services include services that range from processing birth and death certificates to providing immunizations and other public health related services.



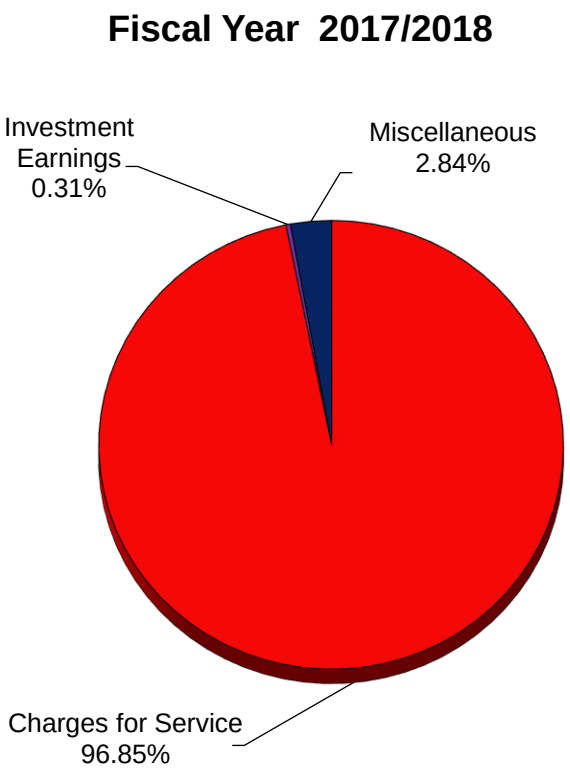
Miscellaneous revenues include postage, copying services, bad check collections, stale dated warrants, and local program funding. Increased non-government grant funding is budgeted for fiscal year 2017/2018.

Note: Other funding sources include General Fund support for Health of $10,028,673. Beginning fiscal year 2017/18, the Pima Animal Care Center is no longer designated under the Health

Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Licenses and Permits	2,233,360	2,167,227	1,580,779	1,730,000	1,730,000
Intergovernmental	11,403,330	14,339,708	8,742,639	8,758,009	10,066,197
Charges for Services	2,570,096	2,228,346	2,037,357	2,755,735	2,755,735
Fines and Forfeits	141,398	113,813			
Investment Earnings	11,005	13,265	27,347		
Miscellaneous	578,214	1,045,513	428,198	107,990	115,912
Total Revenue	16,937,403	19,907,872	12,816,320	13,351,734	14,667,844

HEALTH BENEFITS TRUST
Internal Service Fund

Charges for Services include $16,369,093 from employee contributions and premium payments, and $52,767,094 from Pima County employer contributions to the fund. Compared to the fiscal year 2016/2017 Adopted Budget employee contributions decreased $1,828,756 and employer contributions increased $2,065,300, primarily due to a shift in wellness discounts. Also included in the employer contributions is an additional $3.2 million for a Healthy Lifestyle Premium Discount (HLPD); the employee contributions includes the offseting reduction. The fund is responsible for providing and managing health-related benefits for employees and their families including medical and dental health insurance, life and other types of insurance, the employee wellness program, and the employee assistance program.



Investment Earnings in fiscal year 2017/2018 are estimated to be $220,000, an increase of $144,310 due to increase cash balances.

Miscellaneous Revenues in fiscal year 2017/2018 are estimated to be $2,029,409 from stop loss reimbursements, insurance rebates, and refunds. This is an increase of $62,209 due to the impact of stop loss reimbursements for large claims and higher insurance rebates.

Note: Pima County has been strategically working on long-term approaches to reduce the rising costs while still providing comprehensive healthcare for County employees. It became a financially sound decision to transition to a self-insurance model for County medical coverage via an internal service fund. This new internal service fund began July 1, 2013.

By law, the fund must have a funded reserve for claims. The fund received a $3,500,000 short-term loan in fiscal year 2013/2014 from the PHS Transition Fund which was repaid by the end of fiscal year 2013/2014 and a loan of $10,000,000 from the Self-Insurance Reserve Fund which will be repaid as funds become available from operations. A final payment of $3,400,000 is budgeted in fiscal year 2017/2018.

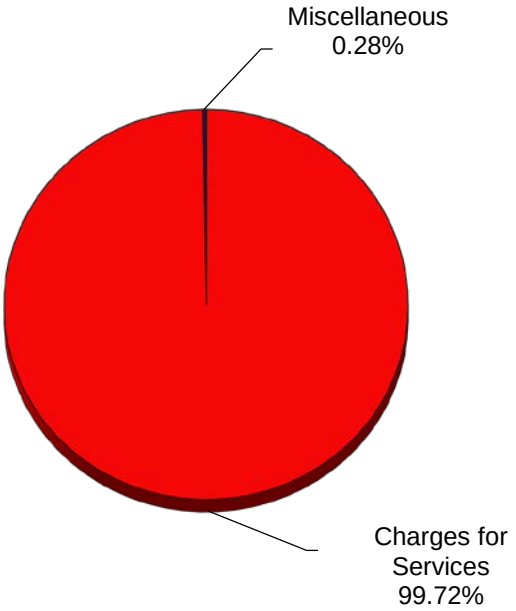
Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Charges for Service	63,030,900	61,873,738	62,742,509	68,899,643	69,136,187
Investment Earnings	59,359	72,648	186,012	75,690	220,000
Miscellaneous	1,271,952	2,158,354	2,183,230	1,967,200	2,029,409
Total Revenue	64,362,211	64,104,740	65,111,751	70,942,533	71,385,596

IT COMPUTER HARDWARE SOFTWARE
Internal Service Fund

Charges for Services are $17,303,030 for charges to all County departments comprised of $2,118,983 for enterprise software licensing, $8,145,282 for leased or purchased hardware, and $7,038,765 for server and software storage. The purchasing and leasing of computer hardware and software are being centralized in order to realize the benefits of large negotiated purchasing and leasing programs, with savings from promoting uniformity and comparability in computers and related hardware across the County.

Investment Earnings revenues are not anticipated in fiscal year 2017/2018 because the cash balance is expected to remain low in this new fund.

Fiscal Year 2017/2018

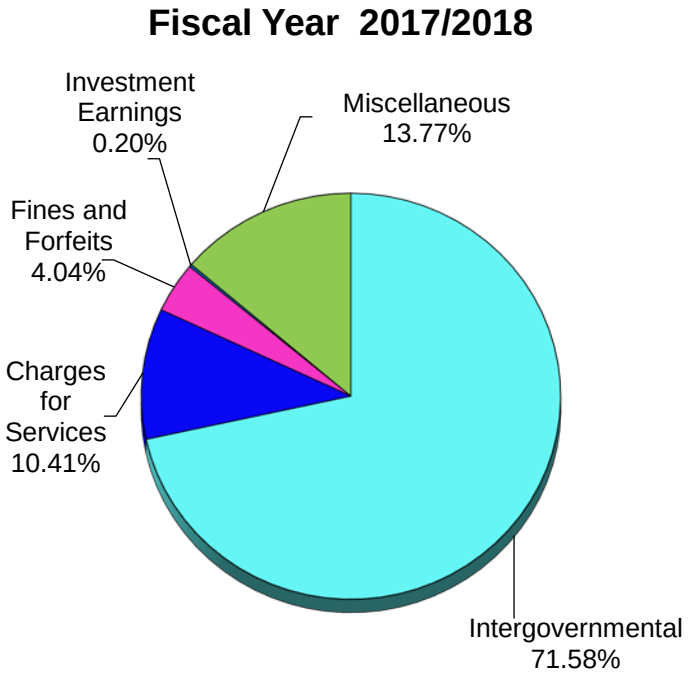


Miscellaneous revenues are the previously unbudgeted revenues from Drexel Heights Fire Department.

Note: This new fund was approved by the Board of Supervisors on November 18, 2014.

Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Charges for Services			17,075,798	19,461,910	17,303,030
Investment Earnings			7,677		
Miscellaneous			48,063		48,011
Total Revenue	-	-	17,131,538	19,461,910	17,351,041

OTHER SPECIAL REVENUE FUNDS
Special Revenue Fund



Intergovernmental revenues consist of Clerk of the Superior Court - Child Support Incentive $24,936; Community & Economic Development Grants $625,000; Community Development & Neighborhood Conservation - Grants $7,032,279; County Attorney - Fill the Gap $429,960; County Attorney - Law Enforcement Antiracketeer $70,000; Pima County Attorney - Victim Witness Comp $129,116; County Attorney Grants $5,546,327; County Attorney CJEF/Reinventing Justice $435,832; Fill the Gap $240,000; FN Grants Interest Allocation / Contingency $6,000,000; Juvenile Court Grants $1,060,501; Juvenile Court State Funds $7,394,720; Juvenile Title IV-E $203,318; Legal Defender Training Fund $18,800; Office of Emergency Management & Homeland Security - Grants $1,376,821; Parks & Recreation Grants $329,400; Pima County Attorney DTAP Contribution SR $250,000; Public Defender Training Fund $55,200; School Reserve Fund $1,611,000; Sheriff Criminal Justice Enhancement $600,000; Sheriff Grants $5,886,725; Superior Court - Fill the Gap $1,203,007; Superior Court AOC Appropriated Funds $11,409,630; Superior Court Grants $666,119 and Transportation Grants $2,137,638. The decrease in revenue from the fiscal year 2016/17 Adopted Budget is $1,122,635 or 2.01% primarily from reductions in Transportation Grants.

Charges for Services revenues include fees collected by Clerk of the Superior Court - Local Court Automation Fund $449,551; Clerk of the Superior Court - Spousal Maintenance Enforcement $282,780; Medical Examiner Special Revenue $30,000; Justice Court Ajo Court Automation Fund $14,000; Justice Court Green Valley Address Confidentiality Fee $20,422; Justice Court Tucson $1 allocation SB1398 $715,000; Juvenile Probation Services $188,111; Natural Resources Parks and Recreation Special Programs $94,000; Recorder Document Storage & Retrieval $895,750; Sheriff Commissary Operations $1,520,000; Superior Court Child Support Visitation $100,000; Superior Court Conciliation $508,202; Superior Court County Law Library $255,072; Superior Court Local Court Automation Fund $360,043; Superior Court Probation Services $2,479,882 and Taxpayer Information Fund $50,000. The increase in revenue over the fiscal year 2016/17 Adopted Budget is $358,663 or 4.72%, resulting primarily from increases in Superior Court Probation Services.

Fines and Forfeits revenues consist of forfeiture funds and fines received by the Pima County Attorney - Bad Check Program $150,000; Pima County Attorney - Law Enforcement Antiracketeer $2,750,000; Pima County Attorney - Victim Witness Comp $20,000; JCT $1 allocation SB1398 $100,000; Justice Court Ajo Special Revenue $1,000; Justice Court Green Valley Special Revenue $1,000; Juvenile Court Victim Restitution $7,000 and County Attorney Deferred Comp SR $60,000. The decrease in revenue from the fiscal year 2016/17 Adopted Budget is $16,000 or 0.52%, primarily from reductions in the County Attorney Bad Check Program.

Investment Earnings are from the Local Government Investment Pool and commingled interest allocation for the Clerk of the Superior Court - Time Pay Fees $10,813; Community Development & Neighborhood Conservation - Grants $1,550; County Attorney - Bad Check Program $300; County Attorney - Consumer Protection $10,500; County Attorney - Employer Sanctions $3,000; County Attorney - Fill the Gap $5,700; County Attorney - Law Enforcement Antiracketeer $50,000; County Attorney - Victim Restitution $5,000; County Attorney CJEF/Reinventing Justice $7,000; Facilities Management - Facilities Renewal $5,964; Fill the Gap $1,600; Medical Examiner Special Revenue $500; Juvenile Court State Funds $1,387; Juvenile Court Victim Restitution $400; Juvenile Probation Services $3,116; Juvenile Title IV-E $8,656; Legal Defender Training Fund $200; Parks & Recreation Grants $600; Public Defender Training Fund $200; Recorder Document Storage & Retrieval $4,150; Sheriff Criminal Justice Enhancement $8,400; Superior Court - Fill the Gap $9,300; Superior Court Child Support Visitation $500; Superior Court Conciliation $1,250; Superior Court County Law Library $3,600; Superior Court Local Court Automation Fund $4,700; Superior Court Probate $125; Superior Court Probation Services $5,000 and Taxpayer Information Fund $3,000. The increase in revenue over fiscal year 2016/17 Adopted Budget is $28,139 or 21.92%, resulting primarily from increases in fund balances.

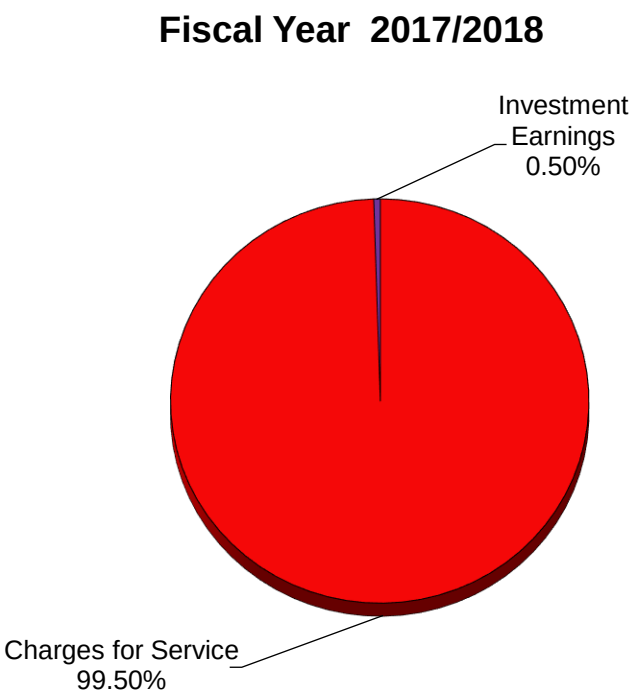
Miscellaneous revenues include funds paid to Community Development & Neighborhood Conservation - Grants $796,414; County Administrator Grants $1,985,659; County Attorney - Law Enforcement Antiracketeer $500,000; County Attorney - Victim Witness Comp $100,000; Facilities Management - Facilities Renewal $5,890,876; Medical Examiner Special Revenue $40,000; Justice Court Ajo Grants $15,000; Juvenile Court Grants $50,000; Juvenile Court Victim Restitution - $5,000; Parks & Recreation Grants $10,000; Pima County Attorney DTAP Contribution SR $4,000; School Reserve Fund $350,000; Sheriff Criminal Justice Enhancement $730,000; Superior Court Conciliation $1,100; Superior Court County Law Library $44,000; Superior Court Probation Services $3,000 and Taxpayer Information Fund $20,000. The increase in revenue over fiscal year 2016/17 Adopted Budget is $2,229,000 or 26.84%, primarily resulting from increases in Facilities Management - Facilities Renewal.

Note: The following table presents Other Special Revenue Funds, excluding Attractions & Tourism in the amount of $1,251,480 and Wireless Integrated Network in the amount of $3,003,448. These funds are shown elsewhere in this section. Total Other Special Revenue Funds and Grants, as presented on the Summary of Revenues by Fund and Category page 8-10, includes these revenue sources. The total revenue of Other Special Revenue Funds for fiscal year 2017/18 is $80,734,630.

Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Intergovernmental	50,952,301	45,711,656	51,269,861	55,858,964	54,736,329
Charges for Services	9,899,771	10,106,766	10,239,897	7,604,150	7,962,813
Fines and Forfeits	3,608,790	5,047,879	4,353,393	3,105,000	3,089,000
Investment Earnings	191,813	150,721	188,523	128,372	156,511
Miscellaneous	6,058,225	5,239,383	5,657,270	8,306,049	10,535,049
Total Revenue	70,710,900	66,256,405	71,708,944	75,002,535	76,479,702

PARKING GARAGES
Enterprise Fund

Charges for Services revenues include $273,960 from County departments to park County vehicles, $540,541 for special event and daily parking fees, $207,874 in bus pass collections from County Employees, and $1,368,628 in monthly parking fees from County and non-County customers. Monthly garage parking fees were budgeted as miscellaneous operating revenue prior to fiscal year 2014/15. However, in fiscal year 2016/17 they were accounted for in miscellaneous revenue. Moving forward, they will continue to be budgeted/recorded in Charges for Services in the future. Prior to fiscal year 2014/15 bus pass revenues were budgeted in Human Resources.



Investment Earnings of $11,982 are from the Treasurer's commingled interest distribution.

Miscellaneous Revenues - None, daily garage parking revenue is now budgeted in Charges for Services.

Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Charges for Service	501,533	1,090,837	2,208,761	1,090,730	2,391,003
Investment Earnings	23,478	14,301	17,097	12,132	11,982
Miscellaneous	1,859,633	1,184,766	14,609	1,260,136	-
Total Revenue	2,384,644	2,289,904	2,240,467	2,362,998	2,402,985

Pima Animal Care Center
Special Revenue Fund

Licenses and Permits revenues include $548,246 from licensing.

Intergovernmental revenues of $5,136,527 are derived from animal care services provided to incorporated municipalities including the City of Tucson.

Charges for Services include $113,900 in fees for housing impounded animals; transferring and copying licensing records; adoption, spay, and neutering services; vaccinations; and other services.

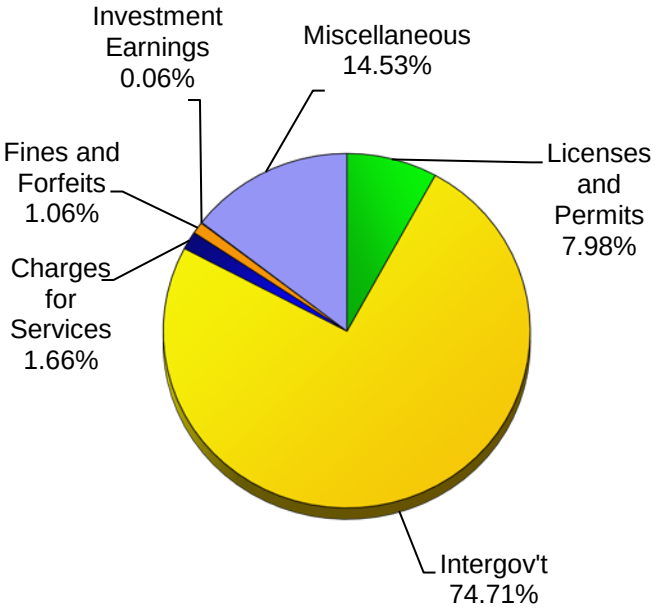
Fines and Forfeits include $72,900 in city court fines, animal control citations, and penalities for late licensing.

Investment Earnings is interest earned on department fund balances. The amount budgeted for fiscal year 2017/18 represents investment earnings on Pima Animal Care Center donations.

Miscellaneous revenues include $998,575 from donations, postage, bad check collections, stale dated warrants, and local program funding.

Note: Other funding sources include General Fund support for PACC of $2,453,341. Pima Animal Care Center was designated under the Health department until fiscal year 2016/17. For historical purpose, please refer to Health Special Revenue Fund for revenue history.

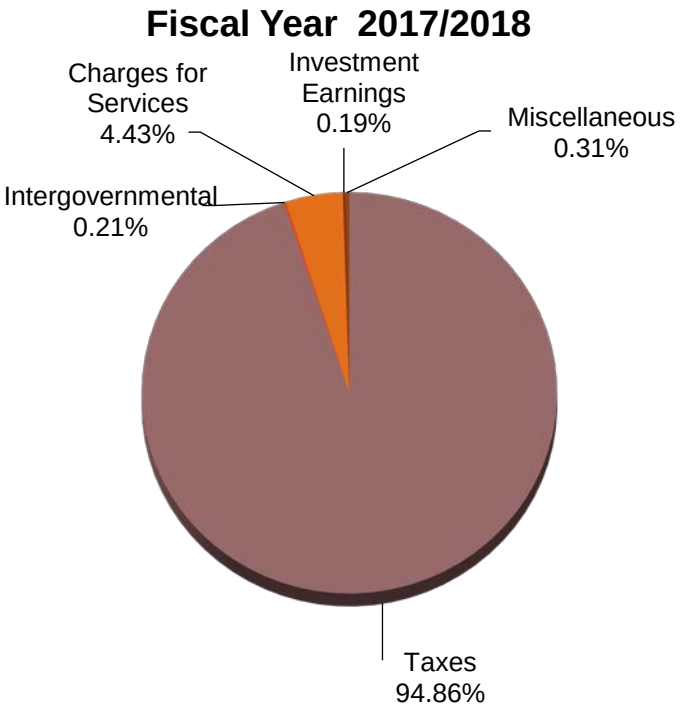
Fiscal Year 2017/2018



Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Licenses and Permits			713,351	550,000	548,246
Intergovernmental			4,994,407	4,938,149	5,136,527
Charges for Services			135,279	286,374	113,900
Fines and Forfeits			104,808	86,470	72,900
Investment Earnings			3,266	2,000	4,000
Miscellaneous			2,136,281	1,312,235	998,575
Total Revenue			8,087,392	7,175,228	6,874,148

REGIONAL FLOOD CONTROL DISTRICT
Special Revenue Fund

Taxes revenues are derived from a secondary tax levy on real property. The fiscal year 2017/18 taxable net assessed value of real property is $7,373,372,757 which is an increase of $283,913,025 or 4.00 percent over the fiscal year 2016/17 final valuation. The tax rate for fiscal year 2017/18 Adopted Budget is $0.3135 per $100 of taxable net assessed value and is a decrease of $0.0200 from the rate used in the fiscal year 2016/17 Adopted Budget. Total secondary property tax collections are budgeted at $22,916,348 with current year collections of $22,344,448 and delinquent taxes of $571,900. (The current year collections reflect expected collection rates.)



Intergovernmental revenues for the fiscal year 2017/18 Adopted Budget of $49,970 is a decrease of $190,000 from fiscal year 2016/17 Adopted Budget due to the completion of the Federal EPA grant for the Living River Project and the Federal Environmental Management Agency (FEMA) grant for Upper Santa Cruz Risk Mapping.

Charges for Services revenue for fiscal year 2017/18 Adopted Budget is primarily due to the Army Corps of Engineers compensatory in-lieu fee program of $1,000,000 for the Canoa Ranch project. The additional $70,000 is divided between Riparian Habitat Mitigation in Lieu fees for $30,000 and in lieu of detention/retention fees for $40,000.

Licenses and Permits of $1,100 are expected in fiscal year 2017/18 from floodplain management, water resources, and planning and development permits.

Investment Earnings of $45,000 are expected in fiscal year 2017/18 from the Local Government Investment Pool, which is an increase of $25,233 over fiscal year 2016/17 Adopted Budget due to a combination of changes in the fund balance and interest rates.

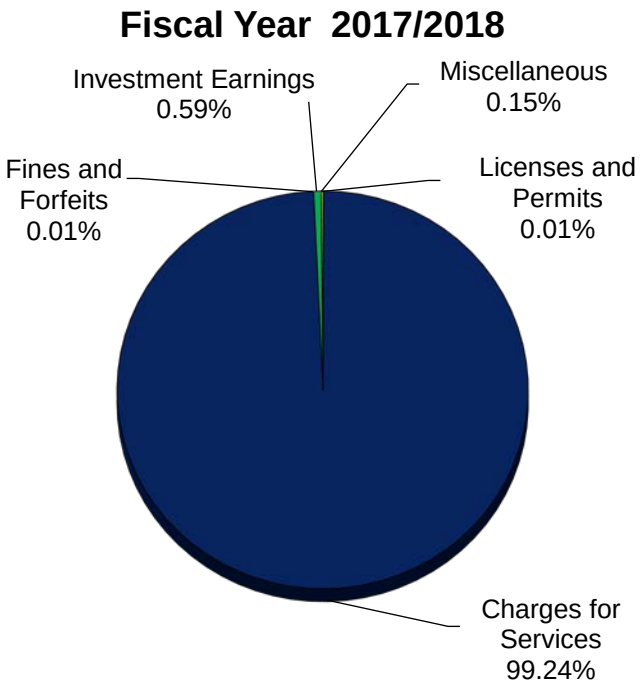
Miscellaneous revenues include $70,000 for rentals of property, $4,150 for other operations, and $325 collected for nonsufficient funds and late interest fees. The increase of $15,630 over the fiscal year 2016/17 Adopted Budget is primarily due to estimated increases in Rents & Royalties.

Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Taxes	17,787,780	20,545,314	21,462,805	23,381,097	22,916,348
Intergovernmental	125,999	106,456	415,650	239,970	49,970
Charges for Services	3,223,691	245,417	57,383	1,070,000	1,070,000
Licenses and Permits	1,485	1,965	615	1,100	1,100
Investment Earnings	43,584	47,867	46,723	19,767	45,000
Miscellaneous	85,198	79,038	73,411	58,845	74,475
Total Revenue	21,267,737	21,026,057	22,056,587	24,770,779	24,156,893

REGIONAL WASTEWATER RECLAMATION
Enterprise Fund

Licenses and Permits revenues of $20,000 are initial application fees for industrial users of wastewater treatment systems.

Charges for Services consist of sewer user fees of $159,351,596 which is an increase of $1,176,997, and sewer connection fees of $11,370,701 which is a decrease of $201,393. The Board of Supervisors approved 3% increases to each fee; however, the net increase to sewer revenues is lower due to declining water usage. Sanitation fees of $310,000 and small construction activity permits of $120,000 are unchanged from the prior fiscal year. Interdepartmental revenue of $18,000 is a decrease of $2,000.



Intergovernmental revenues in fiscal year 2015/16 were federal funding for a new prison sewer system.

Fines and Forfeits consist of industrial pretreatment fines of $8,000 assessed against various commercial customers of Wastewater Reclamation with minimal fines and settlements anticipated.

Investment Earnings of $1,010,000 increase by $229,000 due to anticipated changes in interest rates.

Miscellaneous revenue consists of new contracts of $155,351 with University of Arizona for the WEST Center for utilities and building maintenance reimbursements; of $9,900 with Mt. Lemmon Water Domestic Water, and of $6,700 with El Paso & Southwestern Greenway. Also included are developer reimbursements and map fees of $50,000; grant funds of $40,000; and interest penalties on connection fees and rental property of $1,184. The CH2M Hill reimbursements of $503,670, which were budgeted as miscellaneous revenues in the fiscal year 2016/17 Adopted Budget, will be accounted for as a rebate against expenses this fiscal year.

Capital Contributions are non-operating revenue. These non-cash capital contributions are physical assets and are not available to fund department operations. Beginning fiscal year 2017/18, Capital Contributions are no longer included as revenue and will be included with other funding sources.

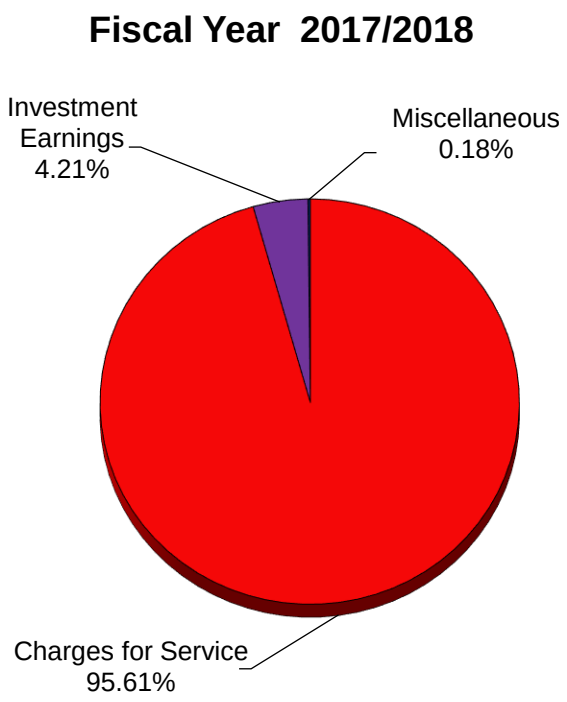
Note: Total funding sources include Sewer System Revenue Obligations proceeds of $45,000,000.

Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Licenses and Permits	19,575	29,974	22,101	20,000	20,000
Intergovernmental			34,389		
Charges for Services	171,577,665	172,563,998	167,826,469	170,196,693	171,170,297
Fines and Forfeits	27,477	2,997	8,219	5,000	8,000
Investment Earnings	1,142,232	859,170	1,267,715	781,000	1,010,000
Miscellaneous	1,414,191	445,724	607,719	554,854	263,135
Gain/Loss on Disposal of Asset			(100)		
Capital Contributions	6,807,670	5,390,747	6,499,637	5,000,000	
Total Revenue	180,988,810	179,292,610	176,266,149	176,557,547	172,471,432

RISK MANAGEMENT
Internal Service Fund

Charges for Services revenues include Self Insurance Reserve premium payments from departments which cover occupational medical management $5,911,902, liability $9,672,990, unemployment insurance $228,000, environmental damage $217,999, and property damage $1,413,927. The premium revenue changes are based on the number and type of claims filed. Actuaries recommend premium guideline levels based upon established accounting standards.

Investment Earnings of $768,563 are expected from the Local Government Investment Pool for the Trust Fund Reserve and market adjustments.



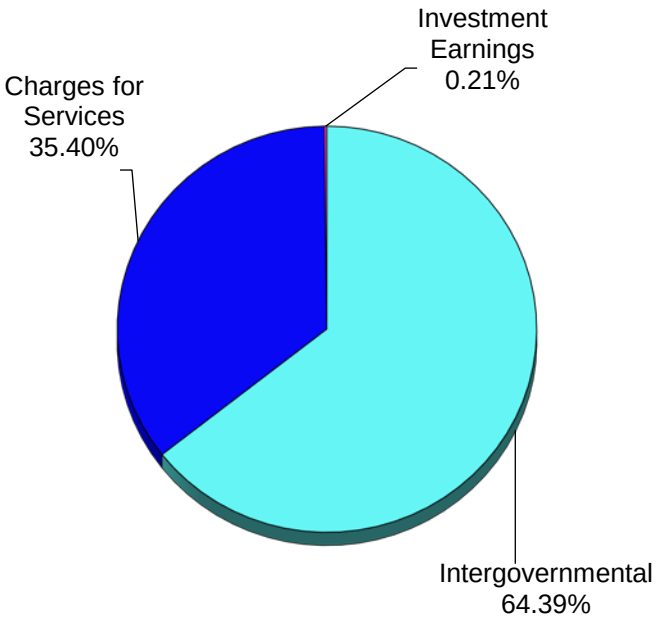
Miscellaneous Revenues include property rent, restitution, judgments, and County reimbursement payments.

Note: other funding sources include an operating transfer in of $3,400,000 from the Health Benefits Trust Fund for the final loan repayment.

Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Charges for Service	15,484,673	17,138,016	17,420,776	15,629,366	17,444,818
Investment Earnings	926,570	530,504	972,241	560,319	768,563
Miscellaneous	86,788	57,655	25,393	66,551	32,000
Total Revenue	16,498,031	17,726,175	18,418,410	16,256,236	18,245,381

STADIUM DISTRICT
Special Revenue Fund

Fiscal Year 2017/2018



Intergovernmental revenues consist of a car rental surcharge and a recreational vehicle space surcharge. Pima County is authorized by the state to collect up to $3.50 per car rental contract. The County also levies a surcharge of $0.50 per day for recreational vehicles. The collections are budgeted at $1,500,000 for car rentals and at $37,200 for recreational vehicle space surcharges. The net decrease of $82,800 from fiscal year 2016/17 is primarily due to the discontinuation of the RV space surcharge. The fiscal year 2017/18 car rental surcharge revenue is expected to increase by $25,000 from the fiscal year 2016/17 Adopted Budget based on Arizona Department of Revenue projections. The fiscal year 2017/18 RV space surcharge revenue is expected to decrease $107,800 from the fiscal year 2016/17 Adopted Budget and is due to the assumed discontinuation of the RV space surcharge on November 1, 2017.

Charges for Services revenues represent fees received for the use of the Stadium's facilities for various sports leagues, tournaments, meetings, fundraisers, and parties. The increase of $41,725 is primarily due to more sporting events scheduled in fiscal year 2017/18.

Investment Earnings of $5,000 expected from the Treasurer's commingled interest distribution remain unchanged from fiscal year 2016/17 Adopted Budget.

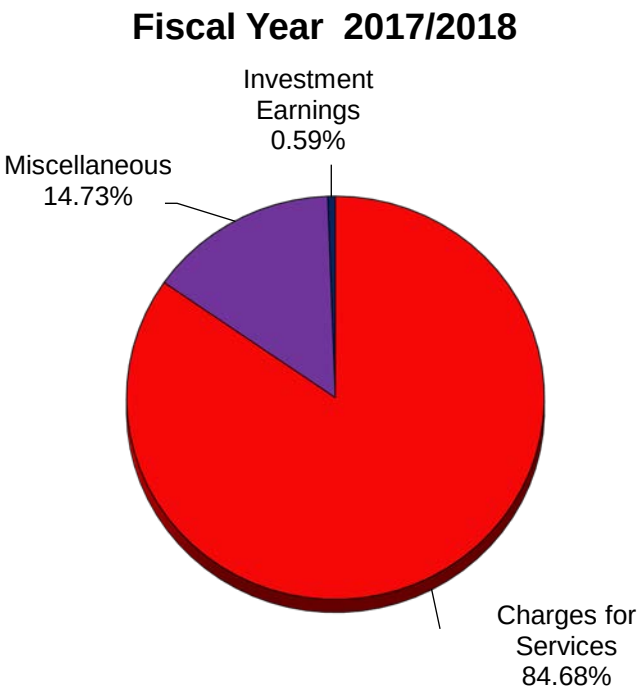
Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Intergovernmental	1,511,582	1,521,396	1,612,245	1,620,000	1,537,200
Charges for Services	1,149,893	958,218	989,552	803,275	845,000
Investment Earnings	8,196	4,826	5,113	5,000	5,000
Miscellaneous	3,990	1,653	7,586		
Total Revenue	2,673,661	2,486,093	2,614,496	2,428,275	2,387,200

SUBSCRIBER SERVICES
Internal Service Fund

Charges for Services revenues include radio repair monthly fees of $8 per month per radio, time and material reimbursements, and tower site revenue.

Investment Earnings revenue are earned on fund cash balance.

Miscellaneous revenues include Sprint/Nextel reimbursements for rebanding staff services.

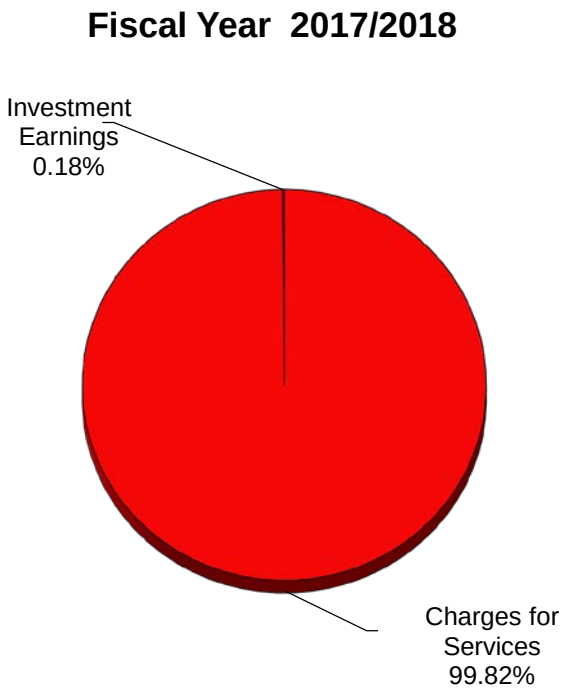


Note: Prior to fiscal year 2017/18, Subscriber Services was presented under Information Technology as a part of Telecommunications.

Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Charges for Services					**396,748**
Miscellaneous					**69,000**
Investment Earnings					**2,744**
Total Revenue					**468,492**

TELECOMMUNICATIONS FUND
Internal Service Fund

Charges for Services are the basic telephone and network infrastructure charges (IT Telecom) of $5,535,721. IT Telecom charges increase by $769,057 due to the number of ports increasing by 559 or 4.78%, and to the IT Wireless Services monthly charge increasing from $34 to $37. Also, wireless radio maintenance and repair charges (IT Wireless Services), which were budgeted at $347,004 in fiscal year 2016/07, have been moved to the Pima County Wireless Integrated Network (PCWIN) department, for a net decrease of $422,053 from the fiscal year 2016/2017 Adopted Budget. In fiscal year 2014/2015, revenues from charges for services in the IT Telecommunications Internal Service Fund were diverted to the replacement of the legacy wireless system by the new PCWIN.



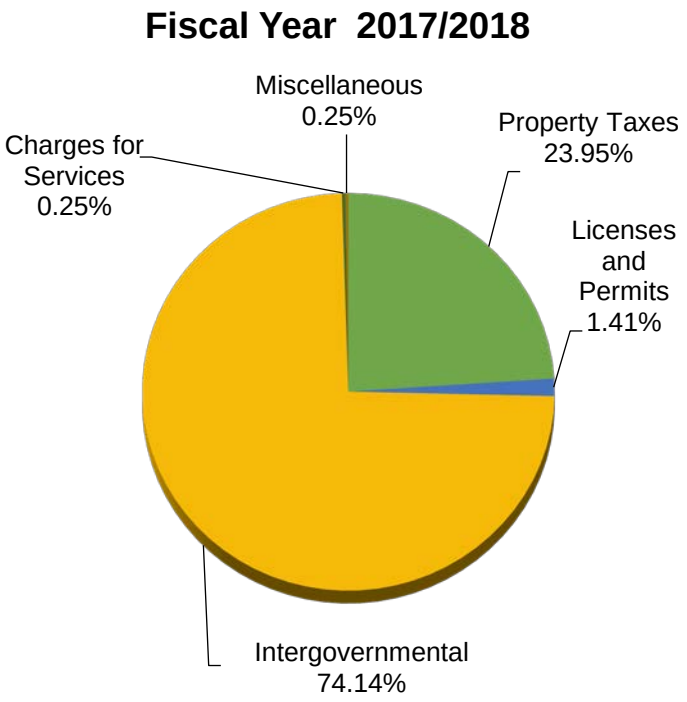
Investment Earnings decreased due to an expected decrease in cash balance.

Miscellaneous revenues for weather radio transmitter maintenance and fees from non-County users of radios have moved with IT Wireless Services to PCWIN.

Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Charges for Services	6,171,467	5,132,369	5,230,948	5,113,668	5,535,721
Investment Earnings	9,467	11,977	18,963	12,400	10,000
Miscellaneous	51,660	103,970	37,779	171,740	
Total Revenue	6,232,594	5,248,316	5,287,690	5,297,808	5,545,721

TRANSPORTATION
Special Revenue Fund

Property Taxes revenue of $19,526,525 is new to Transportation and starts in fiscal year 2017/18. This is a primary property tax and the revenues are designated to fixing Pima County roads. The tax is derived from Pima County's taxable net assessed value of $8,074,957,717 and a tax rate of $0.25 per $100. (The current year collections reflect expected collection rates.)



Licenses and Permits revenues include $1,151,200 in permits and inspection fees, and fees for the use of rights of way. These revenues are estimated to decrease $1,300 from fiscal year 2016/17 Adopted Budget.

Intergovernmental revenues consist primarily of $45,679,000 in Highway User Revenue Funds (HURF) distributed by the state of Arizona for the development and maintenance of County roads and $14,586,000 of state shared Vehicle License Tax revenue. Estimates of these combined sources were provided by the Pima Association of Governments and represent an increase of $1,815,000 over the fiscal year 2016/17 Adopted Budget due to a higher collections rate. Federal and state operating revenue is $186,000 and is a decrease of $3,114 from the fiscal year 2016/17 Adopted Budget primarily due to receiving a lesser portion of forest fees from the U.S. Department of Agriculture.

Charges for Services revenues includes $202,000 from impact fees and highway and street inspection fees charged to newly constructed subdivisions which remain the same as the fiscal year 2016/17 Adopted Budget. General government fees of $2,650 decrease from the fiscal year 2016/17 Adopted Budget by $40,200 due to the completion of the Hayhook project in 2017.

Investment Earnings revenues are expected to be zero in fiscal year 2017/18 from the Local Government Investment Pool, a decrease of $25,000 from fiscal year 2016/17 Adopted Budget due to a lower cash balance.

Miscellaneous revenue includes $115,000 in earnings from County rental properties and $91,200 in reimbursements for damages to property, telephone calls, and the sale of electronic data to the public. Also included is $1,550 in late fees, miscellaneous interest, and fines reimbursements. The decrease of $78,682 under the fiscal year 2016/17 Adopted Budget is primarily due to anticipating fewer reimbursements for damages.

Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Property Taxes					19,526,525
Licenses and Permits	973,908	1,159,897	1,178,163	1,152,500	1,151,200
Intergovernmental	49,405,248	53,421,775	56,343,864	58,639,114	60,451,000
Charges for Services	279,237	245,240	97,338	244,850	204,650
Investment Earnings	75,104	31,082	37,954	25,000	
Miscellaneous	421,093	634,548	318,660	286,432	207,750
Disposal of Assets			87,670		
Total Revenue	51,154,590	55,492,542	58,063,649	60,347,896	81,541,125

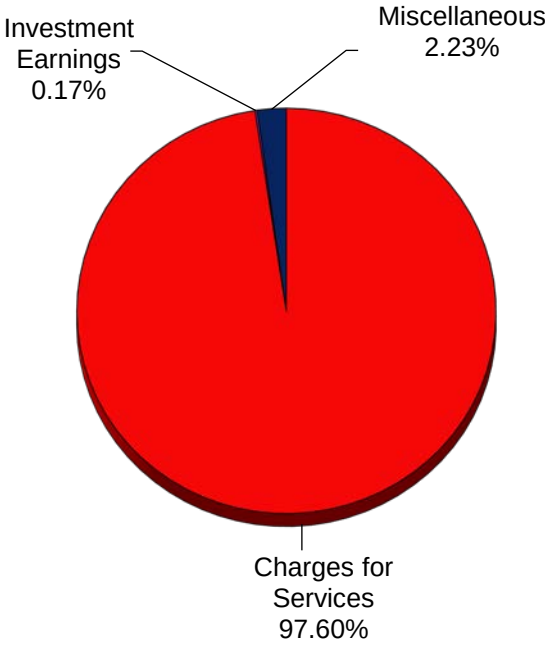
WIRELESS INTEGRATED NETWORK
Special Revenue Fund

Charges for Services revenues include radio revenues from a variety of public service agencies and medical service entities. Included in the public service agencies are departments internal to Pima County. An annual membership fee is assessed to subscribers and billed on a quarterly basis. The quarterly fees are based on the number of radios an agency maintains. The fiscal year 2017/18 fee is $33 per unit per month.

Investment Earnings revenue are earned on fund cash balance.

Miscellaneous revenues include proceeds from radio tower intergovernmental agreements.

Fiscal Year 2017/2018



Note: Prior to fiscal year 2016/17, the Wireless Integrated Network was presented under the Office of Emergency Management and Homeland Security and named OEM Radio System.

Revenue Object	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
Charges for Services				**2,836,152**	**2,931,192**
Investment Earnings				**5,180**	**5,141**
Miscellaneous				**66,354**	**67,115**
Total Revenue				**2,907,686**	**3,003,448**

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2016/2017 vs Fiscal Year 2017/2018

SOURCE OF REVENUES	ADOPTED REVENUES FY 2016/2017	ADOPTED REVENUES FY 2017/2018	CHANGE	EXPLANATION
GENERAL FUND				
Assessor				
Other Miscellaneous Revenues	1,000	500	(500)	Copy fees; reduction due to impact of the Freedom of Information Act
Behavioral Health (formerly Office of Medical Services)				
Other Miscellaneous Revenues	69,765	69,765	-	
Clerk of the Board				
Alcoholic Beverages	2,000	2,000	-	
General Government Fees	100	100	-	
Clerk of the Superior Court				
Federal Revenue	409,429	413,869	4,440	Increase in Federal Child IV-D child support reimbursement
General Government Fees	400,000	350,000	(50,000)	Based on decrease in activity the past few years
Other Miscellaneous Revenues	2,000	1,500	(500)	Based on decrease in activity the past few years
Court Fees	1,002,000	1,000,000	(2,000)	Based on decrease in activity the past few years
Investment Earnings	5,000	7,500	2,500	Higher interest rates
Other Fines & Forfeits	450,000	450,000	-	
Fines	275,000	275,000	-	
Communications Office				
General Government Fees	4,500	4,500	-	
Charges for Services	232,500	290,625	58,125	Additional work/revenue anticipated due to Print Shop relocated downtown.
Other Miscellaneous Revenues	-	7,300	7,300	Additional work/revenue anticipated due to Print Shop relocated downtown.
Community Development, Neighborhood Conservation				
City Other Operating	-	10,000	10,000	New reimbursements from the city of Tucson for participation with the Pima Housing Search.
Other Miscellaneous Revenues	1,200	1,200	-	
Community Services, Employment & Training				
Other Miscellaneous Revenues	-	30,200	30,200	Fees for workshops during fiscal year 2017/18
Constables				
Court Fees	343,424	343,424	-	
Miscellaneous	45,000	45,000	-	
Contingency				
Investment Earnings	-	52,960	52,960	Interest 160 N Stone/Tucson Indian Center carryback note
Licenses and Permits	-	38,900	38,900	Sustainability Section 10 permit
Miscellaneous	-	120,000	120,000	Electricity reimbursement-Pima Air & Space Museum
County Attorney				
Other Fines & Forfeits	60,000	60,000	-	
Other Local Governments	24,900	24,900	-	
Elections				
State Revenue	694,993	-	(694,993)	Decrease is due to no scheduled State elections in FY 2017/2018
General Government Fees	15,000	3,000	(12,000)	Decrease is due to fewer elections in FY 2017/2018
Other Local Governments	740,950	200,000	(540,950)	Decrease is due to fewer fire districts, schools, and towns on the ballot for FY 2017/2018. Fire Distircts and school elections are by mail only this year, not polling sites.
Other Miscellaneous Revenues	100	100	-	
Facilities Management				
Rents and Royalties	2,801,273	-	(2,801,273)	Rent revenues received from external tenants have been moved to the Facilities Renewal Fund beginning in FY 2017/2018
Other Miscellaneous Revenues	932,839	895,173	(37,666)	Projected O&M reimbursements decreased based on current lease agreements.
Finance				
Other Miscellaneous Revenues	25,000	20,000	(5,000)	Reduction in payroll garnishment.
General Government Revenues				
Alcoholic Beverages	42,000	48,000	6,000	Limited growth in new restaurant & bar business startups due to slow local economic growth.

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2016/2017 vs Fiscal Year 2017/2018

SOURCE OF REVENUES	ADOPTED REVENUES FY 2016/2017	ADOPTED REVENUES FY 2017/2018	CHANGE	EXPLANATION
Auto License Tax	27,000,000	28,250,000	1,250,000	Local population growth and continued high-level new vehicle sales, particularly for light trucks, exceed statutory 16.25% annual reduction in tax base.
Business Licenses & Permits	3,180,000	3,360,000	180,000	Reflects continued increase in local population and nominal dollar income.
Other Local Governments	47,000	59,000	12,000	Increase assumes higher value associated with City of Tucson-owned housing.
Federal Revenue	3,330,000	3,420,000	90,000	Assumes U.S. Department of Interior Federal Payment in Lieu of Taxes reauthorized for federal FY 2017 with statutory inflation adjustment. Includes $29,000 U.S. Fish & Wildlife PILT.
General Government Fees	921,581	889,451	(32,130)	Cost of Flood Control District tax assessment and collection based on FY 2017/18 Full Cost Plan. Includes anticipated delinquent tax-related fees as Treasurer posts such fee revenue to Unit 0452, Revenue Source 4200 General Government Fees instead of Unit 0452, Revenue Source 4007 (Penalties on Delinquent Personal Property Taxes).
Investment Earnings	210,000	500,000	290,000	Assumes 1.70% to 1.80% average investment yield on estimated fund balance equal to 5% of overall General Fund revenues.
Other Miscellaneous Revenues	1,000	(1,000)	(2,000)	Overages/Shortages.
Overhead-Enterprise Fund Contrib	21,605,704	15,989,933	(5,615,771)	FY2017/18 Administrative Overhead cost allocation.
Public Works Admin Overhead	2,585,033	3,296,421	711,388	Public Works Administrative Overhead.
Sales & Use Tax	112,100,000	115,200,000	3,100,000	Increased revenue related to continued statewide economic growth, with Pima County activity trailing overall statewide economic growth. NOTE: Projection shown does not assume May 2016 enacted legislation (HB 2483) changing county population share from Census 2010 population count is amended to allow change in population share. If Legislature amends current statute to allow population share based on July 1, 2015, population estimates, then projected County state-shared sales tax revenue would be $113,800,000.
State Revenue	1,000	1,000	-	
Taxes/Int on Delq Pers Prop Tax	675,213	837,190	161,977	Some delinquent real property tax interest processed at the same time as delinquent unsecured personal property tax interest gets assigned to Revenue Code 4006 (Personal Property) rather than Revenue Code 4002
Taxes/Int on Delq Real Prop Tax	4,639,942	4,351,642	(288,300)	Decreased revenue due to a smaller amount of outstanding delinquent real property taxes. Also, some delinquent real property tax interest processed at the same time as delinquent unsecured personal property tax interest gets assigned to Revenue Code 4006 (Personal Property) rather than Revenue Code 4002 (Real Property).
Taxes/Penalties Delq Real Prop Tx	740,000	680,000	(60,000)	Decreased revenue due to a smaller amount of outstanding delinquent real property taxes.
Taxes/Personal Property	8,922,746	8,682,548	(240,198)	Decreased revenue due to a 1.34% decline in the personal property tax base offset in part by a greater current year collection rate. The decline in the tax base is due to increased exemption amount for commercial personal property, and the rapid depreciation in values for all personal property allowed under State statues.
Taxes/Real Property	323,289,441	327,756,452	4,467,011	Increased revenue due to 3.44% growth in real property tax base and slightly greater current year collection rate.
Transient Lodging Tax	2,180,760	2,377,212	196,452	Continued moderate national and statewide economic growth somewhat offset by negative impact on tax base with higher market share for online travel agents. Projection includes estimated $2.95 million in newly taxed Airbnb-type private transient lodging sales, as new statute requires vendors operating online lodging marketplaces to collect state and local lodging taxes on listing sales. Assumes municipalities do not annex resorts located incorporated area.
Human Resources				
Miscellaneous	83,820	83,820	-	
Information Technology				
General Government Fees	20,000	-	(20,000)	Elimination of reimbursements from outside agencies for computer support services
Rents and Royalties	591,301	611,301	20,000	Due to additional tower and roof leases
Justice Court Ajo				
State Revenue	15,352	7,824	(7,528)	Reflects current case fillings in the court and more accurately budget for the Court than previous years
General Government Fees	3,500	952	(2,548)	Reflects current case fillings in the court and more accurately budget for the Court than previous years
Court Fees	23,414	3,577	(19,837)	Reflects current case fillings in the court and more accurately budget for the Court than previous years
Justice Courts - Fines	195,839	126,526	(69,313)	Reflects current case fillings in the court and more accurately budget for the Court than previous years
Other Miscellaneous Revenues	350	73	(277)	Reflects current case fillings in the court and more accurately budget for the Court than previous years

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2016/2017 vs Fiscal Year 2017/2018

SOURCE OF REVENUES	ADOPTED REVENUES FY 2016/2017	ADOPTED REVENUES FY 2017/2018	CHANGE	EXPLANATION
Justice Court Green Valley				
State Revenue	21,060	21,060	-	
Court Fees	47,721	50,172	2,451	Discontinued photo enforcement program but continue collection efforts.
Justice Courts - Fines	119,520	115,887	(3,633)	Decreased case filings.
Justice Courts Tucson				
State Revenue	168,000	169,680	1,680	Reflects increased anticipated reimbursement of salaries for Justices of the Peace due to increase in judicial salary.
General Government Fees	900,000	900,000	-	
Court Fees	3,030,500	3,030,500	-	
Justice Courts - Fines	2,672,192	2,670,512	(1,680)	Reflects decrease in revenues to offset change in State Revenue as well as general decreased revenue from civil traffic filings.
Other Fines & Forfeits	40,000	40,000	-	
Rents and Royalties	6,000	-	(6,000)	Revenue amount transferred to Miscellaneous Revenues to reflect revenue collected for court data agreements.
Other Miscellaneous Revenues	50,000	56,000	6,000	Reflects revenue collected for court data agreements
Juvenile Court				
Federal Revenue	100,000	100,000	-	
Court Fees	5,200	5,200	-	
Investment Earnings	100	100	-	
Other Miscellaneous Revenues	2,000	2,000	-	
Kino Sports Complex				
Retail Event Revenue	24,100	25,000	900	Based on scheduled and anticipated events and decreasing discounts
Sports Revenue	7,000	8,500	1,500	Based on scheduled and anticipated events and decreasing discounts
Revenue Discounts	(4,943)	(4,500)	443	Discounts are decreasing for repeat events
Other Miscellaneous Revenues	16,757	21,079	4,322	Anticipated increase in landscaping reimbursements
Rents and Royalties	96,100	96,100	-	
Medical Examiner (formerly Forensic Science Center)				
General Government Fees	5,500	5,500	-	
Charges for Services	1,786,700	1,786,200	(500)	Autopsy services
Miscellaneous	38,500	39,000	500	Copy fees
Natural Resources, Parks, & Recreation				
Culture & Recreation Fees	89,950	95,450	5,500	Increase based on moving revenue to a more appropriate object code from Facility Fees
Facility Fees	733,400	702,350	(31,050)	Estimated less revenue due to uncertainty of Mike Jacob Sports Park operation
Licenses & Permits	600	600	-	
Other Miscellaneous Revenues	62,500	74,800	12,300	Increase due to revenue from public/private partnerships
Rents and Royalties	103,100	116,350	13,250	Increase due to new cell tower revenue at Denny Dunn park
Non Departmental				
Transient Lodging Tax	3,207,000	3,495,900	288,900	Continued moderate national and statewide economic growth somewhat offset by negative impact on tax base with higher market share for online travel agents. Projection includes estimated $2.95 million in newly taxed Airbnb-type private transient lodging sales, as new statute requires vendors operating online lodging marketplaces to collect state and local lodging taxes on listing sales. Assumes municipalities do not annex resorts located incorporated area.
Investment Earnings	5,418	2,817	(2,601)	PCWIN radios
Other Miscellaneous Revenues	548,836	366,437	(182,399)	Reduced revenues from Vehicle Impound Towing Program
Office of Sustainability and Conservation				
Rents and Royalties	250	250	-	
Procurement				
Other Miscellaneous Revenues	-	-	-	
Public Defense Service (formerly Legal Defender, Public Defender, Office of Court Appointed Counsel and Public Fiduciary)				
Federal Revenue	27,300	31,200	3,900	Budgeted one additional OCC federal work study student
AZ Revenue	27,100	38,000	10,900	Added Court Appointed Counsel DOC revenue and overhead
Court Fees	1,381,673	1,278,500	(103,173)	Based on billing practices and recent collection history

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2016/2017 vs Fiscal Year 2017/2018

SOURCE OF REVENUES	ADOPTED REVENUES FY 2016/2017	ADOPTED REVENUES FY 2017/2018	CHANGE	EXPLANATION
General Government Fees-PF	10,000	10,000	-	
Other Miscellaneous Revenues	1,000	530	(470)	Based on three year trend.
Recorder				
General Government Fees	1,989,250	3,002,085	1,012,835	Revenue varies based on election cycle
School Superintendent				
Other Miscellaneous Revenues	305,000	345,000	40,000	Reimbursements from school districts for special elections; increased reimbursements expected for educational services to school districts.
Sheriff				
Federal Revenue	300,000	325,000	25,000	Revenue received from Social Security Administration for reporting inmates collecting benefits.
AZ Revenue	700,000	600,000	(100,000)	Decrease in state revenue for inmates committing crimes in Pima County while in state custody.
Business Licenses & Permits	25,000	25,000	-	
Jury Fees	500	500	-	
Sheriff Dept Fees	1,208,000	950,000	(258,000)	Decrease in various fees such as vehicle impound
Correctional Housing	7,970,000	7,000,000	(970,000)	Decrease in misdemeanor bookings from cities
Other Miscellaneous Revenues	295,000	345,000	50,000	Increase in cell phone reimbursements.
Superior Court				
Federal Revenue	450,000	495,000	45,000	Increase in Federal Child IV-D child support reimbursement.
Superior Court Mandated Services				
Court Fees	145,000	150,000	5,000	Increase in jury fees received from city of Tucson.
Other Miscellaneous Revenues	190,000	215,000	25,000	Increase in reimbursements for lengthy jury trials.
TOTAL GENERAL FUND REVENUE	**549,850,853**	**550,053,197**	**202,344**	
SPECIAL REVENUE FUNDS				
County Free Library				
Property Taxes	39,877,071	40,387,819	510,748	Reflects increased values for Real & Secured Property
Intergovernmental	313,900	233,000	(80,900)	Decrease due to reduced expense reimbursements from other municipalities.
Charge for Services	900,000	280,000	(620,000)	Reimbursable equipment replacements are not occurring this fiscal year. E-Rate reimbursements are anticipated to decrease due to this.
Investment Earnings	25,000	40,000	15,000	Increased budgeted revenue based on current cash balances and prior year actuals.
Fines and Forfeits	600,000	600,000	-	
Miscellaneous	450,000	505,000	55,000	Strong public support continues with donations
Employment and Training				
Intergovernmental	14,545,188	18,750,778	4,205,590	Increase in Federal grant awards is anticipated from prior fiscal year.
Investment Earnings	1,500	2,200	700	Slight increase anticipated based on fund balance
Miscellaneous	1,448,289	1,037,113	(411,176)	Anticipated decrease in Federal pass-through grants and non-government grants.
Environmental Quality				
Investment Earnings	21,370	27,210	5,840	Increased budgeted revenue based on current cash balances and prior year actuals.
Intergovernmental	1,919,446	2,389,124	469,678	Increase in Federal grant awards is anticipated from prior fiscal year.
Licenses and Permits	2,148,110	2,192,857	44,747	Increase budgeted revenue based on a four (4) year average.
Miscellaneous	30,160	30,280	120	Increased budgeted revenue based on prior year actuals (nominal).
Health				
Charges for Services	2,755,735	2,755,735	-	
Intergovernmental	8,758,009	10,066,197	1,308,188	Increase in federal and state Health grants
Licenses and Permits	1,730,000	1,730,000	-	
Miscellaneous	738,668	115,912	(622,756)	Decrease in non-government Health grants is expected
Other Special Revenue Funds & Grants				

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2016/2017 vs Fiscal Year 2017/2018

SOURCE OF REVENUES	ADOPTED REVENUES FY 2016/2017	ADOPTED REVENUES FY 2017/2018	CHANGE	EXPLANATION
Intergovernmental	55,858,964	54,736,329	(1,122,635)	The decrease in revenue from the fiscal year 2016/17 Adopted Budget is $1,122,635 or 2.01% primarily from reductions in Transportation Grants.
Charges for Services	7,604,150	7,962,813	358,663	The increase in revenue from fiscal year 2016/17 Adopted Budget is $358,663 or 4.72%, resulting from increases in Superior Court Probation Services.
Fines and Forfeits	3,105,000	3,089,000	(16,000)	The decrease in revenue from the fiscal year 2016/17 Adopted Budget is $16,000 or 0.52%, primarily from reductions in the County Attorney Bad Check Program.
Investment Earnings	128,372	156,511	28,139	The increase in revenue from fiscal year 2016/17 Adopted Budget is $28,139 or 21.92%, resulting from increases in fund balances.
Miscellaneous	8,306,049	10,535,049	2,229,000	The increase in revenue from fiscal year 2016/17 Adopted Budget is $2,229,000 or 26.84%, resulting from increases in Facilities Management - Facilities Renewal.
Pima Animal Care				
Charges for Services	286,374	113,900	(172,474)	Decrease due to the Town of Marana and Town of Sahuarita initiating their own animal care services within their municipalities.
Investment Earnings	2,000	4,000	2,000	Interest on Pima Animal Care Center donations
Fines and Forfeits	86,470	72,900	(13,570)	Decrease due to the Town of Marana and Town of Sahuarita initiating their own animal care services within their municipalities.
Intergovernmental	4,938,149	5,136,527	198,378	Increase in charges to local governments due to Town of Marana and Town of Sahuarita discontinuing intergovernmental agreement of animal control therefore increasing costs to their residents and municipality for animal care services.
Licenses and Permits	550,000	548,246	(1,754)	Decrease due to the Town of Marana and Town of Sahuarita initiating their own animal care services within their municipalities.
Miscellaneous	681,557	688,000	6,443	Increase in non-government grant funding.
Regional Flood Control District				
Charges for Services	1,070,000	1,070,000	-	
Investment Earnings	19,767	45,000	25,233	Increase in interest earned due to increasing Fund balance in the LGIP
Intergovernmental	239,970	49,970	(190,000)	Decrease due to the completion and no longer receiving a Federal EPA grant for the Living River Project and a Federal Environmental Management Agency (FEMA) grant for Upper Santa Cruz Risk Mapping
Licenses and Permits	1,100	1,100	-	
Miscellaneous	58,845	74,475	15,630	Estimate based on rental income for previous two fiscal years
Property Taxes	23,381,097	22,916,348	(464,749)	Decrease due to decrease of tax rate of $0.0200 to $0.3135
Stadium District				
Charges for Services	803,275	845,000	41,725	The increase of $41,725 is primarily due to more sporting events scheduled in fiscal year 2017/18.
Intergovernmental	1,620,000	1,537,200	(82,800)	The fiscal year 2017/18 RV space surcharge revenue is expected to decrease $82,800 from the fiscal year 2016/17 Adopted Budget and is due to the assumed discontinuation of the RV space surcharge on November 1, 2017.
Investment Earnings	5,000	5,000	-	
Transportation				
Charges for Services	244,850	204,650	(40,200)	Decrease due to the completion of the Hayhook project in 2017
Investment Earnings	25,000	-	(25,000)	Decrease due to eliminating cash balances invested in LGIP
Intergovernmental	58,639,114	60,451,000	1,811,886	Increase in Highway User Fees by $429,000, and Vehicle License Tax by $1,386,000 due to an increasing distribution percentage from State and an improving economy
Licenses and Permits	1,152,500	1,151,200	(1,300)	Decrease in permit requests and inspections
Miscellaneous	286,432	207,750	(78,682)	Decrease is primarily due to anticipating less reimbursements for damages
TOTAL SPECIAL REVENUE FUNDS	**245,356,481**	**252,745,193**	**7,388,712**	
DEBT SERVICE				
Taxes	54,284,900	55,923,480	1,334,173	Change is due primarily to increase in taxable assessed value of real property

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2016/2017 vs Fiscal Year 2017/2018

SOURCE OF REVENUES	ADOPTED REVENUES FY 2016/2017	ADOPTED REVENUES FY 2017/2018	CHANGE	EXPLANATION
Investment Earnings	95,000	215,000	120,000	Increase in interest on pooled investments
TOTAL DEBT SERVICE	**54,284,900**	**55,923,480**	**1,638,580**	
CAPITAL PROJECTS				
Intergovernmental	27,435,634	16,324,513	(11,111,121)	Increase of $18m in State project participation offset by decrease of RTA sales tax contributions to specific transportation projects of $7m as authorization nears end
Charges for Services	3,186,670	3,552,000	365,330	Increase in impact fees from developers and other outside sources
Investment Earnings	283,076	382,271	99,195	Slight increase based on projected actuals
Miscellaneous	217,209	305,313	88,104	Increase in private donations of infrastructure
TOTAL CAPITAL PROJECTS	**31,122,589**	**20,564,097**	**(10,558,492)**	
ENTERPRISE FUNDS				
Development Services				
Licenses and Permits	6,890,071	6,923,532	33,461	Increase is primarily due to a yearly 2% increase in fees offset by an anticipated decrease in commercial construction activity
Charges for Services	678,232	796,443	118,211	Increase is primarily due to a yearly 2% fees increase and an improving economy
Investment Earnings	15,000	15,000	-	
Miscellaneous	5,000	23,100	18,100	Increase due to building & site development and planning & enforcement miscellaneous fees, and an increase in the sale of copies of books and maps
Parking Garages				
Charges for Services	1,090,730	2,391,003	1,300,273	Charges for Services increased by $1.3 million due to change in classification of fees for parking from Rents and Royalties (shown under Miscellaneous) to Parking Fees
Investment Earnings	12,132	12,132	-	
Miscellaneous	1,260,136	(150)	(1,260,286)	Miscellaneous revenues decreased by $1.26 million due to change in classification of fees for parking to Parking Fees (shown under Charges for Services) from Rents and Royalties
Regional Wastewater Reclamation				
Licenses and Permits	20,000	20,000	-	
Charges for Services	170,196,693	171,170,297	973,604	Increases due to BOS approved 3% fee increases of $3,979,461 to Sewer User Fees and of $411,857 to Sewer Connection Fees offset by declining water usage
Fines and Forfeits	5,000	8,000	3,000	Due to lower anticipated income after amnesty program
Investment Earnings	781,000	1,010,000	229,000	Increase based on two prior years
Capital Contributions	5,000,000	5,000,000	-	
Miscellaneous	554,854	223,135	(331,719)	Decrease due to CH2M Hill reimbursements of $504k as ebate against the expense instead of revenue partially offset by rents from U of A Lab at WEST Center of $155k, Mt Lemmon Water Domestic Water of $10k, and El Paso & Southwestern Greenway of $7k
TOTAL ENTERPRISE FUNDS	**186,508,848**	**187,592,492**	**1,083,644**	
GRAND TOTAL ALL FUNDS	**1,067,123,671**	**1,066,878,459**	**(245,212)**	

THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY

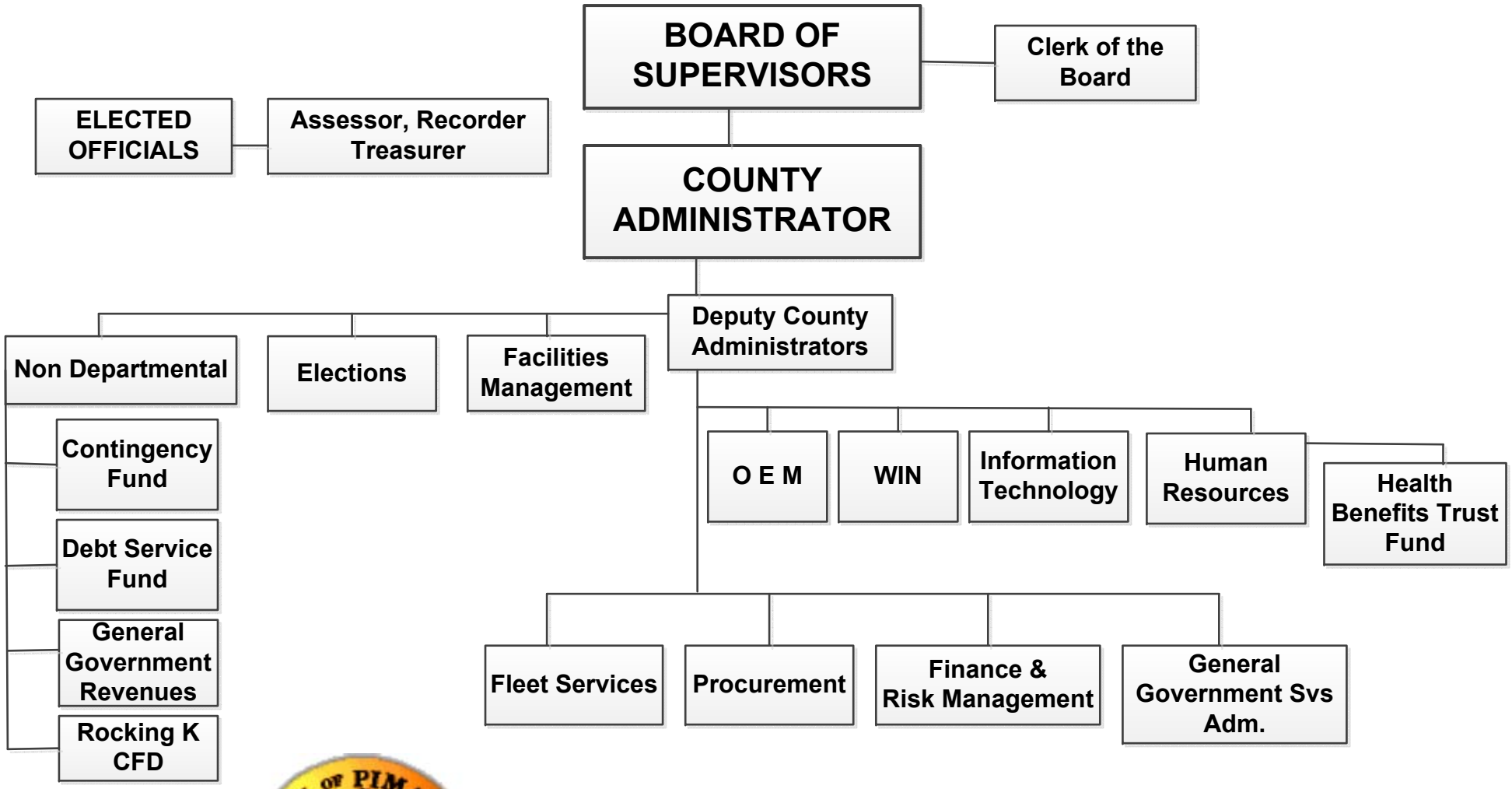
INTERNAL SERVICE FUNDS

Computer Hardware/Software

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2016/2017 vs Fiscal Year 2017/2018

SOURCE OF REVENUES	ADOPTED REVENUES FY 2016/2017	ADOPTED REVENUES FY 2017/2018	CHANGE	EXPLANATION
Charges for Services	19,461,910	17,351,041	(2,110,869)	Decrease in ISF allocation charges for Leased Hardware of $1,186,242, for Enterprise Software of $495,907, and for Server Storage of $476,731, and previously unbudgeted Leased Hardware revenues from Drexel Heights Fire Dept. of $48k
Fleet Services				
Charges for Services	20,056,377	20,180,081	123,704	Despite planned rate decreases, Fleet Services is anticipating revenues to increase from fiscal year 2016/17 by $123,704 due to department utilizing and replacing larger vehicles.
Investment Earnings	145,000	185,000	40,000	Treasurer's commingled interest distribution an increase of $40,000 from the fiscal year 2016/17 Adopted Budget based on larger fund balances.
Intergovernmental	3,500	41,000	37,500	Anticipated increase in fuel sales for three remaining IGAs
Miscellaneous	86,500	80,000	(6,500)	Primarily due to fewer vehicles and equipment auctions and insurance reimbursements.
Health Benefits Trust Fund				
Charges for Services	68,899,643	69,136,187	236,544	Increase from budgeting of HSA Third Party Admin fee, increase of employee self-funded Dental Plan, Life Insurance Premiums from open enrollment, aging and elected coverage changes, partially offset by decrease in employee participation in Flexible Spending Accounts.
Investment Earnings	75,690	220,000	144,310	Increase in interest revenue due to increased operating cash balance
Miscellaneous	1,967,200	2,029,409	62,209	Increased trend in Pharmacy Rebates partially offset by lower participation in older benefit plans no longer offered as employees leave.
Risk Management				
Charges for Services	15,629,366	17,444,818	1,815,452	Worker compensation rates increased due to number of employees and payroll rate changes
Investment Earnings	560,319	768,563	208,244	Projected increased interest received on pooled investments
Miscellaneous	66,551	32,000	(34,551)	Fewer litigation judgements
Telecommunications				
Charges for Services	5,113,668	5,535,721	422,053	Increase due to ports revenue of $5,448,324 from increase of monthly fee to $37, and previously unbudgeted Cisco SmartNet Fees of $87,397 which offset decrease due to move of Wireless to GF of $346k
Investment Earnings	12,400	10,000	(2,400)	Decrease due to an expected decrease in cash balance
Miscellaneous	171,740		(171,740)	Decrease due to move of Wireless to GF
TOTAL INTERNAL SERVICE FUNDS	**132,249,864**	**133,013,820**	**763,956**	
TOTAL REVENUES	**1,199,373,535**	**1,199,892,279**	**518,744**	

GENERAL GOVERNMENT SERVICES ORGANIZATION CHART



General Government Services Organization Chart July 01, 2017

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SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Expenditures
GENERAL GOVERNMENT SERVICES						
Assessor						
Administration	3,154,098	-	-	-	-	3,154,098
Assessor Statutory Mandates	5,567,801	-	-	-	-	5,567,801
Total Assessor	**8,721,899**	**-**	**-**	**-**	**-**	**8,721,899**
Board of Supervisors						
Board of Supervisors	2,405,760	-	-	-	-	2,405,760
Total Board of Supervisors	**2,405,760**	**-**	**-**	**-**	**-**	**2,405,760**
Clerk of the Board						
Administration Management	783,315	-	-	-	-	783,315
Document and Micrographics Mgmt	768,292	-	-	-	-	768,292
Total Clerk of the Board	**1,551,607**	**-**	**-**	**-**	**-**	**1,551,607**
County Administrator						
County Administrator	2,017,626	1,235,659	-	-	-	3,253,285
Total County Administrator	**2,017,626**	**1,235,659**	**-**	**-**	**-**	**3,253,285**
Elections						
Elections	4,110,991	-	-	-	-	4,110,991
Total Elections	**4,110,991**	**-**	**-**	**-**	**-**	**4,110,991**
Facilities Management						
Administration	1,874,173	-	-	-	-	1,874,173
Asset Mgmt & Planning Services	289,914	-	-	-	-	289,914
Building Services	19,444,137	-	-	-	-	19,444,137
Design & Construction Services	1,022,124	-	-	-	-	1,022,124
Facilities Renewal	-	545,000	-	-	-	545,000
Parking Garages	-	-	-	-	3,188,650	3,188,650
Total Facilities Management	**22,630,348**	**545,000**	**-**	**-**	**3,188,650**	**26,363,998**
Finance & Risk Management						
Administration	1,457,339	-	-	-	-	1,457,339
Budget	2,371,784	-	-	-	-	2,371,784
Departmental Analysis	2,088,333	-	-	-	-	2,088,333
Financial Control & Reporting	1,829,878	-	-	-	-	1,829,878
Financial Management	1,231,658	-	-	-	-	1,231,658

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Expenditures
Financial Operations	3,347,099	-	-	-	-	3,347,099
Financial Transactions	1,767,615	-	-	-	-	1,767,615
Grants Management	2,328,843	6,025,000	-	-	-	8,353,843
Revenue Management & Audit	2,315,518	7,096	-	-	-	2,322,614
Total Finance & Risk Management	**18,738,067**	**6,032,096**	**-**	**-**	**-**	**24,770,163**
General Government Services Administration						
General Government Services Administration	519,692	-	-	-	-	519,692
Total General Government Services Administration	**519,692**	**-**	**-**	**-**	**-**	**519,692**
Human Resources						
Administration	1,131,822	-	-	-	-	1,131,822
Compensation/Classification/Recruitment	976,431	-	-	-	-	976,431
Employment Rights, FMLA, E-Verify & Training	864,871	-	-	-	-	864,871
Reports and Records	318,937	-	-	-	-	318,937
Total Human Resources	**3,292,061**	**-**	**-**	**-**	**-**	**3,292,061**
Information Technology						
Information Technology	13,457,509	-	-	-	-	13,457,509
Total Information Technology	**13,457,509**	**-**	**-**	**-**	**-**	**13,457,509**
Non Departmental						
Contingency	54,955,696	-	-	-	-	54,955,696
Debt Service	-	-	134,790,376	-	-	134,790,376
General Government Revenues	423,050	-	-	-	-	423,050
Mandated Payments	57,226,721	-	-	-	-	57,226,721
Non Departmental	8,203,982	-	-	-	-	8,203,982
Rocking K South CFD	-	50,000	-	-	-	50,000
Total Non Departmental	**120,809,449**	**50,000**	**134,790,376**	**-**	**-**	**255,649,825**
Ofc of Emergency Mgmt & Homeland Security						
Emergency Mgt/Homeland Security	454,002	1,924,891	-	-	-	2,378,893
Total Ofc of Emergency Mgmt & Homeland Security	**454,002**	**1,924,891**	**-**	**-**	**-**	**2,378,893**
Procurement						
Administration	688,531	-	-	-	-	688,531
Design & Construction	658,494	-	-	-	-	658,494
Materials & Services	1,120,952	-	-	-	-	1,120,952
Total Procurement	**2,467,977**	**-**	**-**	**-**	**-**	**2,467,977**

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Expenditures
Recorder						
Administration	487,701	-	-	-	-	487,701
Information Services	-	1,379,664	-	-	-	1,379,664
Recorder Division	1,099,785	-	-	-	-	1,099,785
Voter Registration	1,311,805	-	-	-	-	1,311,805
Total Recorder	**2,899,291**	**1,379,664**	**-**	**-**	**-**	**4,278,955**
Treasurer						
Treasurer Operations	2,588,569	481,000	-	-	-	3,069,569
Total Treasurer	**2,588,569**	**481,000**	**-**	**-**	**-**	**3,069,569**
Wireless Integrated Network						
Wireless Integrated Network	-	2,898,272	-	-	-	2,898,272
Total Wireless Integrated Network	**-**	**2,898,272**	**-**	**-**	**-**	**2,898,272**
TOTAL GENERAL GOVERNMENT SERVICES	**206,664,848**	**14,546,582**	**134,790,376**	**-**	**3,188,650**	**359,190,456**

INTERNAL SERVICE FUNDS - INFORMATIONAL PURPOSES ONLY

Finance & Risk Management	
Risk Management	16,922,312
Total Finance & Risk Management	**16,922,312**
Fleet Services	
Fleet Management Administration	4,216,486
Fleet Parts Supply	1,645,597
Maintenance & Operations	4,690,680
Support Services	4,885,121
Vehicle Acquisition & Disposition	4,411,610
Total Fleet Services	**19,849,494**
Human Resources	
Health Benefits	69,772,329
Total Human Resources	**69,772,329**

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Expenditures
Information Technology						
Computer Hardware Software						18,972,660
Telecommunications						6,339,743
Total Information Technology						**25,312,403**
Wireless Integrated Network						
Wireless Integrated Network						374,612
Total Wireless Integrated Network						**374,612**
TOTAL INTERNAL SERVICE FUNDS						**132,231,150**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Revenues
GENERAL GOVERNMENT SERVICES						
Assessor						
Administration	500	-	-	-	-	500
Total Assessor	**500**	**-**	**-**	**-**	**-**	**500**
Clerk of the Board						
Administration Management	2,100	-	-	-	-	2,100
Total Clerk of the Board	**2,100**	**-**	**-**	**-**	**-**	**2,100**
County Administrator						
County Administrator	-	1,985,659	-	-	-	1,985,659
Total County Administrator	**-**	**1,985,659**	**-**	**-**	**-**	**1,985,659**
Elections						
Elections	203,100	-	-	-	-	203,100
Total Elections	**203,100**	**-**	**-**	**-**	**-**	**203,100**
Facilities Management						
Building Services	895,173	-	-	-	-	895,173
Facilities Renewal	-	5,896,840	-	-	-	5,896,840
Parking Garages	-	-	-	-	2,402,985	2,402,985
Total Facilities Management	**895,173**	**5,896,840**	**-**	**-**	**2,402,985**	**9,194,998**
Finance & Risk Management						
Financial Operations	20,000	-	-	-	-	20,000
Grants Management	-	6,000,000	-	-	-	6,000,000
Total Finance & Risk Management	**20,000**	**6,000,000**	**-**	**-**	**-**	**6,020,000**
Human Resources						
Reports and Records	83,820	-	-	-	-	83,820
Total Human Resources	**83,820**	**-**	**-**	**-**	**-**	**83,820**
Information Technology						
Information Technology	611,301	-	-	-	-	611,301
Total Information Technology	**611,301**	**-**	**-**	**-**	**-**	**611,301**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Revenues
Non Departmental						
Contingency	211,860	-	-	-	-	211,860
Debt Service	-	-	56,138,480	-	-	56,138,480
General Government Revenues	515,697,849	-	-	-	-	515,697,849
Non Departmental	3,865,154	-	-	-	-	3,865,154
Total Non Departmental	**519,774,863**	**-**	**56,138,480**	**-**	**-**	**575,913,343**
Ofc of Emergency Mgmt & Homeland Security						
Emergency Mgt/Homeland Security	-	1,376,821	-	-	-	1,376,821
Total Ofc of Emergency Mgmt & Homeland Security	**-**	**1,376,821**	**-**	**-**	**-**	**1,376,821**
Recorder						
Information Services	-	899,900	-	-	-	899,900
Recorder Division	2,352,085	-	-	-	-	2,352,085
Voter Registration	650,000	-	-	-	-	650,000
Total Recorder	**3,002,085**	**899,900**	**-**	**-**	**-**	**3,901,985**
Treasurer						
Treasurer Operations	-	73,000	-	-	-	73,000
Total Treasurer	**-**	**73,000**	**-**	**-**	**-**	**73,000**
Wireless Integrated Network						
Wireless Integrated Network	-	3,003,448	-	-	-	3,003,448
Total Wireless Integrated Network	**-**	**3,003,448**	**-**	**-**	**-**	**3,003,448**
TOTAL GENERAL GOVERNMENT SERVICES	**524,592,942**	**19,235,668**	**56,138,480**	**-**	**2,402,985**	**602,370,075**

INTERNAL SERVICE FUNDS - INFORMATIONAL PURPOSES ONLY	
Finance & Risk Management	
Risk Management	18,245,381
Total Finance & Risk Management	**18,245,381**
Fleet Services	
Fleet Management Administration	18,505,081
Maintenance & Operations	2,106,000
Support Services	125,000
Vehicle Acquisition & Disposition	(250,000)
Total Fleet Services	**20,486,081**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Revenues
Human Resources						
Health Benefits						71,385,596
Total Human Resources						**71,385,596**
Information Technology						
Computer Hardware Software						17,351,041
Telecommunications						5,545,721
Total Information Technology						**22,896,762**
Wireless Integrated Network						
Wireless Integrated Network						468,492
Total Wireless Integrated Network						**468,492**
TOTAL INTERNAL SERVICE FUNDS						**133,482,312**

SUMMARY OF FULL TIME EQUIVALENTS BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total FTEs
GENERAL GOVERNMENT SERVICES						
Assessor						
Administration	38.50	-	-	-	-	38.50
Assessor Statutory Mandates	92.00	-	-	-	-	92.00
Total Assessor	**130.50**	**-**	**-**	**-**	**-**	**130.50**
Board of Supervisors						
Board of Supervisors	23.50	-	-	-	-	23.50
Total Board of Supervisors	**23.50**	**-**	**-**	**-**	**-**	**23.50**
Clerk of the Board						
Administration Management	7.00	-	-	-	-	7.00
Document and Micrographics Mgmt	10.00	-	-	-	-	10.00
Total Clerk of the Board	**17.00**	**-**	**-**	**-**	**-**	**17.00**
County Administrator						
County Administrator	14.15	1.00	-	-	-	15.15
Total County Administrator	**14.15**	**1.00**	**-**	**-**	**-**	**15.15**
Elections						
Elections	37.00	-	-	-	-	37.00
Total Elections	**37.00**	**-**	**-**	**-**	**-**	**37.00**
Facilities Management						
Administration	14.00	-	-	-	-	14.00
Asset Mgmt & Planning Services	5.00	-	-	-	-	5.00
Building Services	130.00	-	-	-	-	130.00
Design & Construction Services	19.00	-	-	-	-	19.00
Parking Garages	-	-	-	-	5.00	5.00
Total Facilities Management	**168.00**	**-**	**-**	**-**	**5.00**	**173.00**
Finance & Risk Management						
Administration	9.25	-	-	-	-	9.25
Budget	19.80	-	-	-	-	19.80
Departmental Analysis	25.00	-	-	-	-	25.00
Financial Control & Reporting	20.00	-	-	-	-	20.00
Financial Management	13.00	-	-	-	-	13.00
Financial Operations	33.00	-	-	-	-	33.00
Financial Transactions	18.00	-	-	-	-	18.00
Grants Management	31.00	-	-	-	-	31.00
Revenue Management & Audit	30.00	-	-	-	-	30.00
Total Finance & Risk Management	**199.05**	**-**	**-**	**-**	**-**	**199.05**

SUMMARY OF FULL TIME EQUIVALENTS BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total FTEs
General Government Services Administration						
General Government Services Administration	3.00	-	-	-	-	3.00
Total General Government Services Administration	**3.00**	**-**	**-**	**-**	**-**	**3.00**
Human Resources						
Administration	5.00	-	-	-	-	5.00
Compensation/Classification/Recruitment	13.00	-	-	-	-	13.00
Employment Rights, FMLA, E-Verify & Training	10.00	-	-	-	-	10.00
Reports and Records	4.00	-	-	-	-	4.00
Total Human Resources	**32.00**	**-**	**-**	**-**	**-**	**32.00**
Information Technology						
Information Technology	102.00	-	-	-	-	102.00
Total Information Technology	**102.00**	**-**	**-**	**-**	**-**	**102.00**
Ofc of Emergency Mgmt & Homeland Security						
Emergency Mgt/Homeland Security	-	8.00	-	-	-	8.00
Total Ofc of Emergency Mgmt & Homeland Security	**-**	**8.00**	**-**	**-**	**-**	**8.00**
Procurement						
Administration	7.75	-	-	-	-	7.75
Design & Construction	8.00	-	-	-	-	8.00
Materials & Services	14.00	-	-	-	-	14.00
Total Procurement	**29.75**	**-**	**-**	**-**	**-**	**29.75**
Recorder						
Administration	4.00	-	-	-	-	4.00
Information Services	-	7.00	-	-	-	7.00
Recorder Division	21.00	-	-	-	-	21.00
Voter Registration	15.00	-	-	-	-	15.00
Total Recorder	**40.00**	**7.00**	**-**	**-**	**-**	**47.00**
Treasurer						
Treasurer Operations	34.50	-	-	-	-	34.50
Total Treasurer	**34.50**	**-**	**-**	**-**	**-**	**34.50**
Wireless Integrated Network						
Wireless Integrated Network	-	10.00	-	-	-	10.00
Total Wireless Integrated Network	**-**	**10.00**	**-**	**-**	**-**	**10.00**
TOTAL GENERAL GOVERNMENT SERVICES	**830.45**	**26.00**	**-**	**-**	**5.00**	**861.45**

SUMMARY OF FULL TIME EQUIVALENTS BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total FTEs
INTERNAL SERVICE FUNDS - INFORMATIONAL PURPOSES ONLY						
Finance & Risk Management						
Risk Management						21.00
Total Finance & Risk Management						**21.00**
Fleet Services						
Fleet Management Administration						15.00
Fleet Parts Supply						4.00
Maintenance & Operations						36.00
Support Services						1.00
Total Fleet Services						**56.00**
Human Resources						
Health Benefits						14.00
Total Human Resources						**14.00**
Information Technology						
Computer Hardware Software						54.00
Telecommunications						14.00
Total Information Technology						**68.00**
Wireless Integrated Network						
Wireless Integrated Network						2.00
Total Wireless Integrated Network						**2.00**
TOTAL INTERNAL SERVICE FUNDS						**161.00**

Assessor

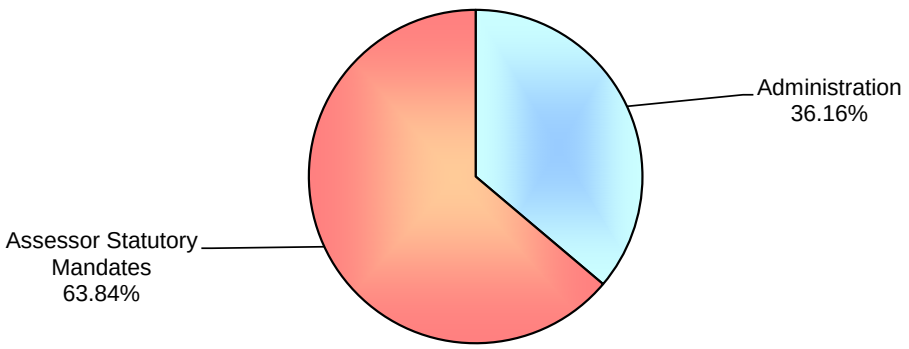
Expenditures: **8,721,899** **Revenues:** **500**

FTEs **130.50**

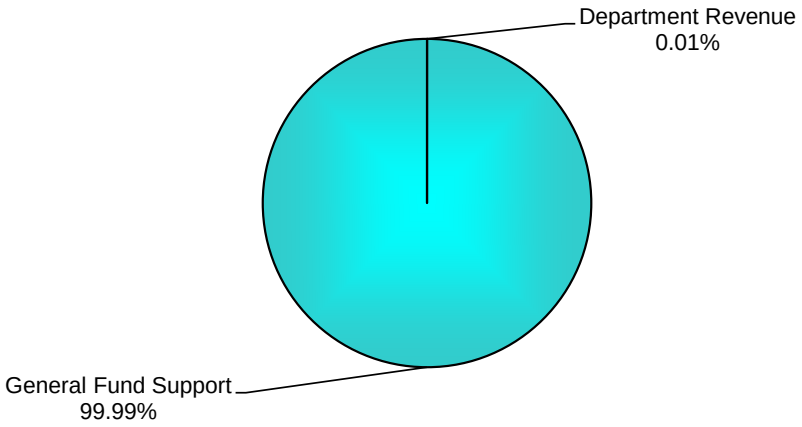
Function Statement: Locate, identify, list, value, and defend all real and personal property in Pima County. Annually value and add to the tax roll all new construction, additions, changes in ownership, subdivisions, and parcel splits. Educate and assist the public in the valuation and appeals process. Litigation defense of assessed values in cases which have been appealed to the Tax Court is the responsibility of the Board of Supervisors and has been reassigned to Finance & Risk Management.

Mandates: ARS Title 42: Taxation

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Assessor

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Administration	2,566,210	2,991,223	3,154,098
Assessor Statutory Mandates	5,112,081	5,660,203	5,567,801
Total Expenditures	**7,678,291**	**8,651,426**	**8,721,899**
Funding by Source			
Revenues			
Administration	3,310	1,000	500
Total Revenues	**3,310**	**1,000**	**500**
General Fund Support	7,674,981	8,650,426	8,721,399
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**7,678,291**	**8,651,426**	**8,721,899**
Staffing (FTEs) by Program			
Administration	34.00	38.75	38.50
Assessor Statutory Mandates	101.00	97.25	92.00
Total Staffing (FTEs)	**135.00**	**136.00**	**130.50**

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 & Objectives

- Maintain a local area network system with current technologies
- Ensure the proper and timely performance of all functions mandated to the Assessor by ARS Title 42

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Required ARS Title 42 statutory mandates fulfilled	yes	yes	yes
Computer systems maintained and upgraded for most efficiency	yes	yes	yes

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,789,885	2,356,278	2,504,322
Operating Expenses	635,864	624,945	639,776
Capital Equipment > $5,000	140,461	10,000	10,000
Total Program Expenditures	**2,566,210**	**2,991,223**	**3,154,098**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	3,310	1,000	500
Operating Revenue Sub-Total	**3,310**	**1,000**	**500**
General Fund Support	2,562,900	2,990,223	3,153,598
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,566,210**	**2,991,223**	**3,154,098**
Program Staffing FTEs	**34.00**	**38.75**	**38.50**

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 Proposed Corrections, and Notices of Claim. Defend established values during the Administrative Appeal, Notice of Proposed Corrections, and Notice of Change processes. Accept, review, and grant exemption status and legislative freeze to qualifying applicants as mandated. Maintain parcel maps, parcel file; Create and maintain all taxing authority boundaries.

Program Goals & Objectives

- Complete and deliver the assessment roll, Assessor's certificate, and property lists to the Clerk of the Board of Supervisors by December 20 of each year as required by ARS Title 42
- Receive, process and maintain applications for legislative valuation freeze for eligible seniors and exemptions for eligible widow/widower and disability property owners as provided by law
- Receive petitions to the Assessor for administrative review of valuations and answer in response to them by no later than August 15 of the tax year as required by ARS Title 42
- Determine the limited property value for the current year of each school district in the County and transmit the values to the County School Superintendent by February 10 of the tax year as required by ARS Title 42
- Transmit to the property tax oversight commission and the governing bodies of the political subdivisions or districts in the County the values required to compute the levy limit prescribed by statute, and transmit to the staff of the joint legislative budget committee and the governor's office of strategic planning and budgeting the values required to compute the truth in taxation rates by February 10 of the tax year as required by ARS Title 42
- Identify all real property in the County subject to taxation and determine the full cash value (FCV) of such property as of January 1 of each year as required by ARS Title 42
- Notify each owner or purchaser of real property that is valued by the Assessor as to the property's full cash value and limited value, if applicable, to be used for assessment purposes by March 1 of each year as required by ARS Title 42

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Percent of responses made to Exemption and Legislative Freeze requests	100%	100%	100%
Percent of responses made to Administrative Appeals, Notices of Errors, and Notices of Claims	100%	100%	100%
Personal and real property valuations determined as of January 1	yes	yes	yes
Taxpayers provided with notice of values for all personal and real property by March 1	yes	yes	yes
Assessment roll and lists prepared and delivered by December 20	yes	yes	yes
Values for levy limits, school districts, and truth in taxation rates prepared and transmitted by February 10	yes	yes	yes

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	4,808,081	5,323,954	5,238,701
Operating Expenses	304,000	336,249	329,100
Total Program Expenditures	**5,112,081**	**5,660,203**	**5,567,801**

Program Summary

Department: **Assessor**
Program: **Assessor Statutory Mandates**

General Fund Support	5,112,081	5,660,203	5,567,801
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**5,112,081**	**5,660,203**	**5,567,801**
Program Staffing FTEs	**101.00**	**97.25**	**92.00**

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Board of Supervisors

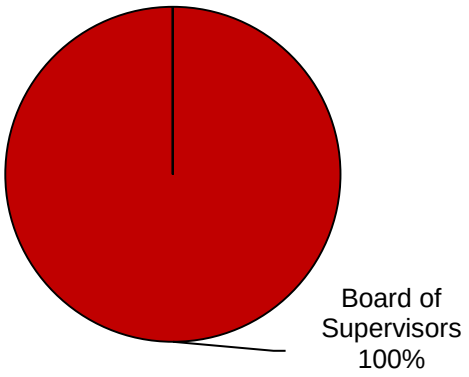
Expenditures: 2,405,760 **Revenues:** 0

FTEs 23.50

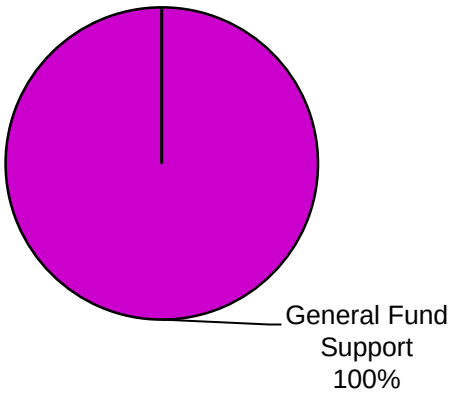
Function Statement: Fulfill the duties and responsibilities set forth in Arizona Revised Statutes. Fund and maintain public health and safety. Lay out, maintain, and manage roads and bridges within the County. Provide health care and legal services to the indigent population of the County. Supervise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

Mandates: ARS Title 11, Chapter 2: Board of Supervisors

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Board of Supervisors**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Board of Supervisors	1,846,062	2,185,295	2,405,760
Total Expenditures	**1,846,062**	**2,185,295**	**2,405,760**
Funding by Source			
Revenues			
Board of Supervisors	75	-	-
Total Revenues	**75**	**-**	**-**
General Fund Support	1,845,987	2,185,295	2,405,760
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,846,062**	**2,185,295**	**2,405,760**
Staffing (FTEs) by Program			
Board of Supervisors	22.25	22.50	23.50
Total Staffing (FTEs)	**22.25**	**22.50**	**23.50**

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 & Objectives

- 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
- Adopt a balanced budget
- Make economic development more effective, accountable, and regional
  - Continue supporting Sun Corridor Inc./Job Path
  - Partner with citizens to abate graffiti to protect neighborhoods and maintain quality of life

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Meetings required by statute held on time	yes	yes	yes
Balanced budget adopted	yes	yes	yes
Adopted primary property tax levy	$334,358,574	$335,305,153	$360,110,814
Neutral primary tax levy as defined by Truth in Taxation statute adopted	no	no	no
General Fund reserve as a percentage of General Fund revenues	6%	11%	9%
County funding support for Sun Corridor Inc./Job Path	$863,844	$1,151,000	$1,150,000
County funding provided for graffiti abatement	yes	yes	yes

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,696,628	1,876,614	2,038,264
Operating Expenses	149,434	308,681	367,496
Total Program Expenditures	**1,846,062**	**2,185,295**	**2,405,760**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	75	-	-
Operating Revenue Sub-Total	**75**	**-**	**-**
General Fund Support	1,845,987	2,185,295	2,405,760
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-

Program Summary

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

Total Program Funding	**1,846,062**	**2,185,295**	**2,405,760**
Program Staffing FTEs	**22.25**	**22.50**	**23.50**

Clerk of the Board

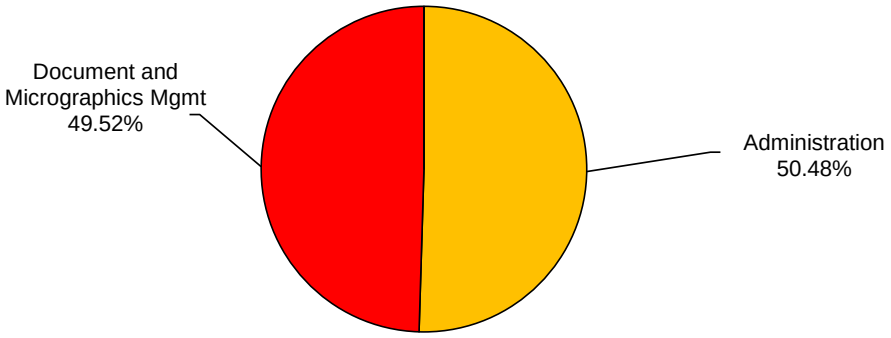
Expenditures: **1,551,607** **Revenues:** **2,100**

FTEs 17.00

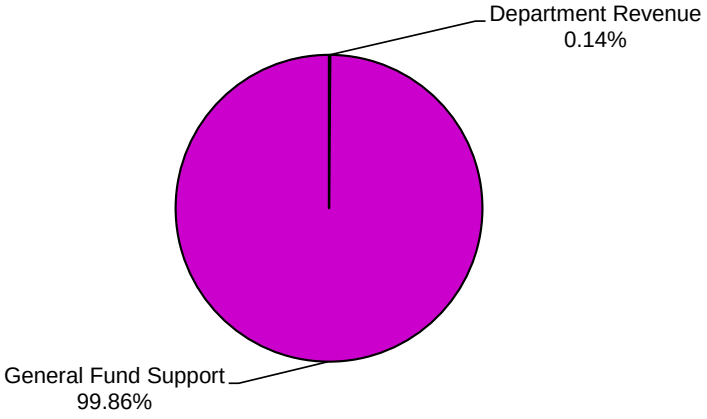
Function Statement: Record, publish, preserve, and file all proceedings and accounts acted upon by the Board of Supervisors (Board). Administer the County Records Management Program. Process, preserve, and file all petitions, various licenses, and applications. Publicize amendments and codify ordinances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

Mandates: ARS Title 4: Alcoholic Beverages; Title 5: Amusements and Sports; Title 11: Counties; Title 12: Courts and Civil Proceedings; Title 35: Public Finances; Title 36: Public Health and Safety; Title 38: Public Officers and Employees; Title 39: Public Records, Printing and Notices; Title 41: State Government; Title 42: Taxation; and Title 48: Special Taxing Districts; Board of Supervisors' Policy C 4.2: Pima County Records Management Program.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Clerk of the Board**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Administration Management	668,928	771,850	783,315
Document and Micrographics Mgmt	687,427	751,761	768,292
Total Expenditures	**1,356,355**	**1,523,611**	**1,551,607**
Funding by Source			
Revenues			
Administration Management	2,725	2,100	2,100
Total Revenues	**2,725**	**2,100**	**2,100**
General Fund Support	1,353,630	1,521,511	1,549,507
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,356,355**	**1,523,611**	**1,551,607**
Staffing (FTEs) by Program			
Administration Management	6.00	7.00	7.00
Document and Micrographics Mgmt	10.00	10.00	10.00
Total Staffing (FTEs)	**16.00**	**17.00**	**17.00**

Program Summary

Department: **Clerk of the Board**

Program: **Administration Management**

Function

Record and publish all proceedings of the Board of Supervisors (Board). Preserve and file all accounts acted upon by the Board. Serve as the official filing office for all litigation and claims against Pima County. Process, preserve and file all petitions, various licenses, and applications. Publicize and codify ordinances for inclusion in the Pima County Code. Administer and direct compliance to requirements for boards, commissions and committees. Discharge statutory requirements for special taxing districts and State Board of Equalization Hearing Officers. Perform all other duties required by law, rule or order of the Board.

Description of Services

Coordinate, prepare, and post the Board meeting agenda/addendum including e-agenda. Record and post digital proceedings of Board meetings. Transcribe and publish Board meeting minutes to the Internet. Process Board meeting paperwork for execution/recordation/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. Process public records requests. Process tax roll correction orders for residential reclassifications and litigation. 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. Receive and process petitions and appeals. 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 & Objectives

- Perform duties pursuant to Board action
- Create microfilm archive and special taxing districts permanent records
- Perform duties within statutorily mandated deadlines
- Perform duties pursuant to administrative procedures
- Process tax roll corrections as approved

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Notices/agendas/minutes prepared and posted as statutorily required	100%	100%	100%
Process tax roll corrections	100%	100%	100%
Administer the Public Record Process	100%	100%	100%
Special taxing districts permanent retention paper records microfilmed	90%	100%	100%

Program Summary

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

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	471,406	522,441	527,972
Operating Expenses	197,522	249,409	255,343
Total Program Expenditures	**668,928**	**771,850**	**783,315**
Program Funding by Source			
Revenues			
Intergovernmental	2,600	2,000	2,000
Charges for Services	96	100	100
Miscellaneous Revenue	29	-	-
Operating Revenue Sub-Total	**2,725**	**2,100**	**2,100**
General Fund Support	666,203	769,750	781,215
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**668,928**	**771,850**	**783,315**
Program Staffing FTEs	**6.00**	**7.00**	**7.00**

Program Summary

Department: **Clerk of the Board**

Program: **Document and Micrographics Mgmt**

Function

Provide an efficient and effective Pima County Records Management Program in accordance with Arizona Revised Statute 41-151.14, and Board of Supervisors Policy C 4.2.

Description of Services

Administer the Pima County Records Management Program. Establish guidelines and training programs for County personnel. Provide efficient and cost effective storage, retrieval and delivery of inactive paper and electronic records. Provide for and certify the destruction of confidential and non-confidential records. Create and maintain comprehensive Department Record Retention Schedules. Collaborate with the Information Technology Department (ITD) to provide guidance on the requirements for document imaging and systems implementation. Provide document imaging and microfilm scanning services to County departments and other jurisdictions. Create microfilm for permanent record preservation. Provide web-based records management training and services. Provide secure vault storage for microfilmed records. Identify current levels of information governance maturity per Association of Record Managers and Administrators (ARMA) standards and compile strategy for addressing weaknesses and adherence gaps.

Program Goals & Objectives

- Identify current levels of information governance maturity per ARMA standards and compile strategy for addressing weaknesses and adherence gaps
- Develop and conduct new refresher training course on proper records management for department coordinators and new staff
- Integrate ITD electronic storage services with Document & Micrographics Management record policies to create seamless platform for proper management of social media, email, and mobile device generated public records
- Reduce storage of long term paper records by preserving County records and documents on microfilm and/or digital image within County-wide document management system

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Reduction in paper records stored	7%	10%	15%
ITD/D&MM Electronic data integration	n/a	15%	30%
Ongoing survey of department compliance with ARMA information governance standards	15%	40%	50%
New training program implemented	25%	80%	90%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	550,276	611,800	616,227
Operating Expenses	137,151	139,961	152,065
Total Program Expenditures	**687,427**	**751,761**	**768,292**
General Fund Support	687,427	751,761	768,292
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**687,427**	**751,761**	**768,292**
Program Staffing FTEs	**10.00**	**10.00**	**10.00**

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County Administrator

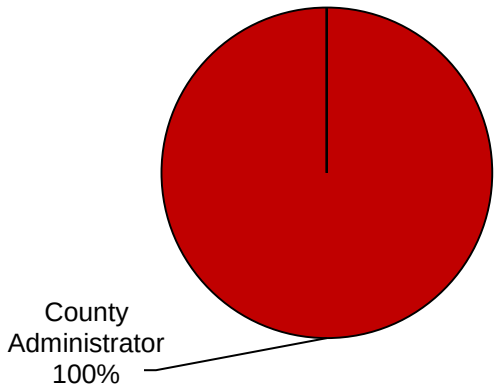
Expenditures: 3,253,285 **Revenues:** 1,985,659

FTEs 15.15

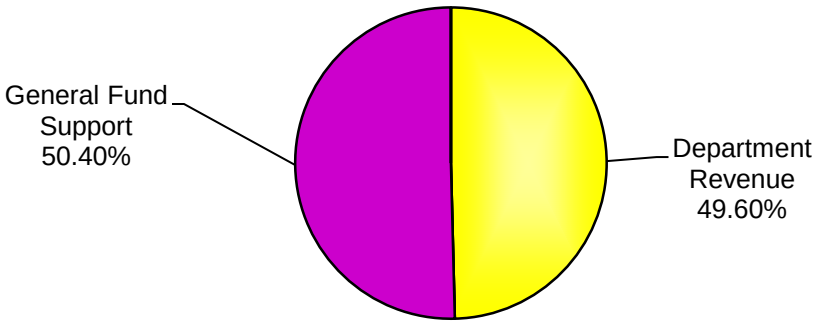
Function Statement: Carry out the policies and attain goals established by the Board of Supervisors. Provide information and technical assistance to the Board. Administer and oversee all non-elected official department operations. Provide management, coordination, and communication on all legislative issues and intergovernmental needs. Direct activities of the Office of Strategic Planning.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **County Administrator**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
County Administrator	1,601,150	3,362,491	3,253,285
Total Expenditures	**1,601,150**	**3,362,491**	**3,253,285**
Funding by Source			
Revenues			
County Administrator	125,515	1,427,561	1,985,659
Total Revenues	**125,515**	**1,427,561**	**1,985,659**
General Fund Support	1,465,031	1,934,592	2,017,626
Net Operating Transfers In/(Out)	(5,215)	-	-
Fund Balance Decrease/(Increase)	15,819	338	(750,000)
Other Funding Sources	-	-	-
Total Program Funding	**1,601,150**	**3,362,491**	**3,253,285**
Staffing (FTEs) by Program			
County Administrator	13.25	16.55	15.15
Total Staffing (FTEs)	**13.25**	**16.55**	**15.15**

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 & Objectives

- Preserve open space and public lands in order to maintain the sensitive desert environment
  - Continue the acquisition of open space
- Implement the Board of Supervisors' policies
  - Complete mandated reports
  - Review department budget requests and submit recommendations to the Board of Supervisors

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Board requests met	yes	yes	yes
Mandated reports completed	yes	yes	yes
Department budget requests reviewed	yes	yes	yes
Natural area acres acquired as part of the Conservation Acquisition Program	235	385	375

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,401,950	2,187,822	2,430,242
Operating Expenses	199,200	1,174,669	748,043
Capital Equipment > $5,000	-	-	75,000
Total Program Expenditures	**1,601,150**	**3,362,491**	**3,253,285**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	515	-	-
Operating Revenue Sub-Total	**515**	**-**	**-**
Miscellaneous Revenue	125,000	1,427,561	1,985,659
Grant Revenue Sub-Total	**125,000**	**1,427,561**	**1,985,659**
General Fund Support	1,465,031	1,934,592	2,017,626
Net Operating Transfers In/(Out)	(5,215)	-	-
Fund Balance Decrease/(Increase)	15,819	338	(750,000)
Other Funding Sources	-	-	-
Total Program Funding	**1,601,150**	**3,362,491**	**3,253,285**
Program Staffing FTEs	**13.25**	**16.55**	**15.15**

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Elections

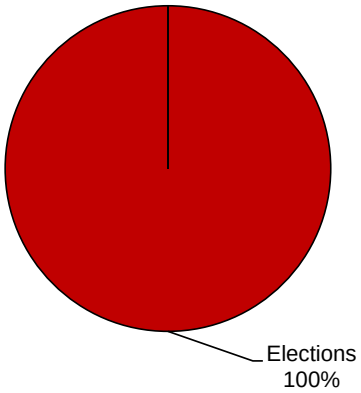
Expenditures: **4,110,991** **Revenues:** **203,100**

FTEs 37.00

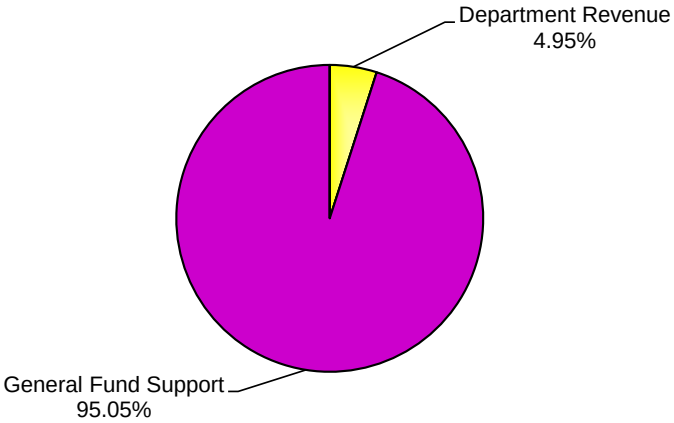
Function Statement: Conduct fair, honest, and efficient elections pursuant to all federal and state laws and regulations. Provide election support to all jurisdictions (cities, towns, school districts, fire districts, and any other special district within Pima County). Serve as the filing office for candidate nomination filings and campaign finance reports. Responsible for all reprecincting and redistricting as required by the Board of Supervisors. Conduct community outreach to the Native American community. Provide assistance to ensure compliance with the Americans with Disabilities Act and the Voting Rights Act.

Mandates: ARS Title 16: Elections and Electors

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Elections

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Elections	3,651,714	5,756,419	4,110,991
Total Expenditures	**3,651,714**	**5,756,419**	**4,110,991**
Funding by Source			
Revenues			
Elections	902,709	1,452,293	203,100
Total Revenues	**902,709**	**1,452,293**	**203,100**
General Fund Support	2,752,253	4,305,376	3,907,891
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(3,248)	(1,250)	-
Other Funding Sources	-	-	-
Total Program Funding	**3,651,714**	**5,756,419**	**4,110,991**
Staffing (FTEs) by Program			
Elections	15.00	44.75	37.00
Total Staffing (FTEs)	**15.00**	**44.75**	**37.00**

Program Summary

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

Function

Conduct fair, honest, and efficient elections pursuant to all federal and state laws and regulations. Provide election support to all jurisdictions that contract with the County.

Description of Services

Conduct elections pursuant to all federal laws, state laws, and regulations. Provide election support to all jurisdictions such as cities, towns, schools, fire districts, and any other special districts within Pima County that contract with the County. Serve as the filing office for candidates' nomination filings and for campaign finance reports. Responsible for redefining precincts and redistricting as required by the Board of Supervisors (BOS). Conduct community outreach and assistance to ensure compliance with the Americans with Disabilities Act (ADA) and the Voting Rights Act.

Program Goals & Objectives

- Continue election integrity reform efforts
- Improve elections security with background checks and independent testing of systems, programs, and databases
- Comply with all federal and state mandates concerning polling places meeting requirements for disabled and vision impaired voters
- Conduct fair and open elections by control of ballots, hand-count of precinct ballots to verify computer tabulation, and release of election databases immediately after the Board of Supervisors canvass the election results
- Work with the Secretary of State's office and Pima County Recorder to assure overseas voters receive early ballots on time

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Prepare Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) on time	100%	100%	100%
Polling places Americans with Disabilities Act (ADA) compliant	100%	100%	100%
Poll workers recruited, assigned, and trained	n/a	100%	100%
Hand-count audits to verify computer tabulation	yes	yes	yes
Precinct by precinct audit of Election results (new)	n/a	100%	100%
Participate in monthly meetings with the Elections Integrity Committee	yes	yes	yes
Election databases released immediately after the BOS canvasses an official election	yes	yes	yes
Track early ballots received and counted displayed on the web	n/a	100%	100%

Program Summary

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

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	2,135,116	3,150,102	2,317,294
Operating Expenses	1,516,598	2,606,317	1,793,697
Total Program Expenditures	**3,651,714**	**5,756,419**	**4,110,991**
Program Funding by Source			
Revenues			
Intergovernmental	861,714	1,435,943	200,000
Charges for Services	1,701	15,000	3,000
Miscellaneous Revenue	2,546	100	100
Operating Revenue Sub-Total	**865,961**	**1,451,043**	**203,100**
Intergovernmental	33,500	-	-
Investment Earnings	3,248	1,250	-
Grant Revenue Sub-Total	**36,748**	**1,250**	**-**
General Fund Support	2,752,253	4,305,376	3,907,891
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(3,248)	(1,250)	-
Other Funding Sources	-	-	-
Total Program Funding	**3,651,714**	**5,756,419**	**4,110,991**
Program Staffing FTEs	**15.00**	**44.75**	**37.00**

Facilities Management

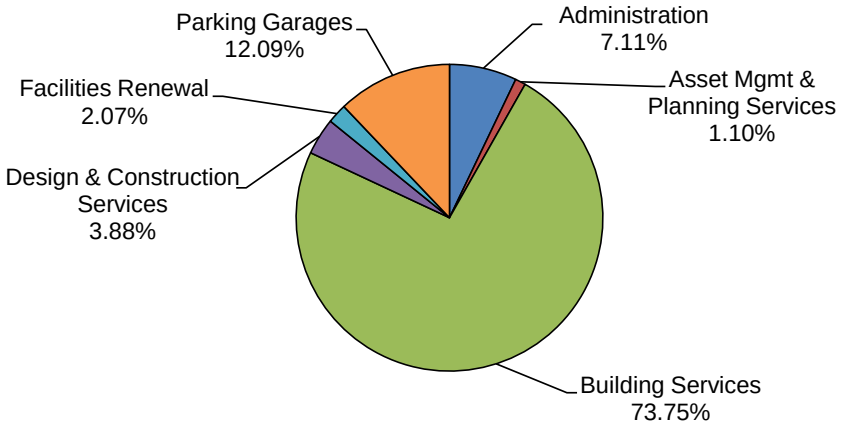
Expenditures: **26,363,998** **Revenues:** **9,194,998**

FTEs 173.00

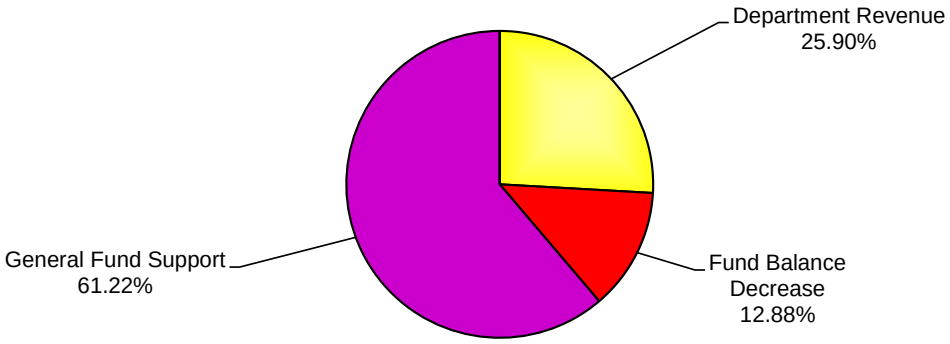
Function Statement: Provide for well planned and well maintained Pima County government facilities through efficient and cost effective management, programs, and delivery of service to the public. Perform new and remodel construction. Operate and manage Pima County's eight self-supporting, revenue generating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

Mandates: Occupational Safety and Health Administration (OSHA) Standard 1910.1001: Toxic and Hazardous Substances; Standard 1926.1101: Toxic and Hazardous Substances; United States Code, Title 40, Part 763: Asbestos

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Facilities Management**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Administration	1,447,587	1,716,539	1,874,173
Asset Mgmt & Planning Services	308,796	387,985	289,914
Building Services	16,197,862	18,502,773	19,444,137
Design & Construction Services	619,510	768,157	1,022,124
Facilities Renewal	383,701	895,887	545,000
Parking Garages	2,348,892	3,201,416	3,188,650
Total Expenditures	**21,306,348**	**25,472,757**	**26,363,998**
Funding by Source			
Revenues			
Administration	58,906	54,516	-
Building Services	3,922,082	3,679,596	895,173
Facilities Renewal	2,820,748	2,586,140	5,896,840
Parking Garages	2,240,467	2,362,998	2,402,985
Total Revenues	**9,042,203**	**8,683,250**	**9,194,998**
General Fund Support	12,986,712	16,154,107	21,735,175
Net Operating Transfers In/(Out)	(1,451,286)	(1,265,563)	(9,139,764)
Fund Balance Decrease/(Increase)	728,719	1,900,963	4,573,589
Other Funding Sources	-	-	-
Total Program Funding	**21,306,348**	**25,472,757**	**26,363,998**
Staffing (FTEs) by Program			
Administration	13.00	14.00	14.00
Asset Mgmt & Planning Services	5.00	6.00	5.00
Building Services	126.00	128.00	130.00
Design & Construction Services	17.00	18.00	19.00
Parking Garages	5.00	5.00	5.00
Total Staffing (FTEs)	**166.00**	**171.00**	**173.00**

Program Summary

Department: **Facilities Management**
Program: **Administration**

Function

Provide personnel, business services and clerical support services for Facilities Management. Provide business services for Facilities Management with emphasis on AMS document processing. Provide energy management program..

Description of Services

Provide personnel support to include new hire orientation, benefits, maintenance of employee files and preparation of Personnel Action Forms (PAFs). Manage building and support services from outside vendors exclusive of building design and maintenance. Provide clerical support for the department.

Program Goals & Objectives

- Provide financial and procurement support and reporting to other divisions
  - Process invoices within 2 days of receipt
  - Keep department asset inventory current
  - Process material and labor charges to other departments as appropriate
- Develop comprehensive energy management program and implement cost saving measures
  - Manage contracts with outside vendors/contractors
  - Educate Pima County departments about energy cost saving programs
- Provide administrative support to all divisions to ensure efficiency and productivity
  - PAFs turned in by deadline
  - Update employee records within 3 days of change

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
PAFs completed by deadline	100%	100%	100%
Employee records updated within 3 days of change	100%	100%	100%
Energy management program developed	100%	100%	100%
Educational materials developed for County departments	100%	100%	100%
Process invoices within 2 days of receipt	90%	92%	92%
Maintain asset inventory, process changes within 1 week	85%	90%	90%
Process labor & materials charges every two weeks	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	878,804	1,149,633	1,122,317
Operating Expenses	547,175	566,906	751,856
Capital Equipment > $5,000	21,608	-	-
Total Program Expenditures	**1,447,587**	**1,716,539**	**1,874,173**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	58,906	54,516	-
Operating Revenue Sub-Total	**58,906**	**54,516**	**-**
General Fund Support	1,388,681	1,662,023	1,874,173
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-

Program Summary

Department: **Facilities Management**
Program: **Administration**

Other Funding Sources	-	-	-
Total Program Funding	**1,447,587**	**1,716,539**	**1,874,173**
Program Staffing FTEs	**13.00**	**14.00**	**14.00**

Program Summary

Department: **Facilities Management**
Program: **Asset Mgmt & Planning Services**

Function

Provide project planning and analysis for proposed building construction requests, both new and remodel, from various user groups. Provide Space Planning and relocation services.

Description of Services

Optimize use of existing County buildings and accurately forecast and plan for future space needs by maintaining present building inventory and projecting future facility needs. Analyze new capital facilities and capital equipment replacement projects. Assess scope of development to accurately estimate costs, schedule and impact of each project. Gather information and formulate County departmental needs assessment. Prepare new legal instruments for County departments in order to sell or lease real property, including lease renewals and required tenant improvements. Conduct due diligence inspections and prepare legal documents for County departments to purchase or occupy existing real property. Prepare legal instruments needed for the public to use County facilities for special events or activities.

Program Goals & Objectives

- Provide comprehensive and up-to-date information and planning for all building square footages
  - Complete the annual inventory of space occupancy within first quarter of each fiscal year
  - Respond to County departments' requests for space programming and planning services within two weeks of evaluation
  - Complete initial inventory and assessment of capital needs to meet departmental budget development deadlines and the County's Capital Improvement Program (CIP) requirements
  - Prepare final reports to meet departmental budget submission requirements and the County's CIP requirements
- Provide information and negotiation services regarding leased properties
  - Negotiate new leases and prepare legal instruments to meet the operational needs of County departments
  - Renew leases as provided in lease agreements prior to expiration dates
  - Prepare legal instruments needed for the public use of County facilities for special events

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Project analyses completed within deadlines	100%	100%	100%
Space inventory completed by fiscal year 1st quarter	100%	100%	100%
Legal instruments prepared by established deadlines	100%	100%	100%
Leases renewed prior to expiration dates	100%	100%	100%
Leases negotiated by deadlines set by management	100%	100%	100%
Space planning evaluations completed within 2 weeks of requests	100%	100%	100%
Bond Program requirements met	yes	yes	yes

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	292,485	375,360	274,461
Operating Expenses	16,311	12,625	15,453
Total Program Expenditures	**308,796**	**387,985**	**289,914**
General Fund Support	308,796	387,985	289,914
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-

Program Summary

Department: **Facilities Management**
Program: **Asset Mgmt & Planning Services**

Total Program Funding	**308,796**	**387,985**	**289,914**
Program Staffing FTEs	**5.00**	**6.00**	**5.00**

Program Summary

Department: **Facilities Management**
Program: **Building Services**

Function

Provide the required preventive maintenance, repairs, upgrades, replacements, and remodeling for Pima County buildings and facilities according to recommended schedules and service requests for equipment, machinery, and facilities.

Description of Services

Provide preventive maintenance services in accordance with manufacturers' recommendations in order to prolong the life of equipment, maintain warranties, and save money on premature replacement costs. Complete repairs, upgrades, replacements, and remodels in a cost effective and timely manner. Respond to service requests received from Pima County departments and tenants for facility maintenance and repairs.

Program Goals & Objectives

- Procure, maintain and service all operations related equipment necessary to building infrastructure
  - Initiate the procurement process within 48 hours of request
  - Install requested materials and parts within 48 hours
- Provide repair and maintenance services in a timely manner
  - Maintain the current skill level of personnel conducting preventive maintenance (PM)
  - Respond to service requests within 48 hours of receipt
  - Reduce the number of second requests for service

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Procurement initiated within 48 hours of request	100%	100%	100%
Parts/materials installed within 48 hours of request	95%	95%	95%
Service requests responded to within 48 hours	98%	100%	100%
Equipment serviced annually	100%	100%	100%
Personnel originally scheduled for PM work continuing to do PM	97%	98%	98%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	5,322,693	6,662,022	6,620,531
Operating Expenses	10,875,169	11,840,751	12,823,606
Total Program Expenditures	**16,197,862**	**18,502,773**	**19,444,137**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	3,922,082	3,679,596	895,173
Operating Revenue Sub-Total	**3,922,082**	**3,679,596**	**895,173**
General Fund Support	10,669,725	13,335,942	18,548,964
Net Operating Transfers In/(Out)	1,606,055	1,487,235	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**16,197,862**	**18,502,773**	**19,444,137**
Program Staffing FTEs	**126.00**	**128.00**	**130.00**

Program Summary

Department: **Facilities Management**
Program: **Design & Construction Services**

Function

Provide building design project coordination for outsourced services and in-house staff services including architecture, interior design and construction management for both new construction and remodel projects.

Description of Services

Provide interior design services utilizing both in-house and outsourced professionals for all remodels, tenant improvements and new construction. Provide building design services, including architectural, interior, mechanical, electrical, plumbing, structural and civil disciplines, by utilizing both in-house and outsourced professionals for all remodels, tenant improvements and new construction. Provide construction contract management services and construction review services for architectural projects of all types. Projects include capital, non-capital and CIP projects.

Program Goals & Objectives

- Provide a wide array of professional design services by using both in-house and outside consultants
  - Schedule interviews with clients within ten days of receipt of project request
  - Service multiple interior design projects for bidding and installation of interior design goods and services
  - Service multiple building design projects and produce contract documents for bidding and construction
  - Coordinate relocation and moving services associated with interior design goods and services
  - Stay within approved project budgets
  - Stay within 100% approved project completion schedules

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Client interviews scheduled within 10 days of receipt of request	95%	100%	100%
Percent of interior design projects provided within agreed upon completion schedule	95%	98%	98%
Percent of building design projects/contract documents provided within agreed schedule	95%	98%	98%
Moving projects provided within agreed schedule	95%	98%	98%
Percent of projects completed within approved budget	95%	98%	98%
Percent of projects completed within 100% of agreed completion schedule	95%	98%	98%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	467,451	600,251	844,104
Operating Expenses	152,059	167,906	178,020
Total Program Expenditures	**619,510**	**768,157**	**1,022,124**
General Fund Support	619,510	768,157	1,022,124
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**619,510**	**768,157**	**1,022,124**
Program Staffing FTEs	**17.00**	**18.00**	**19.00**

Program Summary

Department: **Facilities Management**
Program: **Facilities Renewal**

Function

Provide for the maintenance of the County's service delivery infrastructure and address service needs which are not covered in the Facilities Management general fund budget; this fund may also be used for equipment replacement under emergency situations.

Description of Services

Provide funds and a comprehensive review, analysis, justification and approval process to provide continuing reinvestment in maintenance and repair of County facilities.

Program Goals & Objectives

- Provide and fund critical facilities maintenance and repair projects
  - Revise project plans annually
  - Complete repairs/improvement projects identified in annual plan

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Facilities renewal approval plan completed	yes	yes	yes
Facilities repair/improvement projects completed	10	9	7

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	42,230	40,000	45,000
Operating Expenses	341,471	855,887	500,000
Total Program Expenditures	**383,701**	**895,887**	**545,000**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	2,813,813	2,582,567	5,890,876
Investment Earnings	6,935	3,573	5,964
Special Programs Revenue Sub-Total	**2,820,748**	**2,586,140**	**5,896,840**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(2,784,940)	(2,111,348)	(8,500,000)
Fund Balance Decrease/(Increase)	347,893	421,095	3,148,160
Other Funding Sources	-	-	-
Total Program Funding	**383,701**	**895,887**	**545,000**

Program Summary

Department: **Facilities Management**
Program: **Parking Garages**

Function
Operate and provide parking services and preventive maintenance for parking facilities managed by Pima County.

Description of Service
Provide motor vehicle parking services in County facility parking garages in compliance with Administrative Procedure 51-2. Provide timely information to Finance in order to process billing. Adhere to financial accounting and tracking standards, and produce revenue for Pima County.

Program Goals & Objectives
- Manage and maintain parking facilities and associated records
  - Update parking facilities replacement schedule
  - Maintain comprehensive parking records
  - Reconcile daily cash revenues & deposit with Treasurer's office

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Replacement schedule updated	95%	98%	98%
Comprehensive parking records kept	100%	100%	100%
Daily cash reconciled and deposited with Treasurer's office	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	341,661	450,662	451,857
Operating Expenses	1,310,825	1,953,518	1,936,258
Capital Equipment > $5,000	-	36,000	-
Contra Expense	-	(36,000)	-
Depreciation	696,406	797,236	800,535
Total Program Expenditures	**2,348,892**	**3,201,416**	**3,188,650**
Program Funding by Source			
Revenues			
Charges for Services	2,208,761	1,090,730	2,391,003
Miscellaneous Revenue	14,609	1,260,136	(150)
Investment Earnings	17,097	12,132	12,132
Operating Revenue Sub-Total	**2,240,467**	**2,362,998**	**2,402,985**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(272,401)	(641,450)	(639,764)
Fund Balance Decrease/(Increase)	380,826	1,479,868	1,425,429
Other Funding Sources	-	-	-
Total Program Funding	**2,348,892**	**3,201,416**	**3,188,650**
Program Staffing FTEs	**5.00**	**5.00**	**5.00**

Finance & Risk Management

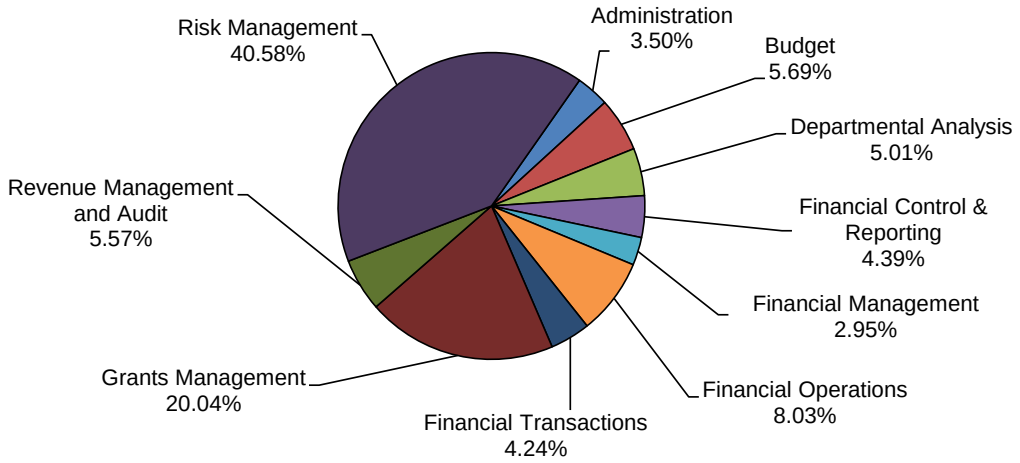
Expenditures: **41,692,475** **Revenues:** **24,265,381**

FTEs 220.05

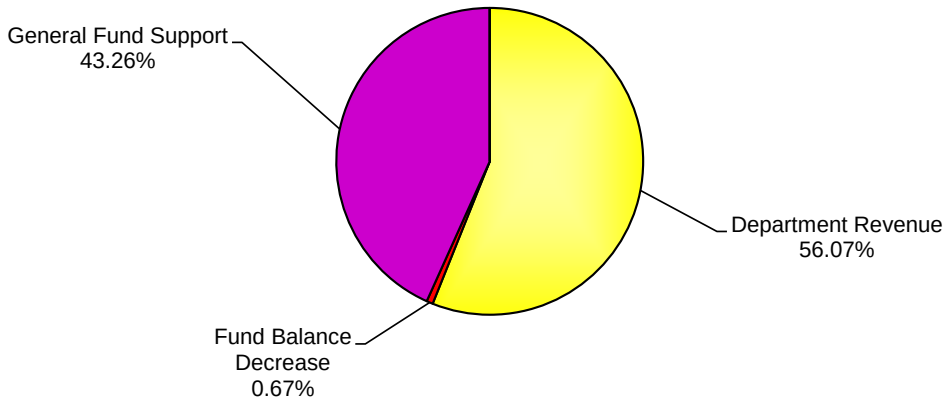
Function Statement: Provide centralized financial and risk management services for the County including administration, bond financing, budget development and monitoring, tax levy and rate compilation, tax assembly coordination, financial statement preparation, financial systems control, accounts payable and receivable, payroll processing, grants oversight, records maintenance, mail services, workers' compensation, loss control and prevention, internal audit, cash management, delinquent accounts collection, and formation and collection functions of improvement districts.

Mandates: ARS Title 11: Counties, Title 23: Labor, Title 34: Public Buildings and Improvements, Title 38: Public Officers and Employees, Title 41: State Government, and Title 42: Taxation; and Pima County Code 3.04: Risk Management

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Finance & Risk Management**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Administration	1,519,211	1,368,486	1,457,339
Budget	1,859,929	2,229,712	2,371,784
Departmental Analysis	1,833,789	2,119,484	2,088,333
Financial Control & Reporting	1,676,428	1,873,549	1,829,878
Financial Management	1,088,167	1,210,954	1,231,658
Financial Operations	3,275,609	3,339,362	3,347,099
Financial Transactions	1,167,631	1,913,470	1,767,615
General Government Services Administration	317,852	-	-
Grants Management	1,902,894	8,364,391	8,353,843
Print Shop	858,085	-	-
Revenue Management & Audit	1,997,975	2,362,377	2,322,614
Risk Management	26,791,398	16,663,089	16,922,312
Total Expenditures	**44,288,968**	**41,444,874**	**41,692,475**
Funding by Source			
Revenues			
Administration	20,607	-	-
Departmental Analysis	104	-	-
Financial Operations	20,512	25,000	20,000
Grants Management	5,050	6,000,000	6,000,000
Print Shop	314,964	-	-
Revenue Management & Audit	229	-	-
Risk Management	18,418,410	16,256,236	18,245,381
Total Revenues	**18,779,876**	**22,281,236**	**24,265,381**
General Fund Support	16,562,899	18,709,741	18,718,067
Net Operating Transfers In/(Out)	488,655	3,097,093	(1,581,082)
Fund Balance Decrease/(Increase)	8,457,538	(2,643,196)	290,109
Other Funding Sources	-	-	-
Total Program Funding	**44,288,968**	**41,444,874**	**41,692,475**
Staffing (FTEs) by Program			
Administration	9.00	7.00	9.25
Budget	18.50	18.80	19.80
Departmental Analysis	25.00	26.00	25.00
Financial Control & Reporting	21.00	21.00	20.00
Financial Management	14.00	13.00	13.00
Financial Operations	35.75	34.75	33.00

Department Summary by Program

Financial Transactions	14.00	18.00	18.00
General Government Services Administration	2.00	-	-
Grants Management	29.00	31.00	31.00
Print Shop	8.00	-	-
Revenue Management & Audit	31.00	32.00	30.00
Risk Management	20.00	21.00	21.00
Total Staffing (FTEs)	**227.25**	**222.55**	**220.05**

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

Oversee and provide administrative support for the County's financial reporting, budgeting, accounts payable, accounts receivable, payroll, risk management, and certain grants management functions. Manage the County's cash needs and long term debt program. Provide related information to the Board of Supervisors, County Administrator, and the public.

Program Goals & Objectives

- 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, Certificates of Participation, RWRD Obligations
  - Maintain the County's average AA Bond Rating
- 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
- Provide timely, accurate, and reliable financial information to the Board of Supervisors, County Administrator, department directors, and the public
  - Disseminate information through the use of the Internet and Intranet
  - Make annual budgets, comprehensive annual financial reports, single audit reports, selected department financial statements, loan agreements, and other reports and information easily available by posting on the Internet
  - Make critical procedures easily available to departments by posting on the County Intranet

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Special reports/analyses/investigations completed	2	2	2
Debt packages prepared	2	3	2
Average Fitch Pima County Bond Rating of AA	yes	yes	yes
Financial information and reports available on Internet	100%	100%	100%
Critical procedures available on Internet	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	865,338	814,804	934,541
Operating Expenses	632,265	553,682	522,798
Capital Equipment > $5,000	21,608	-	-
Total Program Expenditures	**1,519,211**	**1,368,486**	**1,457,339**
Program Funding by Source			
Revenues			
Charges for Services	20,607	-	-
Operating Revenue Sub-Total	**20,607**	**-**	**-**
General Fund Support	1,498,604	1,368,486	1,457,339
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-

Program Summary

Department: **Finance & Risk Management**
Program: **Administration**

Other Funding Sources	-	-	-
Total Program Funding	**1,519,211**	**1,368,486**	**1,457,339**
Program Staffing FTEs	**9.00**	**7.00**	**9.25**

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. Defend taxpayer initiated litigation of net assessed values in conjunction with the County Attorney's Office.

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. Perform Position Control Number (PCN) function in conjunction with the Human Resources Department. 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. Work with the County Attorney's office to defend taxpayer initiated litigation of net assessed values.

Program Goals & Objectives

- Prepare/publish budget schedules/books in a timely manner
  - Ensure budget schedules/books are prepared by due dates established by the County Administrator
- Prepare reliable budget projections
  - Prepare General Fund budget projections within 1% of year-end audited actual revenues and expenditures
- 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 430,000 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

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Budget schedules/books produced by due dates	yes	yes	yes
GFOA review criteria rating of proficient/outstanding received in 93 criteria	93	93	93
GFOA Budget Presentation Award received	yes	yes	yes
Tax rates/levies compiled by due date	yes	yes	yes
Days tax statements mailed prior to taxes due	21	17	17
Taxpayer complaints received re: telephone hotline	0	0	0
FY end projection vs CAFR actual (General Fund) <1.0%	yes	yes	yes

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,370,568	1,585,929	1,748,503
Operating Expenses	489,361	643,783	623,281
Total Program Expenditures	**1,859,929**	**2,229,712**	**2,371,784**
General Fund Support	1,859,929	2,229,712	2,371,784
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-

Program Summary

Department: **Finance & Risk Management**
Program: **Budget**

Other Funding Sources	-	-	-
Total Program Funding	**1,859,929**	**2,229,712**	**2,371,784**
Program Staffing FTEs	**18.50**	**18.80**	**19.80**

Program Summary

Department: **Finance & Risk Management**
Program: **Departmental Analysis**

Function
To provide timely and accurate financial information, education, and support to Pima County departments.

Description of Services
Assist departments with annual budget preparation. Analyze revenue and expenditures for budget compliance, errors, and long term trends. Assist departments with cash, revenue and expenditure projections, and budget variance explanations. Provide departments with functional monthly and periodic financial reports to improve operational planning, internal controls, and monitoring. Provide departments with research assistance on other finance related issues as requested.

Program Goals & Objectives
- Provide timely and accurate financial information, education and support to department management and other users
  - Compilation and submission of annual department budget requests by required due date
  - Compilation and submission of monthly department revenue and expense projections by required due date
  - Compilation and submission of department operational financial reports by due date

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Percentage of annual budget requests submitted by due date	100%	100%	100%
Percentage of monthly projections submitted by due date	100%	100%	100%
Percentage of operational financial reports completed on time	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,747,597	2,011,440	1,992,266
Operating Expenses	86,192	108,044	96,067
Total Program Expenditures	**1,833,789**	**2,119,484**	**2,088,333**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	104	-	-
Operating Revenue Sub-Total	**104**	**-**	**-**
General Fund Support	1,833,685	2,119,484	2,088,333
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,833,789**	**2,119,484**	**2,088,333**
Program Staffing FTEs	**25.00**	**26.00**	**25.00**

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 (GAAP), policies, procedures, and federal, state, County laws and regulations. Serve as centralized point of coordination and contact for Pima 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, Pima County Wireless Integrated Network (formerly known as Office of Emergency Management Radio System), Health Benefits Trust Fund, and all accruals necessary for issuing financial statements in the Comprehensive Annual Financial Report (CAFR). Ensure all County financial statements are in compliance with 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 property tax revenues and investments with the records of the Pima County Treasurer. Respond to managements' requests for financial analyses and reports.

Program Goals & Objectives

- Provide an audited financial status of the County in a timely manner and at a high professional standard
  - Complete and issue the County's audited Comprehensive Annual Financial Report (CAFR) for the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting by December 31st to ensure taxpayers are provided with financial statements that meet or exceeds a high professional standard of financial reporting
  - Provide financial information for decision making, budgets, policies, and procedures and allow for closing of the County financial system in a timely manner
- Provide the audited financial status of each fund in a timely manner and at a high professional standard for the Board of Supervisors, Department Directors, County staff, and users of the financial statements
  - Complete the year-end independent financial audits for the Health Benefits Trust fund, the Regional Wastewater Reclamation Department, Development Services, Self-Insurance Trust Fund, Stadium District, Pima County Wireless Integrated Network in a timely manner
  - Provide financial information for decision making, budgets, policies, and procedures
- Inform the Board of Directors and Trustees of the financial status for each fund on a regular basis
  - Provide quarterly presentations of financial statements for the Health Benefits Trust (HBT) and Pima County Wireless Integrated Network (PCWIN)
  - Provide an annual presentation for the Self Insurance Trust (SIT) fund to ensure the Board of Trustees and Directors of each applicable fund are informed of the financial performance and balances during the year
  - Provide financial information for decision making, budgets, policies, and procedures
- Deliver a cost allocation methodology that provides balances to be used for charging overhead to certain County departments.
  - Calculate and issue an indirect cost allocation for internal use in quantifying overhead charges; the indirect cost calculations should be completed in sufficient time to be included in the budget for each affected department
  - Provide financial information for decision making, budgets, policies, and procedures

Program Summary

Department: **Finance & Risk Management**
Program: **Financial Control & Reporting**

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Complete and issue the separately audited fund financial statements in a timely manner	yes	yes	yes
Complete and issue the County's audited CAFR by December 31st	yes	yes	yes
GFOA Certificate of Achievement for Excellence in Financial Reporting received	yes	yes	yes
Complete and issue the allocation plan for use in the next budget cycle and meet budget preparation deadlines	yes	yes	yes

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,583,208	1,701,271	1,678,026
Operating Expenses	93,220	172,278	151,852
Total Program Expenditures	**1,676,428**	**1,873,549**	**1,829,878**
General Fund Support	1,676,428	1,873,549	1,829,878
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,676,428**	**1,873,549**	**1,829,878**
Program Staffing FTEs	**21.00**	**21.00**	**20.00**

Program Summary

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

Function

Perform centralized cash analysis function for County departments, perform the County's debt management function, review and report on the County's Capital Improvement program, and support all financial system users through training and operational procedures.

Description of Services

Review and analyze County cash position, review and report on the County's Capital Improvement Program, and provide training and operational procedures for the County's financial system users.

Program Goals & Objectives

- Prepare and analyze monthly cash flow components for the major County departments
  - Provide cash flow statements to the major County departments, including discussion of analysis performed on cash position
  - Provide County departments with information that assists them with their planning and budgetary goals
- Report on the Capital Improvement Program
  - Provide information to the County and public regarding the County's Capital Improvement Program
  - Provide semi-Annual reports on the County's bond program
- Create and revise online and instructor-led training and operational procedures for financial system users
  - Provide training and procedures for County staff that utilizes the County's financial system

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Departmental cash flow analyses prepared	16	16	16
Annual Bond Update Reports prepared	2	2	2

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,034,848	1,148,584	1,169,690
Operating Expenses	53,319	62,370	61,968
Total Program Expenditures	**1,088,167**	**1,210,954**	**1,231,658**
General Fund Support	1,088,167	1,210,954	1,231,658
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,088,167**	**1,210,954**	**1,231,658**
Program Staffing FTEs	**14.00**	**13.00**	**13.00**

Program Summary

Department: **Finance & Risk Management**
Program: **Financial Operations**

Function

Perform centralized payment functions of payroll and accounts payable. Process the delivery of United States Postal Service (USPS) and interoffice mail to County departments and outgoing mail to the US post office. Maintain County records as required.

Description of Services

The division strives to issue accurate and timely disbursement of vendor payments that is consistent with regulatory requirements as well as contractual obligations, to provide payroll compensation to the employees of Pima County government on a bi-weekly basis, and to serve as the central location to process incoming/outgoing USPS mail as well as all interdepartmental mail. Maintain records according to the County's Record Retention Schedule.

Program Goals & Objectives

- Meet statutory deadlines for payroll and accounts payable
  - Prepare and file standard Government Quarterly and year-end reports, submit to employees W2 information meeting Federal due dates, submit to vendors 1099 documents meeting Federal dues dates, and prepare and file monthly state/city use tax reports and funds
  - Employees and vendors can file statutory returns by appropriate due dates and government obligations are met
- Provide outstanding customer service
  - Respond to payroll emails and voice mails within a 48 hour time frame
  - Respond to accounts payable emails and voice mails within a 24 hour time frame
- Provide accurate and timely payments and/or information to vendors and employees
  - Disburse County funds based on defined labor protocols and contracts/awards
  - Liabilities are relieved by goods, services, and labor provided within stated terms

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Average number of outstanding emails and voice message after designated time period stated	0	0	0
Review of financial accounts to ensure balances are reduced or eliminated	yes	yes	yes
Review and Audit of all reports filed, review reports associated with W2s as well as 1099s	yes	yes	yes
Timely payments to employees and vendors	yes	yes	yes

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,976,167	2,204,673	2,136,329
Operating Expenses	1,267,147	1,134,689	1,210,770
Capital Equipment > $5,000	32,295	-	-
Total Program Expenditures	**3,275,609**	**3,339,362**	**3,347,099**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	20,512	25,000	20,000
Operating Revenue Sub-Total	**20,512**	**25,000**	**20,000**
General Fund Support	3,255,097	3,314,362	3,327,099
Net Operating Transfers In/(Out)	-	-	-

Program Summary

Department: **Finance & Risk Management**
Program: **Financial Operations**

Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**3,275,609**	**3,339,362**	**3,347,099**
Program Staffing FTEs	**35.75**	**34.75**	**33.00**

Program Summary

Department: **Finance & Risk Management**
Program: **Financial Transactions**

Function

Manage user access, application security, and system interfaces; validate application enhancements and interface transactions; and maintain the organizational structure and system integrity for the AMS Advantage, Performance Budgeting, Maximo, and other County finance-related systems.

Description of Services

Act as the functional and security system administrator of the AMS Advantage, Performance Budgeting, Maximo, and other County finance-related systems. Manage user access and approval workflows; maintain, update, validate, and balance interfaces and interface transactions between the various finance-related systems; validate application enhancements; provide summary and detailed system data information to be used for analysis; maintain the organizational structure within various finance-related systems; assist users with processing rejected transactions caused by data entry errors. (Note: Beginning in fiscal year 2016/17, Maximo functional system administration is moved from Information Technology Department to Financial Transactions Division).

Program Goals & Objectives

- Successfully perform functional system administration activities for AMS Advantage, Performance Budgeting, Maximo, and other County finance-related systems
  - Process all approved functional application configuration changes within two business days
  - Process all approved Chart of Account changes within two business days
  - Reconcile all system interfaces issues within five business days
- Provide system security administration for AMS Advantage, Performance Budgeting, Maximo, and other County finance-related systems
  - Process all approved security access forms within two business days
  - Process all approved security role change management requests within two business days

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Application configurations processed within 2 business days	n/a	99%	100%
Chart of Account changes processed within 2 business days	100%	100%	100%
Security changes will be processed within 2 business days	100%	100%	100%
Items reconciled cleared within 5 business days	98%	98%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	994,640	1,698,746	1,661,251
Operating Expenses	172,991	214,724	106,364
Total Program Expenditures	**1,167,631**	**1,913,470**	**1,767,615**
General Fund Support	1,167,631	1,913,470	1,767,615
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,167,631**	**1,913,470**	**1,767,615**
Program Staffing FTEs	**14.00**	**18.00**	**18.00**

Program Summary

Department: **Finance & Risk Management**

Program: **General Government Services Administration**

Function

Oversee Pima County central service departments.

Description of Services

Provide policy direction, administrative oversight, and support for central service departments which offer the following services: financial, budget, risk management, human resources, information technology, procurement, facilities management, fleet services, etc. Coordinate and manage the implementation of Board of Supervisors and County Administrator policies and directives as they pertain to central services departments. (Note: beginning in fiscal year 2016/17 General Government Service Administration is presented in its own department. Information is presented for historical purposes).

Program Goals & Objectives

- Implement Board policies and County administrative procedures as they pertain to central services
- Ensure the provision of quality services to County departments by providing efficient and effective management to the central services departments
  - Set up, develop, and monitor program goal and objectives for central services departments
- Review and submit central services' budgets to County Administrator
- Coordinate reporting efforts of central services departments to meet all statutory, Board, and professional requirements
  - Complete mandated reports

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Mandated reports completed	yes	n/a	n/a
Department budget requests reviewed	yes	n/a	n/a
Hold regular meetings with department directors	yes	n/a	n/a
Set up, discuss, and monitor central services goals and objectives			

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	313,731	-	-
Operating Expenses	4,121	-	-
Total Program Expenditures	**317,852**	**-**	**-**
General Fund Support	317,852	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**317,852**	**-**	**-**
Program Staffing FTEs	**2.00**	**-**	**-**

Program Summary

Department: **Finance & Risk Management**
Program: **Grants Management**

Function

Manage the financial and compliance elements of Pima County's grants, through planning and organization.

Description of Services

Provide grant acquisition consultation, grant financial processing and administration, grant compliance facilitation and grant technical support across Pima County. Provide grant financial administration functions of accounting, cash flow management, expense monitoring, record keeping and fiscal closeout.

Program Goals & Objectives

- Provide the timely completion of Pima County's Single Audit
  - Complete the Schedule of Expenditures and Federal Awards (SEFA) by March 31st deadline
- Provide grant compliance and technical support to Pima County departments
  - Provide necessary information and training to comply with grant reporting requirements
  - Providing timely and accurate invoice request for processing
- Provide the timely processing of grant financial and cash management services to receive reimbursement for funds spent by Pima County for grant activities
  - Process reimbursement requests promptly so the funds come in within 60 days after the months closing
- Provide timely reporting, record keeping, and fiscal closeout
  - Provide the necessary monthly or quarterly reports to record progress for achieving grant program goals
  - Processes results promptly with clean reporting and no findings
- Provide sub-recipient monitoring for Federal grants
  - Provide required reviews, documentation and follow-up for agencies providing program
  - Ensure that programs are being followed as the grant intended

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Timely processing of grant financial and cash management services for reimbursement	95%	100%	100%
Grant compliance and technical support	yes	yes	yes
Sub-Recipient monitoring completed	40	60	70
Single audit free of findings	yes	yes	yes
Completion of the Single Audit on time with no findings	yes	yes	yes

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,772,657	2,236,409	2,226,329
Operating Expenses	130,237	6,127,982	6,127,514
Total Program Expenditures	**1,902,894**	**8,364,391**	**8,353,843**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	5,050	-	-
Operating Revenue Sub-Total	**5,050**	**-**	**-**
Intergovernmental	-	6,000,000	6,000,000
Grant Revenue Sub-Total	**-**	**6,000,000**	**6,000,000**
General Fund Support	1,869,937	2,339,391	2,328,843

Program Summary

Department: **Finance & Risk Management**
Program: **Grants Management**

Net Operating Transfers In/(Out)	27,908	25,000	(4,975,000)
Fund Balance Decrease/(Increase)	(1)	-	5,000,000
Other Funding Sources	-	-	-
Total Program Funding	**1,902,894**	**8,364,391**	**8,353,843**
Program Staffing FTEs	**29.00**	**31.00**	**31.00**

Program Summary

Department: **Finance & Risk Management**
Program: **Print Shop**

Function

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

Description of Services

Provide high-speed black & white, color printing/copying, including file manipulation, and offset press printing. Provide finishing and bindery services including collating, folding, comb, velo, coil, tape, steel edge binding, drilling, punching, and numbering services. Provide typesetting, digital color, black and white scanning, file manipulation, large format scan/copy/print, and drymounting onto foam core. Provide pick-up and delivery services to all downtown County departments. (note: beginning in fiscal year 2016/2017, the Print Shop is presented in the Communications Office. Information is presented here for historical purposes).

Program Goals & Objectives

- Revenues lowered by 75% due to County departments being charged through cost allocation plan
  - Charge direct costs with no mark-up
- Lower costs to County departments in order to encourage sending work to the Print Shop
- Continue to identify and address quality issues in production
- Improve processes
- Reduce errors and waste
- Track job reruns in order to find issues in production
  - Use data to improve production standards and procedures
  - Keep reruns within industry standard of under 2%
- Maintain on-time deliveries

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
On-time deliveries	100%	n/a	n/a
Reruns under 2%	yes	n/a	n/a

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	428,470	-	-
Operating Expenses	398,568	-	-
Capital Equipment > $5,000	5,522	-	-
Contra Expense	(5,522)	-	-
Depreciation	31,047	-	-
Total Program Expenditures	**858,085**	**-**	**-**
Program Funding by Source			
Revenues			
Charges for Services	314,105	-	-
Miscellaneous Revenue	7	-	-
Investment Earnings	852	-	-
Special Programs Revenue Sub-Total	**314,964**	**-**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	641,502	(221,339)	-

Program Summary

Department: **Finance & Risk Management**
Program: **Print Shop**

Fund Balance Decrease/(Increase)	(98,381)	221,339	-
Other Funding Sources	-	-	-
Total Program Funding	**858,085**	**-**	**-**
Program Staffing FTEs	**8.00**	**-**	**-**

Program Summary

Department: **Finance & Risk Management**
Program: **Revenue Management & Audit**

Function

The Revenue Management and Internal Audit Division is responsible for increasing the County's revenues through improved efficiency and collections as well as assisting the Board of Supervisors and County Management in the effective discharge of their responsibilities.

Description of Services

Establish accounts receivables and billings for a variety of County departments. Account for receivables and distribute collected funds. Provide for collection and enforcement of delinquent accounts. Monitor revenue contracts. Provide formation services and fiscal monitoring of all phases of the Improvement District process. File state mandated financial reports. Perform internal audits on high risk areas in the County.

Program Goals & Objectives

- Ensure that all monthly, quarterly and annual reports are compiled accurately and by due dates
  - Provide monthly, quarterly and annual reports to ensure progress is being made on collection of accounts receivables and other revenues received
  - Provide status of collections and report to outside agencies as required
- Provide accurate and timely invoices for all revenue due to the County
  - Process invoices promptly to County customers and vendors
  - Revenue is received promptly from customers upon due date
- Provide accurate results and recommendations regarding the results of any consultations, reviews or audits to department management and County Administration
  - Provide accurate results and recommendations
  - Improve management's discharge of their responsibilities
- Process all deposits accurately and timely
  - Ensure all funds received are deposited within a 48 hour time frame
  - Prompt revenue posting to applicable departments

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Accurate and timely invoices processed	yes	yes	yes
Deposits are processed within 48 hour time frame	95%	95%	100%
Reporting is accurate and completed by due dates	75%	100%	100%
Audits, reviews, and consultations completed	14	18	20

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,847,172	2,209,841	2,180,589
Operating Expenses	150,803	152,536	142,025
Total Program Expenditures	**1,997,975**	**2,362,377**	**2,322,614**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	67	-	-
Operating Revenue Sub-Total	**67**	**-**	**-**
Investment Earnings	162	-	-
Special Programs Revenue Sub-Total	**162**	**-**	**-**

Program Summary

Department: **Finance & Risk Management**
Program: **Revenue Management & Audit**

General Fund Support	1,995,569	2,340,333	2,315,518
Net Operating Transfers In/(Out)	-	20,000	20,000
Fund Balance Decrease/(Increase)	2,177	2,044	(12,904)
Other Funding Sources	-	-	-
Total Program Funding	**1,997,975**	**2,362,377**	**2,322,614**
Program Staffing FTEs	**31.00**	**32.00**	**30.00**

Program Summary

Department: **Finance & Risk Management**
Program: **Risk Management**

Function

Direct the risk management program for the County, Regional Flood Control District, Stadium District and Library District including insurance procurement, trust fund management, risk analysis, safety and loss prevention consultations, inspections, and training. Manage Worker Compensation and Occupational Medicine programs. Comply with Environmental, Occupational Safety and Health Administration, and other related laws and regulations. Adjust tort and property claims, manage environmental and tort litigation, and provide funding for losses. Fund the Pima County employment insurance. (Pima County Code 3.04, Resolution 1987-175, Resolution 1990-110).

Description of Services

Administer a comprehensive risk management program to protect and conserve the County's human, financial, and physical assets. Provide funding to pay for losses without large disruptions of departmental budgets. Manage the County's trust fund and administer the self-insurance and insurance programs. Minimize the County's total net cost of risk management functions. Allocate risk management cost to County departments using appropriate methodology. Represent the County for reimbursement from insurance carriers. Provide safety, loss prevention, and industrial hygiene regulatory administration, inspection, and consulting. Conduct safety investigations and analysis. Identify safety improvements for regulatory compliance and employee/citizen safety. Provide technical support on environmental issues. Manage liability and workers' compensation programs including adjust, defend, and fund liability and workers' compensation claims. Return injured employees to work as early and safely as possible.

Program Goals & Objectives

- Ensure County is in compliance with federal and state Occupational Safety and Health Administration (OSHA) regulations and standards
  - Oversee asbestos removal and provide other industrial hygiene services to departments for both general and specific environmental issues and liabilities
- Pima County has not been cited with any OSHA violations and will continue with a zero citation goal
  - Audit and assist County compliance with federal and state occupational safety and health regulations and standards such as Arizona Department of Occupational Safety and Health (ADOSH)
- Provide computer based and classroom training to employees and management on safety and risk related issues
  - Identify County exposures to risk and recommend ways to decrease those risks
  - Provide required OSHA and other Risk training to all applicable employees
  - Total Recordable Case Rate (TRCR) and Days Away Restricted Transferred (DART) are OSHA's formulas measuring the frequency and severity of work related injuries
- Departments and Driver Accident Committee review driving incidents to determine preventability and identify training needs
  - Seek payment for damages to County assets caused by other parties

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Safety inspections and gap analysis reports	400	400	550
ADOSH cited safety violations	0	0	0
Employees receiving training on safety and risk issues	619	918	1,609
Driver Accident Committee reviewed motor incidents	100%	100%	100%

Program Summary

Department: **Finance & Risk Management**
Program: **Risk Management**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	2,108,868	2,349,510	2,260,882
Operating Expenses	24,667,588	14,311,837	14,659,825
Capital Equipment > $5,000	26,198	-	-
Contra Expense	(13,198)	-	-
Depreciation	1,942	1,742	1,605
Total Program Expenditures	**26,791,398**	**16,663,089**	**16,922,312**
Program Funding by Source			
Revenues			
Charges for Services	17,420,776	15,629,366	17,444,818
Miscellaneous Revenue	25,393	66,551	32,000
Investment Earnings	972,241	560,319	768,563
Special Programs Revenue Sub-Total	**18,418,410**	**16,256,236**	**18,245,381**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(180,755)	3,273,432	3,373,918
Fund Balance Decrease/(Increase)	8,553,743	(2,866,579)	(4,696,987)
Other Funding Sources	-	-	-
Total Program Funding	**26,791,398**	**16,663,089**	**16,922,312**
Program Staffing FTEs	**20.00**	**21.00**	**21.00**

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Fleet Services

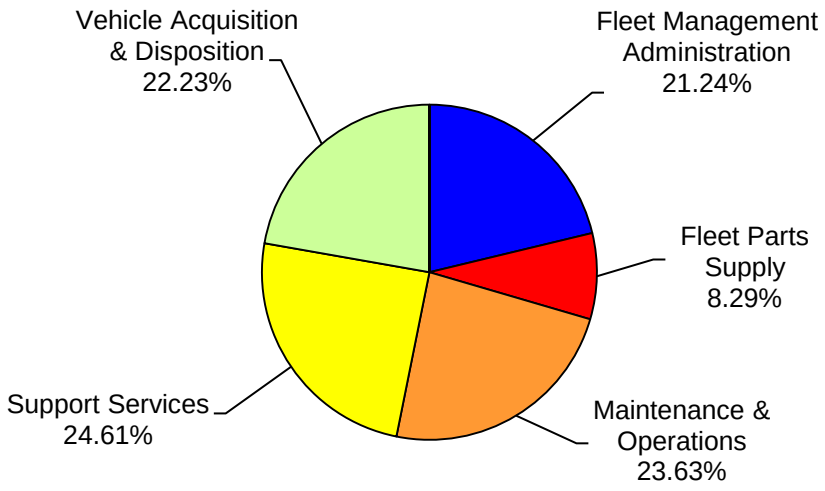
Expenditures: 19,849,494 **Revenues:** 20,486,081

FTEs 56.00

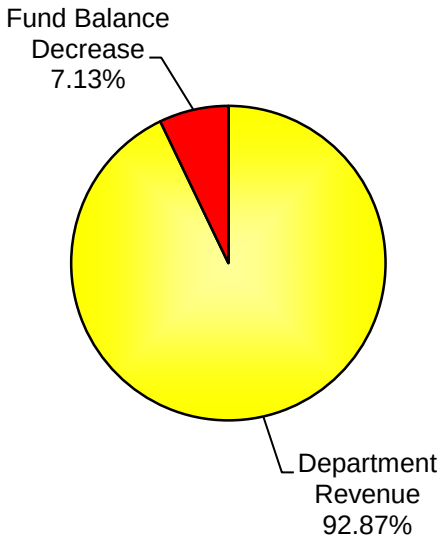
Function Statement: Purchase, maintain, and dispose of cars and light trucks, heavy trucks, and off-road heavy equipment. Provide fuel for all County vehicles and equipment from nine fueling sites located throughout the County and from mobile fuel trucks for off-road equipment. Maintain complete inventory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

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Fleet Services**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Fleet Management Administration	3,973,027	5,324,329	4,216,486
Fleet Parts Supply	1,676,792	2,280,887	1,645,597
Maintenance & Operations	3,750,771	4,506,282	4,690,680
Support Services	2,486,119	4,918,715	4,885,121
Vehicle Acquisition & Disposition	4,006,786	4,894,373	4,411,610
Total Expenditures	**15,893,495**	**21,924,586**	**19,849,494**
Funding by Source			
Revenues			
Fleet Management Administration	17,151,096	18,166,377	18,505,081
Fleet Parts Supply	-	1,500	-
Maintenance & Operations	2,231,174	2,203,500	2,106,000
Support Services	140,496	120,000	125,000
Vehicle Acquisition & Disposition	(258,854)	(200,000)	(250,000)
Total Revenues	**19,263,912**	**20,291,377**	**20,486,081**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(2,272,968)	(2,488,452)	(2,208,544)
Fund Balance Decrease/(Increase)	(1,097,449)	4,121,661	1,571,957
Other Funding Sources	-	-	-
Total Program Funding	**15,893,495**	**21,924,586**	**19,849,494**
Staffing (FTEs) by Program			
Fleet Management Administration	12.00	13.00	15.00
Fleet Parts Supply	4.00	6.00	4.00
Maintenance & Operations	35.00	36.00	36.00
Support Services	2.00	1.00	1.00
Total Staffing (FTEs)	**53.00**	**56.00**	**56.00**

Program Summary

Department: **Fleet Services**
Program: **Fleet Management Administration**

Function

Provide management and direction to all Fleet Services divisions to ensure Fleet Services strategic goals are met. Provide administrative direction and resources to all Fleet Services divisions in support of Fleet Service's mission for a customer focused, centralized fleet service dedicated to providing efficient and effective fleet management to Pima County through quality, pride and teamwork.

Description of Services

Direct, plan, control, and staff all Fleet Services Divisions. Responsible for operational budget, financial forecasts, fleet utilization, mileage rate analysis, fuel management, Motor Pool management, procurement, accounts receivable and accounts payable, and Arizona Motor Vehicle Division license and title requests.

Program Goals & Objectives

- Annual analysis of fleet mileage rate structure and methodology with projected costs for the budget year based on current cost data
- Annual review of quantity and type of alternative fuel vehicles in County fleet in effort to improve fuel efficiencies
- Review, refine, and document key business processes
- Continuous monitoring of total annual miles driven by Pima County to be used for analysis of driving behavior trends, utilization and revenue impact

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Operating cost per mile	$1	$1	$1
County miles driven	15,389,493	14,500,000	14,000,000
Business processes reviewed or created	4	3	3
Quantity of alternative fuel vehicles in County fleet	793	800	805

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	759,456	938,852	1,035,838
Operating Expenses	3,152,507	4,311,554	3,113,107
Capital Equipment > $5,000	(8,549)	-	-
Depreciation	69,613	73,923	67,541
Total Program Expenditures	**3,973,027**	**5,324,329**	**4,216,486**
Program Funding by Source			
Revenues			
Charges for Services	16,507,645	17,736,377	17,990,081
Miscellaneous Revenue	91,303	85,000	80,000
Investment Earnings	270,285	145,000	185,000
Gain or Loss on Disposal of Assets	281,863	200,000	250,000
Special Programs Revenue Sub-Total	**17,151,096**	**18,166,377**	**18,505,081**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(2,435,911)	(2,488,452)	(2,208,544)
Fund Balance Decrease/(Increase)	(10,742,158)	(10,353,596)	(12,080,051)

Program Summary

Department: **Fleet Services**
Program: **Fleet Management Administration**

Other Funding Sources	-	-	-
Total Program Funding	**3,973,027**	**5,324,329**	**4,216,486**
Program Staffing FTEs	**12.00**	**13.00**	**15.00**

Program Summary

Department: **Fleet Services**
Program: **Fleet Parts Supply**

Function

Purchase and maintain inventory of parts and accessories needed for preventive maintenance, routine repairs, and special builds of County vehicles and equipment.

Description of Services

Purchase parts and accessories required to maintain and repair all County motor vehicles and equipment. Perform periodic aging analyses of the inventory to identify and remove obsolete items.

Program Goals & Objectives

- Remove obsolete parts from inventory and replace with more current inventory
  - Ensure that parts turnover occurs at least four times per year

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Parts inventory turnover per year	4	4	4

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	275,233	346,380	233,967
Operating Expenses	1,396,521	1,930,176	1,407,676
Depreciation	5,038	4,331	3,954
Total Program Expenditures	**1,676,792**	**2,280,887**	**1,645,597**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	-	1,500	-
Special Programs Revenue Sub-Total	**-**	**1,500**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1,676,792	2,279,387	1,645,597
Other Funding Sources	-	-	-
Total Program Funding	**1,676,792**	**2,280,887**	**1,645,597**
Program Staffing FTEs	**4.00**	**6.00**	**4.00**

Program Summary

Department: **Fleet Services**
Program: **Maintenance & Operations**

Function

Provide preventive maintenance and repairs to Pima County's vehicle fleet. Provide resources to complete vehicle special builds per department requests.

Description of Services

Perform preventive maintenance and repairs as needed on cars, light trucks, medium trucks, heavy trucks, off-road vehicles, and specialized equipment in order to reduce unscheduled repairs. Provide all resources necessary to accomplish repairs including direct labor and outside services. Provide resources as needed for vehicle special builds.

Program Goals & Objectives

- Increase quantity of mechanics obtaining ASE certifications
- Achieve at least 75% minimum utilization of mechanic direct labor
- Achieve 100% preventive maintenance compliance rate

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Quantity of mechanics with ASE certification	30	33	35
Mechanic direct labor utilization rate	64%	70%	70%
Preventive maintenance compliance rate	99%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,827,233	2,277,563	2,300,588
Operating Expenses	1,658,072	1,992,229	2,188,550
Capital Equipment > $5,000	80,878	-	57,000
Contra Expense	(89,727)	-	(57,000)
Depreciation	274,315	236,490	201,542
Total Program Expenditures	**3,750,771**	**4,506,282**	**4,690,680**
Program Funding by Source			
Revenues			
Intergovernmental	4,737	3,500	6,000
Charges for Services	2,249,256	2,200,000	2,100,000
Miscellaneous Revenue	190	-	-
Gain or Loss on Disposal of Assets	(23,009)	-	-
Special Programs Revenue Sub-Total	**2,231,174**	**2,203,500**	**2,106,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1,519,597	2,302,782	2,584,680
Other Funding Sources	-	-	-
Total Program Funding	**3,750,771**	**4,506,282**	**4,690,680**
Program Staffing FTEs	**35.00**	**36.00**	**36.00**

Program Summary

Department: **Fleet Services**
Program: **Support Services**

Function

Provide fuel and maintain a fuel supply infrastructure for the operation of vehicles and equipment owned by the County. Manage the County vehicle motor pool.

Description of Services

Provide and manage the inventory of fuel for County vehicles at various locations throughout the County. Provide a rental motor pool for County staff to utilize to conduct County business.

Program Goals & Objectives

- Ensure that fuel supply is available at all nine County filling stations 24 hours per day, 7 days per week
- Procure fuel in the most cost effective method and in compliance with State of Arizona Procurement statutes
- Provide internal customers with a wide range of motor pool vehicles while monitoring utilization efficiency
- Store and dispense fuel in a safe and environmentally correct manner and maintain appropriate records

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Continuous monitoring of utilization at all Motor Pool sites to achieve a goal of 60% minimum utilization	54%	50%	60%
Fuel stations operational 24 hours per day, 7 days per week (excluding station downtime for upgrades)	yes	yes	yes
Fuel costs monitored and tracked with Oil Price Information Service (OPIS) costs	yes	yes	yes
Fuel station monitoring and reporting in compliance with Arizona Department of Environmental Quality and other environmental statutes	yes	yes	yes

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	55,987	65,387	62,541
Operating Expenses	2,430,132	4,853,328	4,822,580
Total Program Expenditures	**2,486,119**	**4,918,715**	**4,885,121**
Program Funding by Source			
Revenues			
Intergovernmental	47,614	-	35,000
Charges for Services	92,774	120,000	90,000
Miscellaneous Revenue	108	-	-
Special Programs Revenue Sub-Total	**140,496**	**120,000**	**125,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	2,345,623	4,798,715	4,760,121
Other Funding Sources	-	-	-
Total Program Funding	**2,486,119**	**4,918,715**	**4,885,121**
Program Staffing FTEs	**2.00**	**1.00**	**1.00**

Program Summary

Department: **Fleet Services**
Program: **Vehicle Acquisition & Disposition**

Function
Purchase and dispose of all County vehicles and equipment.

Description of Services
Purchase all vehicles and equipment required by County departments. Sell vehicles through auction at the end of a vehicle's useful life.

Program Goals & Objectives
- Place all vehicles in service within 30 days of receiving vehicle
- Achieve an average of no more than 180 days from time vehicle order placed until the equipment is received (excluding special build vehicles)
- Dispose of obsolete or surplus vehicles and equipment in a timely and cost effective manner
  - Achieve an average of no more than 45 days from date vehicle is removed from service to auction posting

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Vehicle received within 180 days from order date	100%	100%	100%
Vehicles placed in service within 30 days	100%	100%	100%
Vehicles meeting auction posting deadline	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Operating Expenses	-	25,000	-
Capital Equipment > $5,000	2,842,580	5,338,497	6,065,011
Contra Expense	(2,902,030)	(5,338,497)	(6,065,011)
Depreciation	4,066,236	4,869,373	4,411,610
Total Program Expenditures	**4,006,786**	**4,894,373**	**4,411,610**
Program Funding by Source			
Revenues			
Gain or Loss on Disposal of Assets	(258,854)	(200,000)	(250,000)
Special Programs Revenue Sub-Total	**(258,854)**	**(200,000)**	**(250,000)**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	162,943	-	-
Fund Balance Decrease/(Increase)	4,102,697	5,094,373	4,661,610
Other Funding Sources	-	-	-
Total Program Funding	**4,006,786**	**4,894,373**	**4,411,610**

General Gov't Services Administration

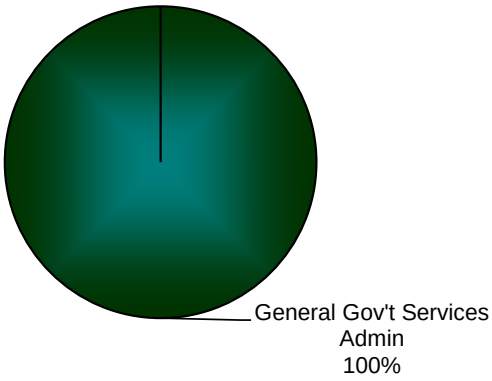
Expenditures: 519,692 **Revenues:** 0

FTEs 3.00

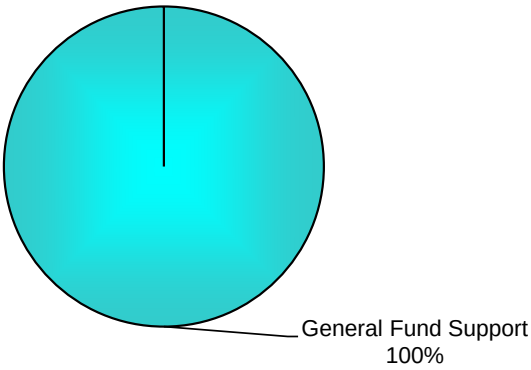
Function Statement: Oversee Pima County central service departments. Provide policy direction, administrative oversight, and support for central service departments. Coordinate and manage the implementation of Board of Supervisors and County Administrator policies and directives as they pertain to central services departments.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **General Government Services Administration**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
General Government Services Administration	-	335,331	519,692
Total Expenditures	**-**	**335,331**	**519,692**
General Fund Support	-	335,331	519,692
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**-**	**335,331**	**519,692**
Staffing (FTEs) by Program			
General Government Services Administration	-	2.00	3.00
Total Staffing (FTEs)	**-**	**2.00**	**3.00**

Program Summary

Department: **General Government Services Administration**
Program: **General Government Services Administration**

Function
Oversee Pima County central service departments.

Description of Services
Provide policy direction, administrative oversight, and support for central service departments which offer the following services: financial, budget, risk management, human resources, information technology, procurement, facilities management,and fleet services. Coordinate and manage the implementation of Board of Supervisors and County Administrator policies and directives as they pertain to central services departments.

Program Goals & Objectives
- Ensure the provision of quality services to County departments by providing efficient and effective management to the central services departments
  - Set up, develop, and monitor program goal and objectives for central services departments
- Coordinate reporting efforts of central services departments to meet all statutory, Board, and professional requirements
  - Complete mandated reports
- Implement Board policies and County administrative procedures as they pertain to central services
- Review and submit central services' budgets to County Administrator

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Mandated reports completed	n/a	yes	yes
Department budget requests reviewed	n/a	yes	yes
Hold regular meetings with department directors	n/a	yes	yes
Set up, discuss, and monitor central services goals and objectives	n/a	yes	yes

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	-	320,785	498,957
Operating Expenses	-	14,546	20,735
Total Program Expenditures	**-**	**335,331**	**519,692**
General Fund Support	-	335,331	519,692
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**-**	**335,331**	**519,692**
Program Staffing FTEs	**-**	**2.00**	**3.00**

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Human Resources

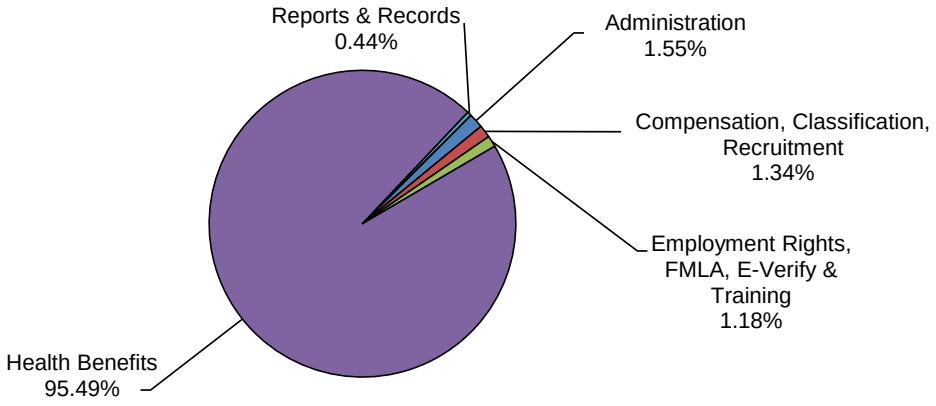
Expenditures: **73,064,390** **Revenues:** **71,469,416**

FTEs 46.00

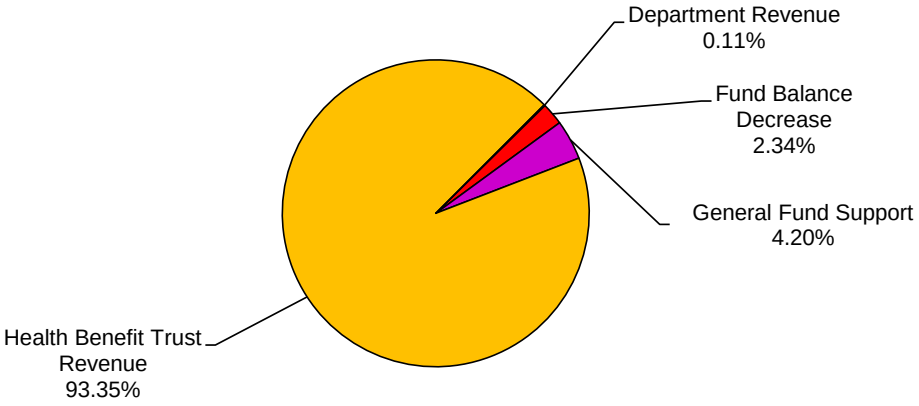
Function Statement: Recruit and retain a highly committed, highly competent, and results-oriented workforce and provide various employment related services and activities. Services include, but are not limited to, recruitment and selection, employment rights, classification and compensation, benefits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

Mandates: ARS Title 11-351: Definitions; Title 11-352: Adoption of Limited County Employee Merit System by Resolution; Removal of Certain Administrative Positions by Resolution; Title 11-353: County Employee Merit System Commission; Members; Terms; Vacancies; Title 11-354: Powers and Duties of the Commission; Title 11-355: Minimum Qualifications for Employment; and Title 11-356: Dismissal, Suspension or Reduction in Rank of Employees; Appeals; Hearings

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Human Resources**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Administration	1,109,172	1,231,311	1,131,822
Compensation/Classification/Recruitment	760,283	951,059	976,431
Employment Rights, FMLA, E-Verify & Training	831,886	915,912	864,871
Health Benefits	59,063,361	69,635,384	69,772,329
Reports and Records	297,360	319,197	318,937
Total Expenditures	**62,062,062**	**73,052,863**	**73,064,390**
Funding by Source			
Revenues			
Employment Rights, FMLA, E-Verify & Training	8	-	-
Health Benefits	65,111,751	70,942,533	71,385,596
Reports and Records	73,677	83,820	83,820
Total Revenues	**65,185,436**	**71,026,353**	**71,469,416**
General Fund Support	2,925,016	3,333,659	3,208,241
Net Operating Transfers In/(Out)	-	(3,300,000)	(3,400,000)
Fund Balance Decrease/(Increase)	(6,048,390)	1,992,851	1,786,733
Other Funding Sources	-	-	-
Total Program Funding	**62,062,062**	**73,052,863**	**73,064,390**
Staffing (FTEs) by Program			
Administration	6.00	5.00	5.00
Compensation/Classification/Recruitment	12.00	12.00	13.00
Employment Rights, FMLA, E-Verify & Training	10.00	10.00	10.00
Health Benefits	14.00	15.00	14.00
Reports and Records	4.00	4.00	4.00
Total Staffing (FTEs)	**46.00**	**46.00**	**46.00**

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, 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. Ensure all departments and staff are provided the quality assistance they need to direct and manage the County workforce and to effectively work as a Pima County employee. Improve overall human resources information management within the County through installation and implementation of ADP. Identify, investigate, and recommend corrective action for potential violations of federal, state, and local laws relating to human resources in a timely fashion. Serve as the custodian of official personnel records and provide the official Secretary to the Merit System Commission. Coordinate the Native American Employment Policy with the Tucson Indian Center. Report on the composition of the County's workforce and turnover rate.

(Note: The HR Director is the designed Health Benefits Plan Administrator and serves as a trustee on the Pima County Health Benefits Trust Board which is appointed by the Pima County Board of Supervisors.)

Program Goals & Objectives

- Benchmark, analyze, and improve the County's attrition rate

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
County employee turnover rate	15%	12%	12%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	426,301	444,070	435,869
Operating Expenses	677,319	787,241	695,953
Capital Equipment > $5,000	5,552	-	-
Total Program Expenditures	**1,109,172**	**1,231,311**	**1,131,822**
General Fund Support	1,109,172	1,231,311	1,131,822
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,109,172**	**1,231,311**	**1,131,822**
Program Staffing FTEs	**6.00**	**5.00**	**5.00**

Program Summary

Department: **Human Resources**

Program: **Compensation/Classification/Recruitment**

Function

Provide employment-related services and activities for recruiting and retaining a highly committed, highly competent, and results oriented workforce. Provide staffing and testing services, classification studies and audits, compensation reviews and market studies.

Description of Services

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 and quality levels of public service. Develop recruitment and selection plans for vacant positions. Review and advertise requests to fill positions using local advertising and electronic/social media. Screen and test applicants. Develop and maintain wage/salary structures through the use of job classifications, internal equity, and external market value considerations. Perform position audits and major classification studies, market evaluations, salary surveys, and compensation reviews.

Program Goals & Objectives

- Utilize emerging technology (Internet based Applicant Tracking System) to reduce paper/manual processing times to provide departments certified list of qualified job applicants within 8 days of closing date and reduce the time to fill a position to 45 days or less
- Complete position reallocations within 40 calendar days of request
- Ensure equal pay for equal work via a fair and equitable compensation plan and ensure all County employees are working within properly defined classifications by audit reviews
- Receive all applications for employment in Pima County, review for eligibility for positions, and forward certified candidates to departments for consideration within 10 business days of closing date

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Average calendar days to complete certified list of qualified job applicants	19	14	14
Average calendar days to fill vacancies	54	52	50
Applications received/reviewed	22,812	24,512	25,000
Classification/Compensation Audit review performed	360	750	360
Average calendar days to complete reallocations	55	52	55

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	744,658	887,444	943,308
Operating Expenses	15,625	63,615	33,123
Total Program Expenditures	**760,283**	**951,059**	**976,431**
General Fund Support	760,283	951,059	976,431
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**760,283**	**951,059**	**976,431**
Program Staffing FTEs	**12.00**	**12.00**	**13.00**

Program Summary

Department: **Human Resources**

Program: **Employment Rights, FMLA, E-Verify & Training**

Function

Provide Merit System Rules and Personnel Policy (MSR/PP) interpretation and review to Pima County management staff and employees. Investigate allegations of violations of the MSR/PP or personnel related Board of Supervisors Policies and/or Administrative Procedures to ensure compliance with rules, policies, procedures, and laws. Provide timely and structured learning experiences, operational training, specialized targeted training, and coaching for existing and newly appointed County managers and supervisors to ensure consistent application of and adherence to personnel administration, laws, rules, policies, procedures, and court mandates.

Description of Services

Employment Rights: Provide official interpretation of MSR/PP and related policies and procedures. Provide Americans with Disabilities Act (ADA) program analysis, guidance, and resolution. Mediate and reconcile employee and management conflicts or refer individuals to other resources when mediation fails. Edit and publish MSR/PP and Law Enforcement MSR. Respond to and investigate Equal Employment Opportunity (EEO) and non-EEO grievances. Respond to and investigate workplace violence, workplace bullying, and sexual/workplace harassment allegations. Respond to and investigate claims of unpaid wages and work in concert with Finance-Payroll to ensure compliance with the Fair Labor Standards Act (FLSA) and County policies. Provide services to management and employees regarding layoffs. Conduct the Employment Rights portion of New Employee Orientation. Provide training to managers and supervisors on the topics of FLSA and ADA. Provide EEO Monitor training to County personnel.

Management Training Program: Educate managers and supervisors on federal, state and County mandates. Provide a comprehensive compliance-oriented curriculum covering a variety of courses that promote effective workforce management: (1) Intro to Rules and Policies, (2) FLSA/FMLA/ADA, (3) Positive and Progressive Discipline, (4) Performance Management, (5) Preventing Sexual and Workplace Harassment and Discrimination, (6) Workplace Violence Prevention / Workplace Bullying Prevention / Workplace Ethics and (7) Transgender Awareness & Sensitivity Training. Coordinate, schedule and oversee the New Employee Orientation program. Develop and deliver specialized training classes, one-on-one coaching, and on-site workshops for supervisory and non-supervisory staff.

Family and Medical Leave Act and E-Verify Services: Provide training to new managers, supervisors, and department personnel representatives on County procedures, FMLA regulations, Catastrophic Leave Bank Program, and Form I-9 procedures through formal and informal means including quarterly newsletters and refresher sessions as needed. Process all Pima County new hires (except those of Superior Court, Juvenile Court, and Clerk of the Superior Court) through E-Verify. Review, approve, and monitor Family and Medical Leave (FML) for Pima County employees (except those of Superior Court, Juvenile Court, and Clerk of the Superior Court employees). Train managers, supervisors, and department personnel representatives on relevant federal, state, and county mandates and procedures. Process and maintain CAT Bank requests, FMLA records and Form I-9 for permanent retention for County employees in accordance with federal, state, and County mandates and procedures.

Program Goals & Objectives

- Review and approve FMLA requests for Pima County employees (except court employees)
- Enhance the New Employee Orientation Program for maximum effectiveness
- Establish and implement a consistent systematic process that incorporates a diverse group of subject matter experts
- Plan and schedule sessions, prepare agendas, organize presenters and conduct audits to ensure program efficiency
- Troubleshoot problems, issues and concerns promptly to minimize any adverse impact on program operations
- Process all Pima County new hires (except those of Superior Court, Clerk of the Superior Court, and Juvenile Courts) through E-Verify
- Comply with discrimination laws on sexual and workplace harassment prevention
- Provide formal classroom training and one-on-one coaching
- Provide specialized training to address discriminatory conduct attributed to a a designated group or department
- Facilitate triennial training sessions to ensure countywide compliance with Board policies and a Superior Court mandate
- Provide a venue and process for professionally resolving internal complaints and work-related disputes
- Promptly investigate allegations
- Facilitate mediation process
- Provide as needed "intake" of complaints from management and employees

Program Summary

Department: **Human Resources**

Program: **Employment Rights, FMLA, E-Verify & Training**

- Review and process all CAT Bank enrollments and requests for hours for each pay period.
- Ensure County wide compliance with the FML and CAT Bank leave and E-Verify in accordance with County procedure
- Ensure accurate payment of back wages in compliance with the FLSA and County policies
- Promptly investigate claims of unpaid wages
- Work in concert with Finance-Payroll to process payments
- Provide official MSR/PP interpretations to Pima County management staff and employees
- Provide as needed "intake" of questions and concerns
- Promptly interpret and respond to questions and concerns
- Prepare management staff to function successfully in a public sector environment
- Generate courses that promote compliance and consistent application of personnel management principles and department directives
- Provide technical assistance and compliance review for the Trainee and Performance Management programs
- Ensure County wide compliance with the mandatory management training program
- Plan, organize and facilitate the management core series curriculum
- Create and implement a system for tracking compliance
- Maintain attendance records in accordance with established retention policy guidelines

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Number of contacts for MSR/PP interpretation	2,064	1,750	1,700
ADA requests for accommodation	55	85	60
Investigations conducted	46	65	40
Requests for mediation	18	25	18
Management Core Series Training (headcount)	836	1,200	1,250
Specialized Training / Coaching (headcount)	170	50	50
New Employee Orientation (headcount)	529	510	510
Employees processed through E-Verify	1,422	1,450	1,479
Number of FMLA requests received	717	788	828
Number of FMLA requests approved	633	697	732

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	788,335	847,918	796,589
Operating Expenses	43,551	67,994	68,282
Total Program Expenditures	**831,886**	**915,912**	**864,871**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	8	-	-
Operating Revenue Sub-Total	**8**	**-**	**-**
General Fund Support	831,878	915,912	864,871
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-

Program Summary

Department: **Human Resources**

Program: **Employment Rights, FMLA, E-Verify & Training**

Total Program Funding	**831,886**	**915,912**	**864,871**
Program Staffing FTEs	**10.00**	**10.00**	**10.00**

Program Summary

Department: **Human Resources**
Program: **Health Benefits**

Function

Administer the self insurance Health Benefits Trust Internal Service Fund. Provide employees with comprehensive and affordable benefits options for healthcare (medical and dental), life insurance, as well as other ancillary services and provide education to enable employees to make well informed decisions on benefits that will meet their individual needs. Provide quality programs and activities to encourage and support healthy, active lifestyles of the employees and their families.

Description of Services

Provide employees a comprehensive health benefits package with affordable options from which to choose and assist employees to make informed decisions regarding the best coverage at the most affordable cost based on their individual needs. Provide benefits administration and advocacy; contract development, negotiations, and renewal activity; and benefits open enrollment and special program coverage. Develop a strategic approach for providing the best benefits and insurance packages for eligible employees and their dependents. Emphasize the importance of education, awareness, self care, and behavior change programs to enhance overall well being. Provide rewards for healthy behaviors of County employees through financial and other incentives including those connected with health insurance premiums. Provide special follow-up and assistance to employees identified at highest risk for preventable illnesses and excessive medical costs, and when health problems do exist help employees better manage their condition through an organized intervention program.

(Note: The HR Director is the designated Health Benefits Plan Administrator and serves as a trustee on the Pima County Health Benefits Trust Board which is appointed by the Pima County Board of Supervisors.)

Program Goals & Objectives

- Provide education and resources to help employees identify and reduce health risks before serious health problems occur and thereby hold needed interventions to no more than 1% of covered employees
- Reduce benefits complaints for resolution to 10% or less
- Inform and educate employees regarding the County's various plans and benefits options through scheduled benefit information sessions
- Provide employees a comprehensive wellness program to help control increases in medical costs and improve quality of life through various scheduled wellness events

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Percentage of employees attending benefit information sessions	45%	45%	45%
Percentage of benefits complaints for resolution	10%	10%	10%
Percentage of covered employees needing Human Resorces intervention for health issues	1%	1%	1%
Total attendance at wellness events	50,940	52,000	53,000

Program Summary

Department: **Human Resources**
Program: **Health Benefits**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	781,796	1,093,700	1,006,601
Operating Expenses	58,281,565	68,541,684	68,765,728
Total Program Expenditures	**59,063,361**	**69,635,384**	**69,772,329**
Program Funding by Source			
Revenues			
Charges for Services	62,742,509	68,899,643	69,136,187
Miscellaneous Revenue	2,183,230	1,967,200	2,029,409
Investment Earnings	186,012	75,690	220,000
Special Programs Revenue Sub-Total	**65,111,751**	**70,942,533**	**71,385,596**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	(3,300,000)	(3,400,000)
Fund Balance Decrease/(Increase)	(6,048,390)	1,992,851	1,786,733
Other Funding Sources	-	-	-
Total Program Funding	**59,063,361**	**69,635,384**	**69,772,329**
Program Staffing FTEs	**14.00**	**15.00**	**14.00**

Program Summary

Department: **Human Resources**
Program: **Reports and Records**

Function

Maintain official employee personnel records in automated information program; maintain data necessary to meet federal reporting requirements; process personnel action forms; process data in Enterprise V5; and manage the employee discount and bus pass program.

Description of Services

Manage the Records Center which houses all electronic official personnel files and hardcopy medical files of terminated employees. Respond to subpoenas and requests for employment verifications. Maintain personnel documents within the records center in a manner consistent with the Arizona Revised Statutes (ARS) and Human Resources Policies and Procedures. Manage the employee discount and bus pass programs and ensure proper reconciliation of each account. Verify and process all personnel action forms to ensure compliance with County rules and policies.

Program Goals & Objectives

Ensure data entered into Enterprise V5 are accurate and timely in accordance with County rules and policies.
Ensure that official personnel records are maintained accurately, timely, completely, and are easily accessible in accordance with the Arizona State Retention Schedule

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Personnel records reviewed for compliance with Arizona State Retention Schedule	1,330	1,100	1,000

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	224,846	236,747	236,487
Operating Expenses	72,514	82,450	82,450
Total Program Expenditures	**297,360**	**319,197**	**318,937**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	73,677	83,820	83,820
Operating Revenue Sub-Total	**73,677**	**83,820**	**83,820**
General Fund Support	223,683	235,377	235,117
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**297,360**	**319,197**	**318,937**
Program Staffing FTEs	**4.00**	**4.00**	**4.00**

Information Technology

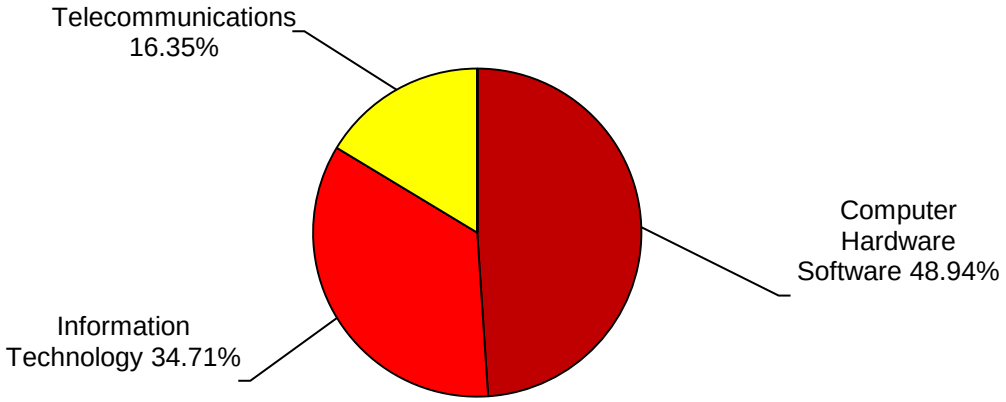
Expenditures: 38,769,912 **Revenues:** 23,508,063

FTEs 170.00

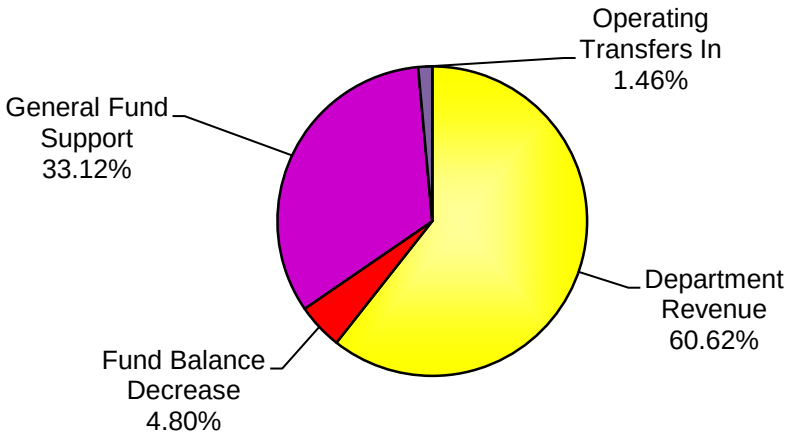
Function Statement: Manage the County's computer and network processing, and telecommunications environment. Direct and manage the development and ongoing maintenance support of application systems and the acquisition and licensing of associated computer hardware/software. Develop and implement information technology standards and security procedures. Manage franchise licensing and contract coordination for cable, fiber, cellular, and competitive local exchange carriers. Provide access to an e-Learning environment. Provide a central service desk function for computer hardware and application software problem resolution. Coordinate Pima County Information Technology activities with various agencies and the general public. Provide testing, maintenance, and repair servicing to support the Pima County Wireless Integrated Network (PCWIN) radio system. Administer a new internal service fund for the acquisition of computer hardware and software for all departments of the County which was approved by the Board of Supervisors in November 2014.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Information Technology**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Computer Hardware Software	13,872,596	19,302,013	18,972,660
Information Technology	11,720,034	13,467,918	13,457,509
Radio System - Fixed Network	756,351	884,541	-
Telecommunications	4,043,969	5,590,179	6,339,743
Total Expenditures	**30,392,950**	**39,244,651**	**38,769,912**
Funding by Source			
Revenues			
Computer Hardware Software	17,131,538	19,461,910	17,351,041
Information Technology	460,402	611,301	611,301
Telecommunications	5,287,690	5,297,808	5,545,721
Total Revenues	**22,879,630**	**25,371,019**	**23,508,063**
General Fund Support	11,347,181	12,856,617	12,846,208
Net Operating Transfers In/(Out)	(100,655)	(16,720)	554,363
Fund Balance Decrease/(Increase)	(3,733,206)	1,033,735	1,861,278
Other Funding Sources	-	-	-
Total Program Funding	**30,392,950**	**39,244,651**	**38,769,912**
Staffing (FTEs) by Program			
Computer Hardware Software	51.50	54.00	54.00
Information Technology	100.00	97.00	102.00
Radio System - Fixed Network	10.00	10.00	-
Telecommunications	18.00	16.00	14.00
Total Staffing (FTEs)	**179.50**	**177.00**	**170.00**

Program Summary

Department: **Information Technology**
Program: **Computer Hardware Software**

Function

Provide centralized purchasing and leasing of computers and related devices for all departments of the County in order to promote more consistency and uniformity thereby reducing acquisition and maintenance costs. Design, install, and support County-wide server and storage systems that provide the capacity and technological sophistication necessary to support the growth and increasing diversity of the County's many digital information systems. Control the costs of the County-wide software applications by utilizing enterprise software licensing agreements to obtain the best prices available.

Description of Services

Leased Hardware: Manage and support the application and operating system deployments to client devices as well as the physical lifecycle replacement of devices in order to meet the organization's needs. Coordinate and monitor the deployment of computer hardware for County departments using standardized configurations and specifications. Provide a Network Operations Center (NOC) to respond to and resolve systems problems and issues in an efficient and effective manner. Provide access to an e-Learning environment and assist in the training and development of County employees in the use of computer software and hardware.

Server & Storage: Responsible for the architecture, configuration, implementation, and on-going support of all servers, storage and data center networking equipment for Pima County. Act as the first responders to system outages and disaster recovery initiatives. Support County-wide enterprise applications (Active Directory, Email, File Server Access, Web Filtering, Backup solutions, Operating Systems, SharePoint, etc.) and unique departmental systems. Maintain the storage infrastructure of over 1.5 Petabytes and the Virtual Server environment of over 1,200 servers. Provide online transaction processing, offline processing, central data, forms design, and security for accessing stored data.

Enterprise Software: Control the costs of the Microsoft Enterprise Agreement for the County as well as the Academic agreement supporting the Library District by acquiring Microsoft software (Office, Windows, Client Access Licenses, SQL, Exchange, etc.) at the best price for the County and maintaining licensing compliance. Maintain current software updates on all County desktop computers. Provide technical assistance to client departments in the areas of training services and implementation of required software technology.

Program Goals & Objectives

- Resolve critical outages within 4 hours
- Maintain 100% storage/server availability (excluding scheduled maintenance)
- Maintain a rate of at least 95% of customers satisfied during the service desk incident closeout process
- Respond to client trouble tickets within suggested Service Level Agreements (SLA) guidelines (Critical - 4 hours, High - 24 hours, Normal - 4 days)
- Ensure critical electronic information resources are available 24 hours per day 365 days per year

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Client trouble tickets responded to within suggested Service Level Agreements (SLA) guidelines	85%	85%	85%
Critical outage situations resolved within 4 hours	99%	99%	100%
Critical electronic information resources are available 24 hours 365 days	100%	100%	100%
Storage/server availability (excluding scheduled maintenance)	100%	100%	100%
Customers rating satisfactory or higher in NOC incident close out process	91%	91%	91%

Program Summary

Department: **Information Technology**
Program: **Computer Hardware Software**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	4,108,835	4,746,555	4,677,716
Operating Expenses	9,763,761	14,555,458	14,253,360
Depreciation	-	-	41,584
Total Program Expenditures	**13,872,596**	**19,302,013**	**18,972,660**
Program Funding by Source			
Revenues			
Charges for Services	17,075,798	19,461,910	17,303,030
Miscellaneous Revenue	48,063	-	48,011
Investment Earnings	7,677	-	-
Special Programs Revenue Sub-Total	**17,131,538**	**19,461,910**	**17,351,041**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	567,971
Fund Balance Decrease/(Increase)	(3,258,942)	(159,897)	1,053,648
Other Funding Sources	-	-	-
Total Program Funding	**13,872,596**	**19,302,013**	**18,972,660**
Program Staffing FTEs	**51.50**	**54.00**	**54.00**

Program Summary

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

Function

Manage the County's information technology (IT) environment and oversee IT Department administration. Develop and implement information technology standards and security procedures. Manage franchise licensing and contract coordination for cable, fiber, cellular, and competitive local exchange carriers. Coordinate Pima County IT activities with various agencies and the general public.

Description of Services

Maintain the Pima County Internet Web and Intranet sites and assist departments in providing content to these sites. Maintain e-Commerce and GIS services. Provide technical assistance to client departments in the areas of project management, applications development, procurement, training services, and implementation of required technology. 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 & Objectives

- Maintain 100% online system availability (excluding scheduled maintenance)
- Resolve citizen complaints against cable companies within two business days
- Perform scheduled monthly system outages for maintenance

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Approved projects completed on time and within budget	n/a	n/a	130
Purchase requests completed within 72 hours of final requirements submittal	736	750	750
Leases completed within 10 business days of final requirements submittal	58%	58%	30%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	8,467,437	9,730,134	10,089,387
Operating Expenses	3,252,597	3,657,784	3,368,122
Capital Equipment > $5,000	-	80,000	-
Total Program Expenditures	**11,720,034**	**13,467,918**	**13,457,509**
Program Funding by Source			
Revenues			
Charges for Services	-	20,000	-
Miscellaneous Revenue	460,402	591,301	611,301
Operating Revenue Sub-Total	**460,402**	**611,301**	**611,301**
General Fund Support	11,347,181	12,856,617	12,846,208
Net Operating Transfers In/(Out)	(87,549)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**11,720,034**	**13,467,918**	**13,457,509**

Program Summary

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

Program Staffing FTEs	**100.00**	**97.00**	**102.00**

Program Summary

Department: **Information Technology**
Program: **Radio System - Fixed Network**

Function

Support and maintain the nation's most advanced regional public safety radio communications system--the Pima County Emergency Radio System--which consists of a cooperative of 32 fire, emergency and law enforcement agencies led by the Pima County Office of Emergency Management and Homeland Security (OEM) and the Pima County Sheriff Department. The system became operational in March 2014.

Description of Services

Perform testing, repairs, and preventive maintenance services on the fixed network facilities (computers, fixed equipment, and towers) of the 800 MHZ OEM radio system to assure that it is functioning and available at all times for emergency situations requiring communication and coordination among many agencies in the County. Ensure that adequate funding is provided by the governing board and members of the cooperative for system repairs and maintenance servicing as needed through excellent maintenance practices and effective partnerships with the member agencies. Identify areas for improvements to enhance the performance of the system.

(Note: Beginning fiscal year 2017/18, this program is moved to the Wireless Integrated Network department.)

Program Goals & Objectives

- Maintain Public Safety Voice Radio Network reliability and availability at 100% (excluding scheduled maintenace)
- Execute repair and maintenance work orders to effectively maintain the fixed network

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
None Submitted	n/a	n/a	n/a

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	756,351	884,541	-
Total Program Expenditures	**756,351**	**884,541**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	756,351	884,541	-
Other Funding Sources	-	-	-
Total Program Funding	**756,351**	**884,541**	**-**
Program Staffing FTEs	**10.00**	**10.00**	**-**

Program Summary

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

Function

Provide excellent quality voice and data communications services for all Pima County departments and offices through the County's high-speed network and high capacity storage infrastructure. This internal service fund also previously provided wireless radio services to County departments and subscriber outside agencies, but this function has now become part of the new County-wide emergency radio system in the Office of Emergency Management and Homeland Security (OEM) as of March 2014. This fund will continue to provide maintenance servicing on the new mobile radio units.

Description of Services

Provide internal voice (telephone) and data networks, end user client support and associated services, to all Pima County departments. Plan, install, and maintain the County's high-speed data and voice network, servers, and storage infrastructure. Maintain infrastruture diagrams to determine ongoing capacity needs and long range plans for network system growth. Maintain inventories of hardware and software needed to support the system. Participate in the planning for wiring new and remodeled facilities to ensure they meet current and future communications requirements. Operate a 24x7 Network Operations Center to support end-user clients with technical problems and issues both remotely and onsite utilizing field technicians.

Program Goals & Objectives

- Ensure high quality customer service
  - Achieve at least 90% incident resolution rate with initial customer contact
  - Achieve at least 95% incident resolution rate with first line contact in the Network Operations Center (NOC)
- Maintain full and consistent network and Internet availability 24 hours per day 365 days per year (excluding scheduled maintenance or unforeseen outages)
- Provide the highest quality voice and data services at the lowest reasonable cost
  - Achieve 100% rate for response and resolution times within appropriate industry guidelines for critical (4 hours), high (24 hours), or normal (4 days) incidents

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Customer ratings of satisfactory or better on monthly surveys of clients	95%	95%	99%
First contact incident or request resolved with initial customer contact	90%	95%	95%
Response and resolution times within appropriate guidelines for critical, high, and normal incidents	100%	100%	100%
Network/internet availability (excluding scheduled maintenance or outages)	99%	99%	99%
Online system availability (excluding scheduled maintenance)	99%	99%	99%
Scheduled monthly system outages for maintenance per year	12	12	12

Program Summary

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

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,483,287	1,570,083	1,383,852
Operating Expenses	2,252,613	3,442,808	4,189,837
Capital Equipment > $5,000	40,252	-	-
Contra Expense	(40,251)	-	-
Depreciation	308,068	577,288	766,054
Total Program Expenditures	**4,043,969**	**5,590,179**	**6,339,743**
Program Funding by Source			
Revenues			
Charges for Services	5,230,948	5,113,668	5,535,721
Miscellaneous Revenue	37,779	171,740	-
Investment Earnings	18,963	12,400	10,000
Special Programs Revenue Sub-Total	**5,287,690**	**5,297,808**	**5,545,721**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(13,106)	(16,720)	(13,608)
Fund Balance Decrease/(Increase)	(1,230,615)	309,091	807,630
Other Funding Sources	-	-	-
Total Program Funding	**4,043,969**	**5,590,179**	**6,339,743**
Program Staffing FTEs	**18.00**	**16.00**	**14.00**

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Non Departmental

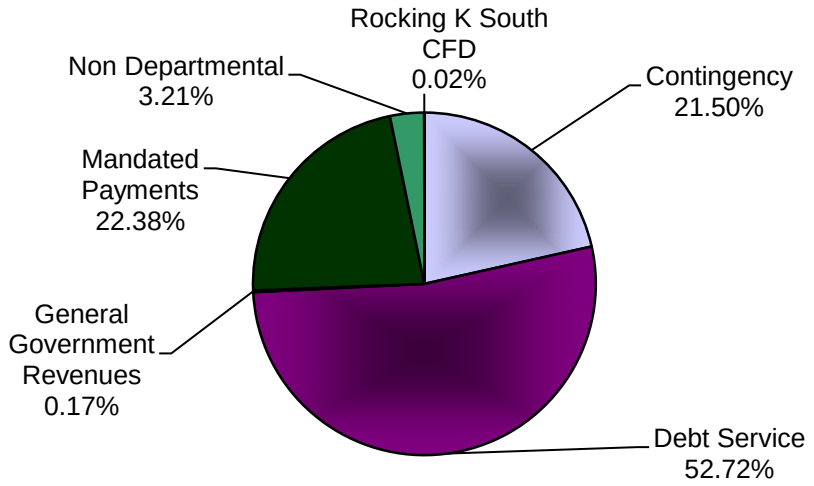
Expenditures: **255,649,825** **Revenues:** **60,215,494**

FTEs **0.00**

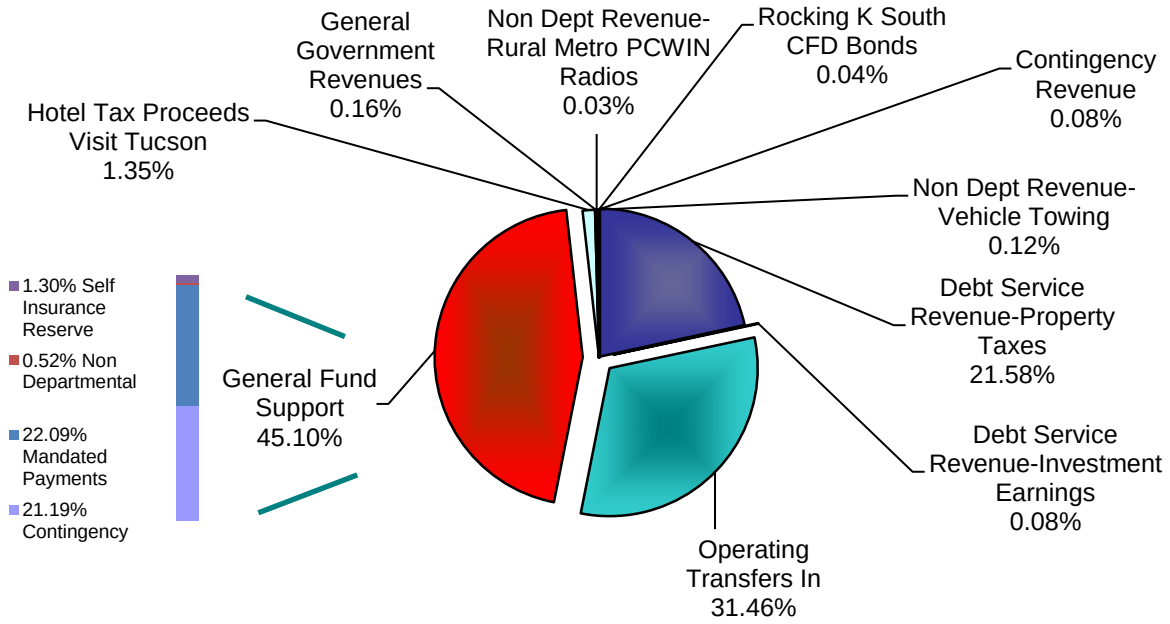
Function Statement: Record and report the receipt, transfer, and payment transactions for Non Departmental, General Government Revenues, Contingency, Debt Service, Mandated Payments, and Rocking K South CFD activities. (Note: Total revenue for this department amounts to $575,913,343 with $515,697,849 coming from general government revenues used to support General Fund operations. The difference between these amounts, or $60,215,494, is the amount to be considered as departmental revenue.)

Mandates: ARS Title 11, Chapter 2: Board of Supervisors, Article 7: Medical Facilities and Care of Indigents

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Non Departmental**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Contingency	8,580,758	72,063,990	54,955,696
Debt Service	120,777,717	115,455,401	134,790,376
General Government Revenues	274,388	708,050	423,050
Mandated Payments	56,839,965	56,959,070	57,226,721
Non Departmental	8,789,157	9,286,072	8,203,982
Rocking K South CFD	-	-	50,000
Total Expenditures	**195,261,985**	**254,472,583**	**255,649,825**
Funding by Source			
Revenues			
Contingency	149,299	-	211,860
Debt Service	53,009,095	54,284,900	56,138,480
General Government Revenues	503,585,047	511,471,420	515,697,849
Non Departmental	3,814,593	3,761,254	3,865,154
Total Revenues	**560,558,034**	**569,517,574**	**575,913,343**
General Fund Support	(408,493,951)	(354,265,033)	(358,733,799)
Net Operating Transfers In/(Out)	30,169,932	38,610,089	40,879,895
Fund Balance Decrease/(Increase)	1,725,836	609,953	(2,509,614)
Other Funding Sources	11,302,134	-	100,000
Total Program Funding	**195,261,985**	**254,472,583**	**255,649,825**
Staffing (FTEs) by Program			
Total Staffing (FTEs)			

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 & 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 $50,292,886.

The Budget Stabilization Fund provides for the following expenditures:

Juvenile Corrections State Cost Shift	1,726,804
Painted Hills Payment	1,061,029
ITD Server & Storage Use	496,000
Kino Sports Complex Deferred Maintenance	300,000
NRPR Section 10 Permit	255,399
Sustainability Section 10 Permit	142,837
Arizona Conservation Corps	100,000
Constables Case Management System	100,000
JobPath	100,000
Domestic Violence Arrest Team - Superior Court	63,285
Desert Survivors	57,200
Community Restitution Program - Superior Court	55,756
Tumamoc - Sustainability	45,000
Higher Ground/Tucson Community Schools	39,000
YWCA-House of Neighborly Services	32,500
Humane Borders	30,000
Oro Valley Cooperative Public Art Project	25,000
Women's Counseling Network	18,000
U of A Earth Day Cooperative Project	10,000
City of Gastronomy	5,000
	4,662,810

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Monthly accounting reconciliations performed	12	12	12
Status report updated for each transaction	yes	yes	yes

Program Summary

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

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,351	-	114,657
Operating Expenses	4,954,860	64,899,242	53,780,010
Debt Service	3,624,547	7,164,748	1,061,029
Total Program Expenditures	**8,580,758**	**72,063,990**	**54,955,696**
Program Funding by Source			
Revenues			
Licenses & Permits	-	-	38,900
Miscellaneous Revenue	148,904	-	120,000
Investment Earnings	-	-	52,960
Operating Revenue Sub-Total	**148,904**	**-**	**211,860**
Investment Earnings	395	-	-
Special Programs Revenue Sub-Total	**395**	**-**	**-**
General Fund Support	5,025,621	64,899,242	54,907,157
Net Operating Transfers In/(Out)	3,406,233	7,164,748	(163,321)
Fund Balance Decrease/(Increase)	(395)	-	-
Other Funding Sources	-	-	-
Total Program Funding	**8,580,758**	**72,063,990**	**54,955,696**

Program Summary

Department: **Non Departmental**
Program: **Debt Service**

Function

Account for the accumulation of resources for the payment of general long term debt principal and interest.

Description of Services

Manage the long term debt for transportation bonds, general obligation bonds, certificates of participation, and sewer revenue bonds and obligations.

Program Goals & Objectives

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

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Transactions accurately recorded	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Debt Service	120,777,717	115,455,401	134,790,376
Total Program Expenditures	**120,777,717**	**115,455,401**	**134,790,376**
Program Funding by Source			
Revenues			
Property Taxes	52,725,631	54,189,900	55,923,480
Intergovernmental	13,933	-	-
Miscellaneous Revenue	43,289	-	-
Investment Earnings	226,242	95,000	215,000
Operating Revenue Sub-Total	**53,009,095**	**54,284,900**	**56,138,480**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	54,698,853	60,560,548	81,111,510
Fund Balance Decrease/(Increase)	1,767,635	609,953	(2,459,614)
Other Funding Sources	11,302,134	-	-
Total Program Funding	**120,777,717**	**115,455,401**	**134,790,376**

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 & Objectives

- Ensure that earned revenues are actually received
- Provide timely and accurate revenue information to County management

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Revenue status reports produced	12	12	12

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	3,869	-	-
Operating Expenses	195,625	708,050	423,050
Debt Service	74,894	-	-
Total Program Expenditures	**274,388**	**708,050**	**423,050**
Program Funding by Source			
Revenues			
Property Taxes	336,904,381	338,267,342	342,307,832
Intergovernmental	139,491,726	144,700,760	149,355,212
Charges for Services	23,726,862	25,112,318	20,175,805
Licenses & Permits	3,109,676	3,180,000	3,360,000
Miscellaneous Revenue	(3,263)	1,000	(1,000)
Investment Earnings	355,665	210,000	500,000
Operating Revenue Sub-Total	**503,585,047**	**511,471,420**	**515,697,849**
General Fund Support	(475,378,956)	(481,648,163)	(475,206,505)
Net Operating Transfers In/(Out)	(27,931,703)	(29,115,207)	(40,068,294)
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**274,388**	**708,050**	**423,050**

Program Summary

Department: **Non Departmental**
Program: **Mandated Payments**

Function
Fund and administer the County's contribution to state health care programs.

Description of Services
Pay the County's contributions to Arizona Health Care Containment System (AHCCCS) Acute Care and to the Arizona Long Term Care System (ALTCS) programs, as well as additional contributions resulting from the October, 2001 implementation of Proposition 204.

Program Goals & Objectives
- Avoid sanctions and penalties through timely payment of the County's contributions to state health care delivery systems

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Timely payments made to mandated state health programs	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Operating Expenses	56,839,965	56,959,070	57,226,721
Total Program Expenditures	**56,839,965**	**56,959,070**	**57,226,721**
General Fund Support	56,839,965	56,959,070	57,226,721
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**56,839,965**	**56,959,070**	**57,226,721**

Program Summary

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

Function

Budget and provide for expenditure and/or revenue authority for specified General Fund programs, projects, and items for which no direct responsibility has been assigned to any single department. Report the General Fund portion of self insurance reserve (SIR) payments.

Description of Services

Report the receipt of the Transient Lodging Excise Tax revenues and the payment of $3,495,900 to Visit Tucson, formerly known as the Metropolitan Tucson Convention & Visitors Bureau (MTCVB). This tax is only charged to hotels/motels located in unincorporated areas of Pima County. Provide expenditure authority for dues to the County Supervisors Association of $94,066, the U.S. Mexico Border Counties Coalition of $13,577, National Council of Elected County Executives of $5,000, and Arizona Technology Council of $1,400. Provide expenditure authority of $1,039,000 for Arizona Department of Revenue operating costs; $104,797 for Special Projects; $21,815 for Bond Oversight; $57,000 for Lobbyist costs; and $3,371,427 for the General Fund portion of self insurance costs. Record net revenues of $300,000 for the towing component of the Sheriff Department Vehicle Impound Program and revenue of $69,254 from Rural Metro for PCWIN Radios.

Program Goals & Objectives

- Provide and account for all Non Departmental activities

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Transactions accurately recorded	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	10,027	18,000	13,000
Operating Expenses	8,777,311	9,263,072	8,188,982
Capital Equipment > $5,000	1,819	5,000	2,000
Total Program Expenditures	**8,789,157**	**9,286,072**	**8,203,982**
Program Funding by Source			
Revenues			
Intergovernmental	3,266,795	3,207,000	3,495,900
Charges for Services	5,543	-	-
Fines & Forfeits	13,470	-	-
Miscellaneous Revenue	476,012	548,836	366,437
Investment Earnings	7,918	5,418	2,817
Operating Revenue Sub-Total	**3,769,738**	**3,761,254**	**3,865,154**
Charges for Services	249	-	-
Miscellaneous Revenue	38,498	-	-
Investment Earnings	6,108	-	-
Special Programs Revenue Sub-Total	**44,855**	**-**	**-**

Program Summary

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

General Fund Support	5,019,419	5,524,818	4,338,828
Net Operating Transfers In/(Out)	(3,451)	-	-
Fund Balance Decrease/(Increase)	(41,404)	-	-
Other Funding Sources	-	-	-
Total Program Funding	**8,789,157**	**9,286,072**	**8,203,982**

Program Summary

Department: **Non Departmental**
Program: **Rocking K South CFD**

Function

This Community Facilities District is formed to purchase eligible infrastructure of the Rocking K South master plan development through the issuance of bonds, and to fund the operation, maintenance and administration of the District through the levy of ad valorem tax on property in the District.

Description of Services

Execute the Development and Intergovernmental Agreement which identifies the eligible infrastructure, how the infrastructure could be purchased, the debt that may be issued, the tax that may be levied, and the operational support that may be provided to the District by the County. Call for an election of the District voters to authorize District tax levies and District debt. Issue District general obligation debt to purchase completed roads, sewer systems, parks, and other public infrastructure from the developer as identified in the District's Master Plan.

Program Goals & Objectives

- Ensure that the District pays competitively procured prices for acceptable infrastructure that is in line with Pima County's Comprehensive Plan
- Require that the Developer comply with both the state and County procurement requirements when designing and constructing the eligible infrastructure
- Ensure that the District is fiscally sound by supporting its operations with an operations and maintenance tax and only issuing debt that can readily be paid by the District debt service tax

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
None Submitted	n/a	n/a	n/a

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	-	-	50,000
Total Program Expenditures	**-**	**-**	**50,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	(50,000)
Other Funding Sources	-	-	100,000
Total Program Funding	**-**	**-**	**50,000**

Office of Emergency Management & Homeland Security

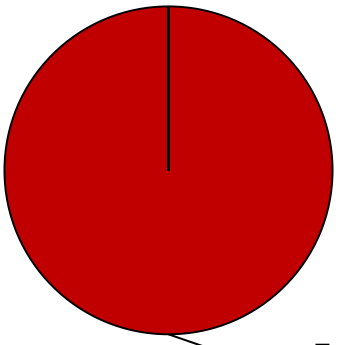
Expenditures: 2,378,893 **Revenues:** 1,376,821

FTEs 8.00

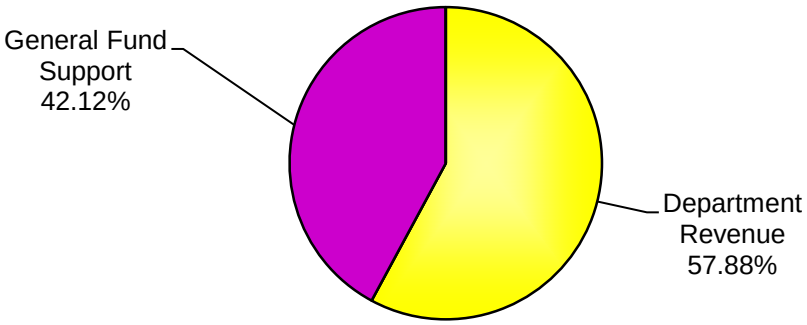
Function Statement: Establish and maintain the highest possible quality emergency prevention, preparedness, response, mitigation, and recovery function to protect the lives and property of the residents of Pima County in the event of a natural or man-made disaster through planning; the conduct of training and exercises; 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



Sources of All Funding



Department Summary by Program

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

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Emergency Mgt/Homeland Security	1,830,577	2,696,382	2,378,893
OEM Radio System	1,932,283	-	-
Total Expenditures	**3,762,860**	**2,696,382**	**2,378,893**
Funding by Source			
Revenues			
Emergency Mgt/Homeland Security	981,981	1,756,549	1,376,821
OEM Radio System	2,959,572	-	-
Total Revenues	**3,941,553**	**1,756,549**	**1,376,821**
General Fund Support	790,096	939,833	1,002,072
Net Operating Transfers In/(Out)	(1)	-	-
Fund Balance Decrease/(Increase)	(968,788)	-	-
Other Funding Sources	-	-	-
Total Program Funding	**3,762,860**	**2,696,382**	**2,378,893**
Staffing (FTEs) by Program			
Emergency Mgt/Homeland Security	8.50	8.50	8.00
OEM Radio System	2.00	-	-
Total Staffing (FTEs)	**10.50**	**8.50**	**8.00**

Program Summary

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

Program: **Emergency Mgt/Homeland Security**

Function

Protection, prevention, mitigation, response, and recovery activities to reduce the loss of life and property damage to the citizens of Pima County resulting from human-caused and natural disasters in accordance with Arizona Revised Statutes Title 26 as well as various directives from the President and the United States Department of Homeland Security.

Description of Services

Provide professional emergency management, including planning, organizing, equipping, training, and exercising, to protect the lives and property of the residents of Pima County from disasters and emergencies. Coordinate with and assist other County departments, community organizations, and other jurisdictions at the local, county, state, tribal, and federal levels including both public and private sector entities to develop coordinated, interoperable, whole community capabilities to ensure the highest level of individual and agency preparedness to protect, prevent, mitigate, respond, and recover from events.

Program Goals & Objectives

- Maintain comprehensive, coordinated County emergency response plans to protect, prevent, mitigate, respond, and recover from disasters and emergencies
- Provide regular, quality training in emergency management mission areas to response agencies at all levels and to other stakeholders such as community support organizations
- Maintain a state of the art Emergency Operations Center (EOC) and up to date emergency plans to assist County and local jurisdictions in operational coordination during emergencies and planned special events to include coordination with local, county, tribal, state and federal partners, and with private entities and citizens
  - Implement the National Incident Management System (NIMS) Incident Command principals
  - Maintain the EOC in a state of constant readiness
  - Open and make operational the EOC within one hour of notification
  - Ensure that the state version of WebEOC is configured for Pima County jurisdictions and tribes to manage their own incidents and to share information and/or coordinate with the County
  - Update the identification and resource typing of assets within Pima County and incorporate resource management concepts such as typing, inventorying, and cataloging
- Coordinate, conduct, and participate in regular, realistic emergency response exercises and activities
- Provide jurisdictions within Pima County timely, accurate, and complete information (including communications and command and control systems) to enable them to respond to emergency situations and/or threats quickly, efficiently, and effectively to safeguard the lives and property of the citizens of Pima County
- Assist agencies and jurisdictions in maintaining multi hazard mitigation plans that enable them to minimize the effect of potential disasters on the life and property of their residents and public and private entities
- Maintain and manage the Everbridge Mass Notification system for geography-based emergency announcements and non-emergency messages targeting all citizens of Pima County, and for work related notifications to employees of Pima County and its jurisdictions, fire district and tribal entities

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Update existing plans	6	8	6
Public education and awareness, community outreach presentations	26	26	30
Training classes in Pima County	44	50	50
Exercises attended	44	50	50

Program Summary

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

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	680,980	720,240	752,818
Operating Expenses	1,138,266	1,951,342	1,587,275
Capital Equipment > $5,000	11,331	24,800	38,800
Total Program Expenditures	**1,830,577**	**2,696,382**	**2,378,893**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	10,085	-	-
Operating Revenue Sub-Total	**10,085**	**-**	**-**
Intergovernmental	971,511	1,756,549	1,376,821
Miscellaneous Revenue	385	-	-
Grant Revenue Sub-Total	**971,896**	**1,756,549**	**1,376,821**
General Fund Support	790,096	939,833	1,002,072
Net Operating Transfers In/(Out)	(1)	-	-
Fund Balance Decrease/(Increase)	58,501	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,830,577**	**2,696,382**	**2,378,893**
Program Staffing FTEs	**8.50**	**8.50**	**8.00**

Program Summary

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

Program: **OEM Radio System**

Function

Manage the nation's most advanced public safety radio system on behalf of a 22 member Pima County Cooperative. Accomplish this task through effective administration and liaison with local law enforcement, fire service, and public service organizations. Provide funding for operating and maintenance costs associated with the radio system and cooperative governed by the Pima County Wireless Integrated Network (PCWIN) Board of Directors and not covered by any other Pima County departmental budget. Procure and manage grant funding from federal and state programs.

Description of Services

Manage the efficacy of the PCWIN 800 MHZ Radio System and cooperative. Create, execute, and report the Special Revenue Fund budget on behalf of the PCWIN Board of Directors. (Note: Beginning in fiscal year 2016/17, OEM Radio System was renamed Wireless Integrated Network and is presented under its own department.)

Program Goals & Objectives

- Ensure all radio system operating and maintenance costs are budgeted
- Provide a public safety voice radio system with 99% up time
- Ensure all unscheduled maintenance requirements are fulfilled in accordance with the PCWIN Service Level Agreements
- Develop procedures and technological solutions that permit Pima County agencies to communicate via voice radio with mission essential state and federal agencies located in Pima County
- Ensure operations and maintenance costs are kept affordable for the cooperative members
- Mitigate costs by securing grant funding

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Voice radio system up time	100%	n/a	n/a
All operating & maintenance costs budgeted	yes	n/a	n/a

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	238,604	-	-
Operating Expenses	1,682,485	-	-
Capital Equipment > $5,000	11,194	-	-
Total Program Expenditures	**1,932,283**	**-**	**-**
Program Funding by Source			
Revenues			
Charges for Services	2,882,667	-	-
Miscellaneous Revenue	65,540	-	-
Investment Earnings	11,365	-	-
Operating Revenue Sub-Total	**2,959,572**	**-**	**-**

Program Summary

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

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(1,027,289)	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,932,283**	**-**	**-**
Program Staffing FTEs	**2.00**	**-**	**-**

Procurement

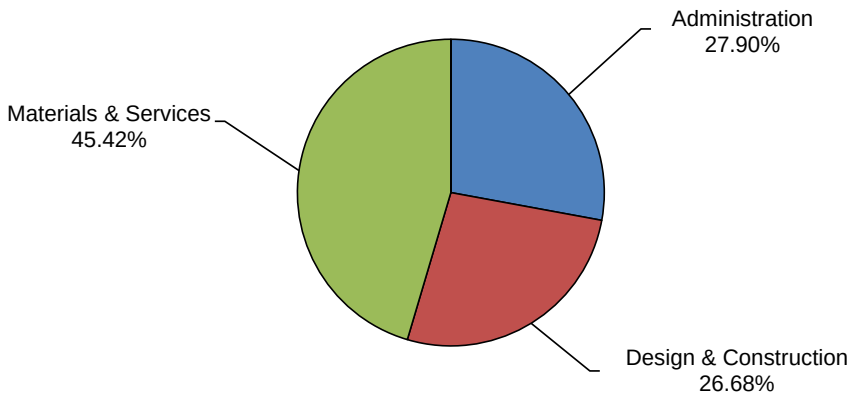
Expenditures: **2,467,977** **Revenues:** **0**

FTEs 29.75

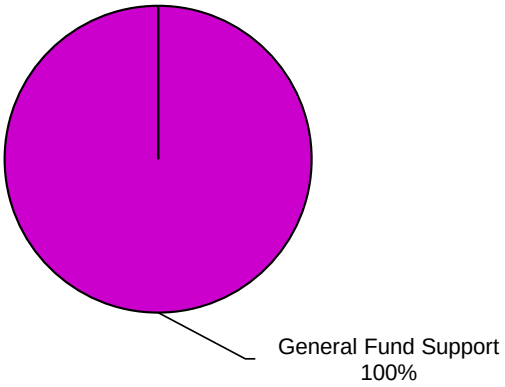
Function Statement: Procure all materials and services for County departments, except as specified by delegation pursuant to the procurement code or under the small purchase procedure. Administer the County Small Business Enterprise (SBE) Program in accordance with County Code requirements for outreach, price preference, subcontractor goals, and compliance review. Ensure compliance with the Pima County Living Wage Ordinance 2002-1 through assistance, review, and monitoring of eligible Pima County contracts. Manage the contracts review approval process. Provide vendor/business assistance and education to vendors concerning bid preparation, bonds and insurance, and the conduct of business with the County. Track and monitor all County contracts.

Mandates: ARS Title 11: Counties, Title 34: Public Buildings and Improvements; Pima County Code Title 11: Procurement Code, Title 20: The Small Business Enterprise Participation Program; and Board of Supervisors Policy D29 Purchasing/Printing

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Procurement**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Administration	497,408	544,431	688,531
Design & Construction	556,616	589,757	658,494
Materials & Services	1,139,939	1,127,270	1,120,952
Vendor Relations & SBE Program	134,039	186,516	-
Total Expenditures	**2,328,002**	**2,447,974**	**2,467,977**
General Fund Support	2,328,002	2,447,974	2,467,977
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,328,002**	**2,447,974**	**2,467,977**
Staffing (FTEs) by Program			
Administration	5.00	5.75	7.75
Design & Construction	7.00	7.00	8.00
Materials & Services	14.00	14.00	14.00
Vendor Relations & SBE Program	3.00	3.00	-
Total Staffing (FTEs)	**29.00**	**29.75**	**29.75**

Program Summary

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

Function

Provide the administrative functions of the department. Conduct contracts review, provide training, provide guidance and direction to ensure compliance with policies and procedures, and support County Vendor Self Service System (VSS).

Description of Services

Provide general management for all aspects of the Procurement function in Pima County as defined in the Pima County Code and Board of Supervisors Policies. Implement practices, competency, and systems changes and associated procurement training to promote retention of employees and generate significant productivity improvements. Identify enhancement projects that are also expected to be of value to other departments. Provide services to other agencies and the community in general.

Maintain and update the Pima County Vendor and Employee Records (AMS Advantage) that provides current vendor information to assist in procurement opportunities to all departments in Pima County and current payment information on the vendor records to assure proper and prompt payments to vendors. Oversee creation and modification of over 19,000 vendor records in AMS Advantage through Vendor Self Service (VSS). Create and modify policies and procedures for creating and modifying vendor records in AMS. Make recommendations for revisions/upgrades to VSS and Vendor Registration and Messaging Portal (VRAMP). 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.

Provide a centralized control point where all contracts are reviewed for compliance with the Pima County Procurement Code, policies, and procedures prior to execution. Maintain contracts in the central repository for the County. Oversee contracts processing and enter relevant data into the County Enterprise Business System. Provide contracts training to departments. Manage the disposition of surplus personal property. Maintain and distribute the Procurement Policy and Procedures Manual.

Manage the PCard Payment Program to ensure the prudent expenditure of public funds and to optimize rebate revenues. Maintain the PCard website for card administrators and users.

Upgrade and maintain the department systems for vendors, users and electronic contracts. Maintain and update the department Internet and Intranet websites. Arrange and set up multimedia presentations for County departments. Coordinate surplus property auctions. Conduct online County wide and vendor satisfaction surveys. Serve on County wide Government/Systems committee.

Program Goals & Objectives

- Provide excellent customer service to the vendor community
- Utilize technology solutions for efficiency and to expand vendor's access to procurement-related information
- Demonstrate a strong foundation of procurement principles and utilize best practices
- Provide ancillary services and oversee procurement processes for the vendor community and Pima County departments to ensure a fair, consistent, and open process
- Provide excellent customer service to County staff including contract processing guidance and training classes

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Percent of vendors satisfied or highly satisfied in their interactions with Procurement staff	0%	85%	85%
Percent of customers satisfied or highly satisfied in their interactions with Contract Administration staff	79%	85%	85%
Outstanding Agency Accreditation Achievement Award received	yes	yes	yes
Achievement of Excellence in Procurement Award received	yes	yes	yes
Percent of new vendors registered via VSS	27%	40%	80%

Program Summary

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

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	453,110	496,799	636,504
Operating Expenses	44,298	47,632	52,027
Total Program Expenditures	**497,408**	**544,431**	**688,531**
General Fund Support	497,408	544,431	688,531
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**497,408**	**544,431**	**688,531**
Program Staffing FTEs	**5.00**	**5.75**	**7.75**

Program Summary

Department: **Procurement**
Program: **Design & Construction**

Function

Procure design, construction, and related services for all County departments under the authority of Title 34 Arizona Revised Statutes and BOS Policy D29.1. Consult with Public Works departments and Facilities Management regarding solicitations, project delivery methods, management and contracts administration. Manage Pima County Business Enterprise and Living Wage Compliance programs as mandated by Pima County Ordinances 1997-44 and 2002-1. Create and modify Small Business Enterprise (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 as well as Disadvantaged Business Enterprise (DBE) compliance in federally-funded design and construction projects. Monitor expenses and procurement opportunities offered in County SBE/DBE efforts.

Description of Services

Procure construction, architecture, engineering, and related services for the Public Works, Facilities Management, Regional Wastewater Reclamation, Transportation, Environmental Quality, Development Services, Natural Resources, Parks and Recreation, and the Regional Flood Control District. Identify salient issues and unique characteristics associated with each project. Work with the County Attorney to research, develop, or tailor correspondingly appropriate solicitation and contract language for both consulting and construction contracts. Identify and apply federal grant requirements where needed. Research and recommend alternative project delivery methods. Manage the procurement and evaluation process, draft award documents, and manage the contract and amendment/change order signature processes. Ensure consistency with federal, state and county law and policy. Process all change orders and amendments for construction, architecture, engineering, and related contracts. Craft appropriate documents. Ensure that individuals serving on evaluation committees are appropriately trained.

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 or DBE 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. For federally-funded design and construction projects, work with granting agency to administer a DBE goal and ensure payment and reporting 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/DBE utilization of A & E and professional services contracts for contractor performance evaluations. Ensure program compliance through on site visit compliance investigations and contract payment review and verification.

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.

Program Goals & Objectives

- Provide excellent customer service to client departments
- Provide tactical and strategic guidance to all County departments to procure design, construction, and related services under the authority of Title 34 Arizona Revised Statutes and BOS Policy D29.1
- Conduct the procurement of design and construction-related services for client departments in an efficient manner while maintaining regulatory compliance

Program Summary

Department: **Procurement**
Program: **Design & Construction**

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Percent of requisitions processed within the prescribed milestones	0%	82%	87%
Percent of customers satisfied or highly satisfied in their interactions with the division	88%	85%	85%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	536,015	562,791	625,218
Operating Expenses	20,601	26,966	33,276
Total Program Expenditures	**556,616**	**589,757**	**658,494**
General Fund Support	556,616	589,757	658,494
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**556,616**	**589,757**	**658,494**
Program Staffing FTEs	**7.00**	**7.00**	**8.00**

Program Summary

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

Function

Provide tactical and strategic guidance to all County departments regarding centralized procurement and decentralized purchasing on a wide variety of materials and complex services primarily covered in Chapter 11 of the Procurement Code, with the exception of Design and Construction Services governed by Title 34 of Arizona Revised Statutes. Act as the central interpretive authority regarding Procurement policy, code, procedure, and practice. Provide procurement-related testing and training support to the CGI system users as well as assist with the designing of reports, forms and documents for new and existing processes and functionality.

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, Board of Supervisors Procurement Policies, and County Administrative Procedures optimizing the use of green attributes as deemed possible and practical. 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.

Participate in cooperative alliances to identify collaborative procurement opportunities, leverage procurement volume and agency productivity, establish purchase agreements that may be utilized by other regional public procurement agencies, and exchange and promote the use of advanced and strategic practices and initiatives.

Provide to all County departments formal training, guidance and support regarding their procurement-related responsibilities. Develop specifications which significantly and beneficially impact costs and supplier performance and comply with procurement-related law, policy, and procedures. Perform periodic audits of operating department procurement and purchasing activities and provide guidance regarding desirable corrective actions to department directors and elected officials. Develop procurement procedures and make recommendations to the County Administrator regarding procurement-related processes and Administrative Procedures.

Program Goals & Objectives

- Provide excellent customer service to client departments
- Conduct the procurement of materials and services for the client departments in an effective manner while maintaining regulatory compliance
- Provide tactical and strategic guidance to all County departments to procure materials and services under the authority of Title 11 Arizona Revised Statutes

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Percent of requisitions processed within the prescribed milestones	93%	86%	90%
Percent of customers satisfied or highly satisfied in their interactions with the division	78%	85%	85%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,109,142	1,086,473	1,067,080
Operating Expenses	30,797	40,797	53,872
Total Program Expenditures	**1,139,939**	**1,127,270**	**1,120,952**
General Fund Support	1,139,939	1,127,270	1,120,952
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-

Program Summary

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

Other Funding Sources	-	-	-
Total Program Funding	**1,139,939**	**1,127,270**	**1,120,952**
Program Staffing FTEs	**14.00**	**14.00**	**14.00**

Program Summary

Department: **Procurement**

Program: **Vendor Relations & SBE Program**

Function

Manage Pima County Vendor Relations, Small Business Enterprise (SBE), Disadvantaged Business Enterprise (DBE) and Living Wage Compliance programs as mandated by Pima County Ordinances 1997 44 and 2002 1. Oversee creations and modifications of over 19,000 vendor records in AMS Advantage through Vendor Self Service (VSS) and Vendor Registration and Messaging Portal (VRAMP) and manually entered by Vendor Relation Staff. Create and modify Policies and Procedures for creating and modifying Vendor Records in AMS. Make recommendations for revisions/upgrades to VSS and VRAMP. Create and modify SBE and Living Wage Ordinances as necessary. Ensure compliance with the Living Wage Ordinance through assistance, review, and monitoring of eligible Pima County contracts. Assist Pima County departments with SBE and DBE compliance in design and construction projects and in the procurement of goods and services. Monitor expenses and procurement opportunities offered in County SBE efforts.

Description of Services

SBE Program: Provide SBEs with assistance in conducting business with Pima County including notification of procurement opportunities, bid preparation, training, bonding and insurance information. Review all County construction projects for SBE participation. Set individual project goals. Attend pre bid and pre construction meetings to facilitate SBE utilization and reporting on eligible projects. Evaluate SBE participation in professional service and architectural and engineering (A & E) contract proposals and assign points in the evaluation process. Maintain a list of certified SBE businesses. Assist SBE vendors in certification efforts with the city of Tucson. Conduct training seminars and community outreach events for current and prospective County vendors. Sponsor, attend, and participate in trade shows, committees, and training events open to the entire business community to increase Pima County business participation. For federally-funded design and construction projects, work with granting agency to administer a DBE goal and ensure payment and reporting compliance.
Living Wage Program: Provide for compliance with the adopted Living Wage Ordinance No. 2002 1 which mandates a living wage requirement for inclusion in County contracts for specific services utilized by Pima County Government. Provide for the review and monitoring of eligible contracts under covered services with Pima County.
Vendor Relations: Maintain and update the Pima County Vendor and Employee Records (AMS Advantage) that provides current vendor information to assist in procurement opportunities to all departments in Pima County and 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.
SBE, DBE and Living Wage 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/DBE utilization of A & E and professional services contracts for contractor performance evaluations. Ensure program compliance through on site visit compliance investigations and contract payment review and verification.
Note: beginning in fiscal year 2017/18 this function has been consolidated with other programs.

Program Goals & Objectives

- Create and maintain all local and small business vendor and employee records in AMS Advantage and other databases
- Conduct community outreach events for current and prospective vendors
- Provide SBE/DBE vendor training programs
- 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**

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Minority-owned SBE vendors in database	79	79	n/a
On-site Living Wage compliance visits	34	34	n/a
County vendors in database	19,470	20,470	n/a
Woman-owned SBE vendors in database	65	65	n/a
Non-MWBE SBE vendors in database	80	80	n/a
SBE vendor training programs provided	16	16	n/a
Projects reviewed for SBE/DBE compliance	48	48	n/a
Projects reviewed for SBE/DBE complaince	48	48	n/a
Pima County sponsored SBE outreach activities	16	16	n/a
Certified SBE vendors	220	220	n/a

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	126,899	176,068	-
Operating Expenses	7,140	10,448	-
Total Program Expenditures	**134,039**	**186,516**	**-**
General Fund Support	134,039	186,516	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**134,039**	**186,516**	**-**
Program Staffing FTEs	**3.00**	**3.00**	**-**

Recorder

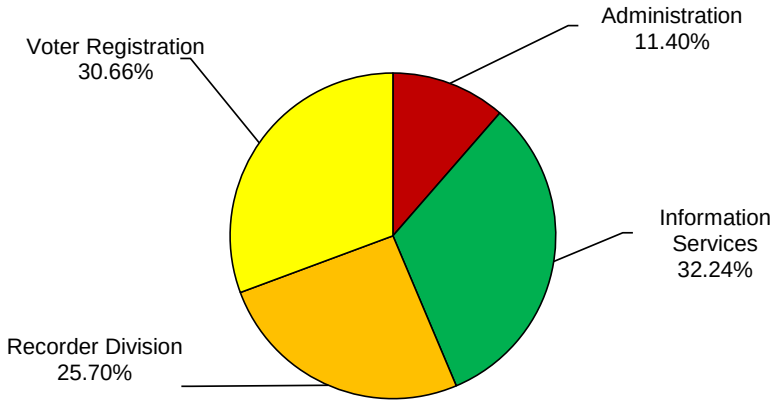
Expenditures: **4,278,955** **Revenues:** **3,901,985**

FTEs 47.00

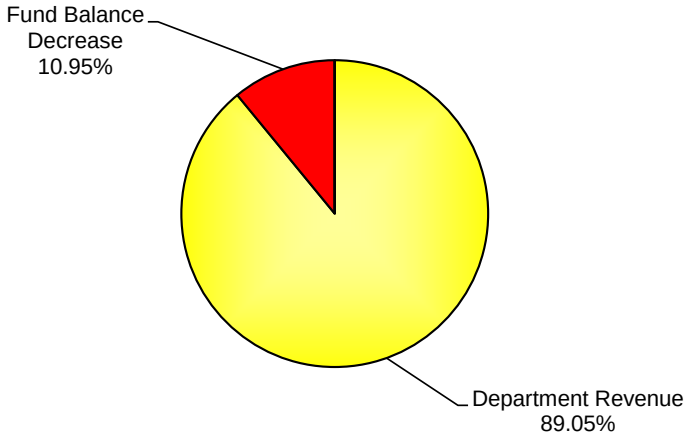
Function Statement: Ensure prompt and efficient imaging and indexing of documents presented for public recording. Provide for the expeditious retrieval and reproduction of documents previously recorded. Maintain voter registration rolls. Conduct early voting activity and other election related activities.

Mandates: ARS Title 11: Counties; Title 16: Elections and Electors; Title 19: Initiative, Referendum and Recall; Title 39: Public Records, Printing and Notices; and Title 48: Special Taxing Districts

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Recorder**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Administration	475,013	488,824	487,701
Information Services	772,165	1,170,635	1,379,664
Recorder Division	903,800	1,065,659	1,099,785
Voter Registration	2,740,870	2,784,953	1,311,805
Total Expenditures	**4,891,848**	**5,510,071**	**4,278,955**
Funding by Source			
Revenues			
Administration	6,500	-	-
Information Services	698,783	705,400	899,900
Recorder Division	2,062,539	1,950,700	2,352,085
Voter Registration	693,486	38,550	650,000
Total Revenues	**3,461,308**	**2,694,650**	**3,901,985**
General Fund Support	1,357,405	2,350,186	(104,294)
Net Operating Transfers In/(Out)	-	-	1,500
Fund Balance Decrease/(Increase)	73,135	465,235	479,764
Other Funding Sources	-	-	-
Total Program Funding	**4,891,848**	**5,510,071**	**4,278,955**
Staffing (FTEs) by Program			
Administration	4.00	4.00	4.00
Information Services	6.75	7.00	7.00
Recorder Division	20.00	21.00	21.00
Voter Registration	13.00	32.00	15.00
Total Staffing (FTEs)	**43.75**	**64.00**	**47.00**

Program Summary

Department: **Recorder**
Program: **Administration**

Function

Provide management, budget oversight, and resources procurement for the Recorder Division, Voter Registration Division, and Information Services group in the department.

Description of Services

Ensure compliance with statutory mandates and set policies for the department and the implementation of those policies. Hire, supervise, monitor and evaluate department personnel. Oversee the budget and monitor the use of public funds in both revenue and expenditures. Purchase adequate resources, equipment, technology, and supplies for the department. Act as liaison with outside government entities, other county departments, state officials and federal officials in matters concerning the office functions.

Program Goals & Objectives

- 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
- Ensure statutory mandates are met at all times in both the Document Recording Division and Voter Registration Division

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Statutory mandates under Titles 16 and 19 of the Arizona Revised Statutes are met	100%	100%	100%
Statutory mandates under Title 11 of the Arizona Revised Statutes are met	100%	100%	100%
All necessary supplies and production materials are purchased so that there is no downtime due to a shortage of supplies or materials	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	448,741	454,924	456,401
Operating Expenses	26,272	33,900	31,300
Total Program Expenditures	**475,013**	**488,824**	**487,701**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	6,500	-	-
Operating Revenue Sub-Total	**6,500**	**-**	**-**
General Fund Support	468,513	488,824	487,701
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**475,013**	**488,824**	**487,701**

Program Summary

Department: **Recorder**
Program: **Administration**

Program Staffing FTEs	**4.00**	**4.00**	**4.00**

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 for efficient operations and to ensure production systems are in compliance with state and federal law. Safely store electronic images of every page of every document accepted for recording and maintain the security over those images and data.

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 through an interactive website. Ensure that the computer system is operational with minimal to no unplanned down time. Evaluate not only the operation of the system and the proper storage of all data, but also monitor the system on a 24 hour basis and recommend both hardware and software changes and upgrades necessary for optimal operations and security controls. Make any programming changes required by federal or state legislation prior to the next scheduled elections to ensure compliance with statutory mandates. Make and store electronic images of all documents submitted for recording so that the documents can be quickly and easily retrieved by the public.

Program Goals & Objectives

- Perform annual evaluation and upgrades to the database and operting system software and hardware as required by manufacturer or developer modification and updates
- 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
- Make electronic images of all documents submitted for recording to allow for electronic retrieval of the images by the public
- Continue to modernize the Document Recording and Voter Registration production systems in the future by migrating to upgraded database platforms and program applications as necessary
- Keep the Recorder's Office computer system operational with minimal to zero unplanned downtime

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Maintain computer system with no unplanned downtime	99%	100%	100%
Voter registration program modified as needed to implement statutory or jurisdictional mandates prior to next election	100%	100%	100%
Computer programs updated as necessary within one year of release of new versions	100%	100%	100%
Computer system maintained and upgraded for most efficient operations possible	100%	100%	100%

Program Summary

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

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	498,051	623,835	664,634
Operating Expenses	274,114	496,800	581,030
Capital Equipment > $5,000	-	50,000	134,000
Total Program Expenditures	**772,165**	**1,170,635**	**1,379,664**
Program Funding by Source			
Revenues			
Charges for Services	693,834	702,000	895,750
Investment Earnings	4,949	3,400	4,150
Special Programs Revenue Sub-Total	**698,783**	**705,400**	**899,900**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	73,382	465,235	479,764
Other Funding Sources	-	-	-
Total Program Funding	**772,165**	**1,170,635**	**1,379,664**
Program Staffing FTEs	**6.75**	**7.00**	**7.00**

Program Summary

Department: **Recorder**
Program: **Recorder Division**

Function

Provide quality service to the public by ensuring the prompt and efficient indexing and review of documents submitted to become part of the official transaction records of Pima County in compliance with the mandates of Title 11 of the Arizona Revised Statutes. Create permanent images of all documents received and electronic searchable images for use by the public.

Description of Services

Review documents submitted to the department to become part of the offical real estate and commercial records of Pima County for compliance with statutory requirements under Title 11 of the Arizona Revised Statutes. Enter grantor, grantee, beneficiary and document type information accurately into the indexing system so that the document can be retrieved at a later date. Collect the required statutory fees for the recording services and ensure that those fees are properly deposited and accounted for as required under County procedures. Assist the public in researching and making copies of documents that have been recorded. Create electronic digitized images of all documents received in paper format for recording and make permanent filmed images of all documents received by the department.

Program Goals & Objectives

- Collect all required statutory fees and account for them properly with daily audits of reciepts for each employee
- Make an electronic digitized image of all documents accepted for recording in paper format. Make permanent filmed images of documents received in paper format and recorded document images received in electronic format to maintain a permanent image of all documents submitted for recording.
- 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
- Show the actual date of receipt of the document by the Recorder at initial entry of the document into the computer system in order to comply with statutory mandates
- 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 two business days of receipt of the document

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Documents presented for recording are reviewed and entered in the computer system on the date of receipt	100%	100%	100%
All data entry information is reviewed for accuracy (second check)	100%	100%	100%
Data entry accuracy rate of 100 percent is acheived	99%	99%	100%
All appropriate documents are returned by mail or private/commerical courier	100%	100%	100%
Days to complete data entry and second check processing of all recorded documents	3	2	2
Public walk-in customers served within 5 minutes of arrival in office	100%	100%	100%

Program Summary

Department: **Recorder**
Program: **Recorder Division**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	816,491	940,509	971,935
Operating Expenses	87,309	125,150	127,850
Total Program Expenditures	**903,800**	**1,065,659**	**1,099,785**
Program Funding by Source			
Revenues			
Charges for Services	2,067,535	1,950,700	2,352,085
Miscellaneous Revenue	(4,996)	-	-
Operating Revenue Sub-Total	**2,062,539**	**1,950,700**	**2,352,085**
General Fund Support	(1,158,739)	(885,041)	(1,253,800)
Net Operating Transfers In/(Out)	-	-	1,500
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**903,800**	**1,065,659**	**1,099,785**
Program Staffing FTEs	**20.00**	**21.00**	**21.00**

Program Summary

Department: **Recorder**
Program: **Voter Registration**

Function

Maintain an accurate and efficient voter registration system for all voters in Pima County and conduct early voting activities in a prompt, efficient, and secure manner in compliance with state and federal laws. Process provisional ballots promptly and accurately following any polling place election.

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 may have moved from their registration address and send appropriate notices to those voters under the National Voter Registration Act. Conduct early voting activities by both mail and in person and validate signatures on early ballot affidavits. Validate signatures on petitions submitted to the office including candidate challenges, recall, initiative, and annexation petitions in compliance with the mandates of Titles 16 and 19 of the Arizona Revised Statutes, and various other state and federal election laws, rules, and mandates.

Program Goals & Objectives

- Secure and maintain accurate inventory records of all ballots in the Recorder's Office including ballots waiting to be mailed or voted ballots received from voters
- Review voter registration forms for legal compliance and enter valid forms into the computer system promptly after receipt with a high level of data entry accuracy
- 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
- Accurately issue the correct early ballot to voters requesting ballots by mail or in person at early voting sites
- Perform regular voter registration list maintenance activities including removing voters from the roll who are no longer eligible to vote through death, departure from the jurisdiction, felony conviction, or determination of mental incapacitation and regularly testing of voter's addresses through the Postal Service National Change of Address database and other mailing processes as authorized under state and federal law.
- Within time limits set by state and federal mandates mail an early ballot to any eligible Pima County voter who timely requests an early ballot for an election. Within the time limits set by state and federal law, electronically transmit ballots to eligible military and overseas voters who request an absentee ballot by electronic transmission methods.
- Make and link digitized images of all voter registration forms received in the correct format to individual voter records and properly file the original form as mandated by statutes
- Validate the signature of all voted early ballots by comparing the voter's signature on the voter registration form to the signature on the early ballot affidavit as soon as possible after receipt of the ballot

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Voter Registration forms processed accurately and in a timely fashion	100%	100%	100%
Early ballots issued, mailed and validated within statutory deadlines	100%	100%	100%
Petitions received by the office are properly reviewed and validated in compliance with statutory mandates	100%	100%	100%
Voter roll list maintenance including address testing, removal of deceased or cancelled voters performed as required under state and federal mandates	100%	100%	100%
Eligible early voters are provided with prompt and accurate service including issuance of the correct ballot	100%	100%	100%

Program Summary

Department: **Recorder**
Program: **Voter Registration**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	714,718	1,092,510	581,427
Operating Expenses	2,026,152	1,692,443	730,378
Total Program Expenditures	**2,740,870**	**2,784,953**	**1,311,805**
Program Funding by Source			
Revenues			
Charges for Services	670,421	38,550	650,000
Miscellaneous Revenue	50	-	-
Operating Revenue Sub-Total	**670,471**	**38,550**	**650,000**
Intergovernmental	22,902	-	-
Investment Earnings	113	-	-
Grant Revenue Sub-Total	**23,015**	**-**	**-**
General Fund Support	2,047,631	2,746,403	661,805
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(247)	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,740,870**	**2,784,953**	**1,311,805**
Program Staffing FTEs	**13.00**	**32.00**	**15.00**

Treasurer

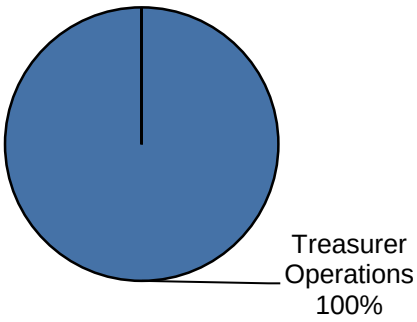
Expenditures: 3,069,569 **Revenues:** 73,000

FTEs 34.50

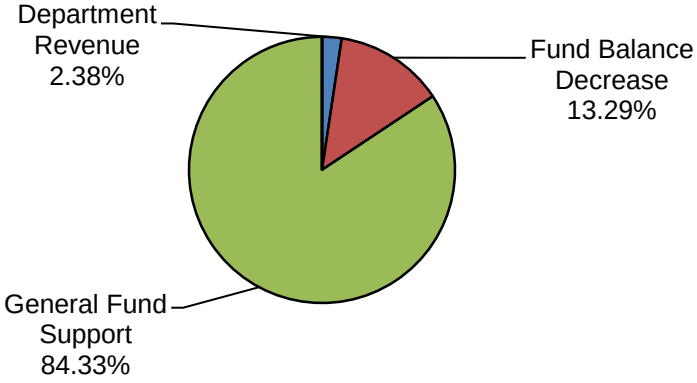
Function Statement: Serve as Treasurer for Pima County and its political subdivisions. Act as custodian of public funds and ex-officio tax collector. Duties include custody, collection, disbursement and investment of public funds and the collection and distribution of property taxes.

Mandates: ARS Title 11: Counties; Title 35: Public Finances; and Title 42: Taxation

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Treasurer

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Treasurer Operations	2,464,229	2,929,218	3,069,569
Total Expenditures	**2,464,229**	**2,929,218**	**3,069,569**
Funding by Source			
Revenues			
Treasurer Operations	82,923	102,000	73,000
Total Revenues	**82,923**	**102,000**	**73,000**
General Fund Support	2,366,932	2,575,218	2,588,569
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	14,374	252,000	408,000
Other Funding Sources	-	-	-
Total Program Funding	**2,464,229**	**2,929,218**	**3,069,569**
Staffing (FTEs) by Program			
Treasurer Operations	36.50	35.00	34.50
Total Staffing (FTEs)	**36.50**	**35.00**	**34.50**

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 Statutues.

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 & Objectives
- Maximize automation of tax payments
- Provide efficient response to taxpayers by responding to telephone calls on hold in 5 minutes or less
- Meet or exceed established investment benchmarks

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Percentage of payments processed through automated methods	85%	88%	90%
Months meeting or exceeding investment benchmarks	12	12	12
Average wait time for customer phone calls less than 5 minutes	2	2	5

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,917,666	2,410,719	2,242,533
Operating Expenses	538,089	318,499	434,511
Capital Equipment > $5,000	8,474	200,000	392,525
Total Program Expenditures	**2,464,229**	**2,929,218**	**3,069,569**
Program Funding by Source			
Revenues			
Charges for Services	44,931	85,000	50,000
Miscellaneous Revenue	35,500	16,000	20,000
Investment Earnings	2,492	1,000	3,000
Special Programs Revenue Sub-Total	**82,923**	**102,000**	**73,000**
General Fund Support	2,366,932	2,575,218	2,588,569
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	14,374	252,000	408,000
Other Funding Sources	-	-	-
Total Program Funding	**2,464,229**	**2,929,218**	**3,069,569**
Program Staffing FTEs	**36.50**	**35.00**	**34.50**

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Wireless Integrated Network

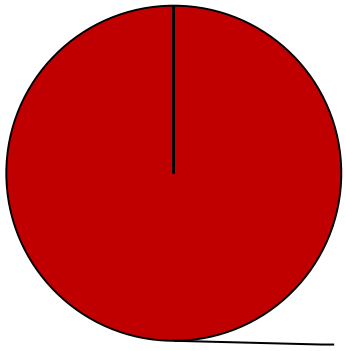
Expenditures: 3,272,884 **Revenues:** 3,471,940

FTEs 12.00

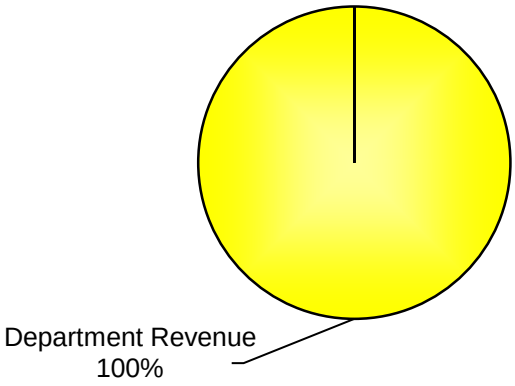
Function Statement: Manage the nation's most advanced public safety radio system on behalf of a 22 member Pima County Business Cooperative. Accomplish this task through effective administration and liaison with local law enforcement, fire service, and public service organizations. Maintain the 800MHz voice radio network and administer the business cooperative that governs its operation.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Wireless Integrated Network**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Wireless Integrated Network	-	2,230,430	3,272,884
Total Expenditures	**-**	**2,230,430**	**3,272,884**
Funding by Source			
Revenues			
Wireless Integrated Network	-	2,907,686	3,471,940
Total Revenues	**-**	**2,907,686**	**3,471,940**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	(844,541)	-
Fund Balance Decrease/(Increase)	-	167,285	(199,056)
Other Funding Sources	-	-	-
Total Program Funding	**-**	**2,230,430**	**3,272,884**
Staffing (FTEs) by Program			
Wireless Integrated Network	-	2.00	12.00
Total Staffing (FTEs)	**-**	**2.00**	**12.00**

Program Summary

Department: **Wireless Integrated Network**
Program: **Wireless Integrated Network**

Function

Manage the nation's most advanced public safety radio system on behalf of a 22 member Pima County Cooperative. Accomplish this task through effective administration and liaison with local law enforcement, fire service, and public service organizations. Provide funding for operating and maintenance costs associated with the radio system and cooperative governed by the Pima County Wireless Integrated Network (PCWIN) Board of Directors and not covered by any other Pima County departmental budget. Procure and manage grant funding from federal and state programs.

Description of Services

Manage the operation of the PCWIN 800 MHZ Radio System and cooperative. Manage a 12 person department responsible for the maintenance of the radio system and subscriber units. Create, execute, and report the Special Revenue Fund and Internal Service Fund budgets on behalf of the PCWIN Board of Directors.

Program Goals & Objectives

- Ensure all unscheduled maintenance requirements are fulfilled in accordance with PCWIN Policies
- Provide a public safety voice radio system with 99% up time
- Facilitate communication with mission essential state and federal agencies located in Pima County
- Schedule all Executive Committee and Board of Directors Meetings to achieve quorum
- Ensure all radio system operating and maintenance costs are programmed

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Voice Radio System up time 99%	n/a	100%	99%
Operating & maintenance costs budgeted	n/a	100%	100%
Network average Grade of Service less than 1% at all times	n/a	100%	100%
Executive Committee quorum	n/a	100%	100%
Board of Directors quorum	n/a	100%	100%

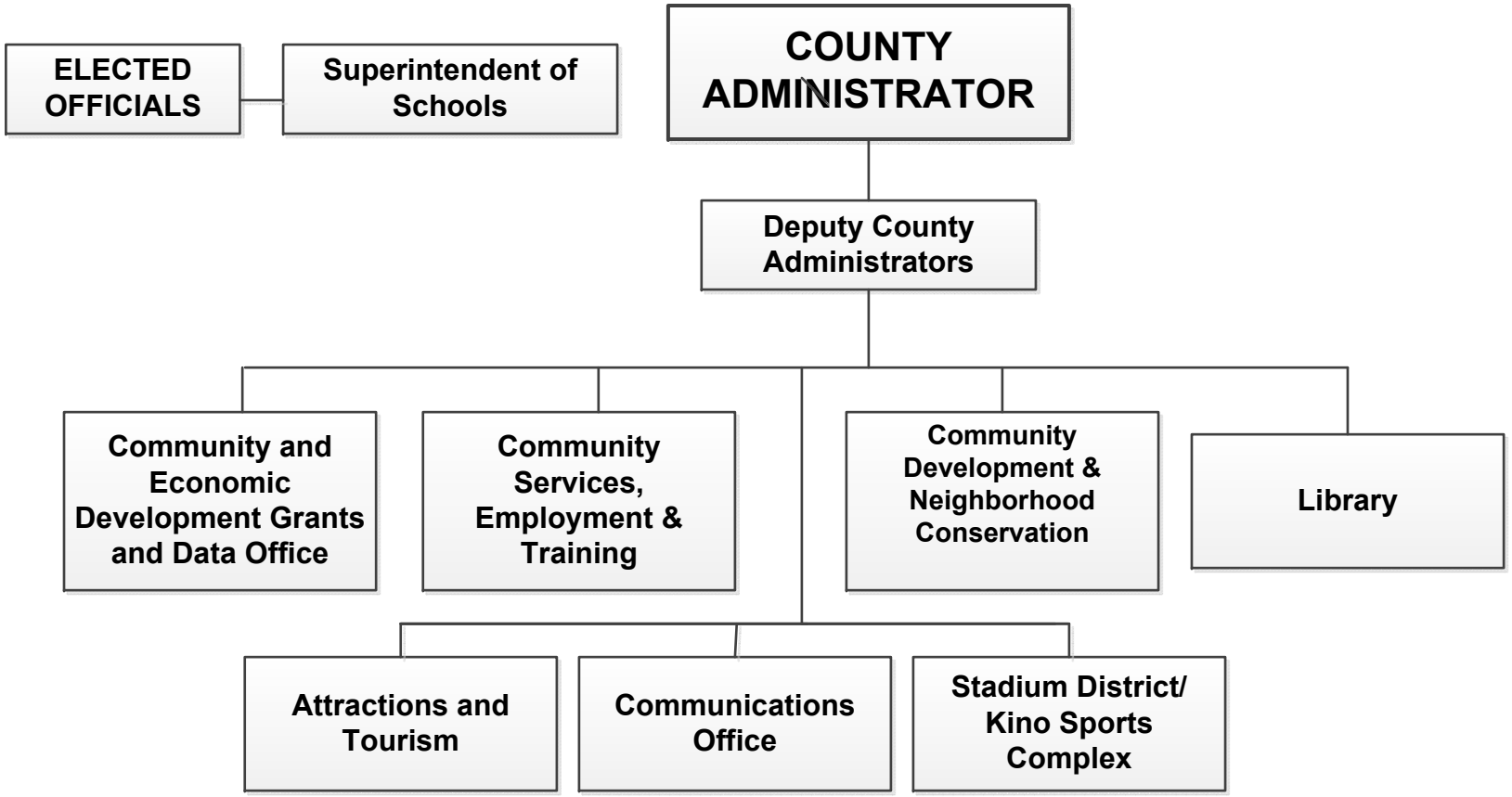
	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	-	265,028	1,146,685
Operating Expenses	-	1,965,402	2,121,801
Depreciation	-	-	4,398
Total Program Expenditures	**-**	**2,230,430**	**3,272,884**
Program Funding by Source			
Revenues			
Charges for Services	-	2,836,152	2,931,192
Miscellaneous Revenue	-	66,354	67,115
Investment Earnings	-	5,180	5,141
Operating Revenue Sub-Total	**-**	**2,907,686**	**3,003,448**
Charges for Services	-	-	396,748
Miscellaneous Revenue	-	-	69,000
Investment Earnings	-	-	2,744
Special Programs Revenue Sub-Total	**-**	**-**	**468,492**

Program Summary

Department: **Wireless Integrated Network**
Program: **Wireless Integrated Network**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	(844,541)	-
Fund Balance Decrease/(Increase)	-	167,285	(199,056)
Other Funding Sources	-	-	-
Total Program Funding	**-**	**2,230,430**	**3,272,884**
Program Staffing FTEs	**-**	**2.00**	**12.00**

COMMUNITY RESOURCES ORGANIZATION CHART



Community Resources Organization Chart July 01, 2017

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SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Expenditures
COMMUNITY RESOURCES						
Attractions & Tourism						
Attractions & Tourism	-	2,264,591	-	-	-	2,264,591
Total Attractions & Tourism	**-**	**2,264,591**	**-**	**-**	**-**	**2,264,591**
Communications Office						
Communications Office	619,369	-	-	-	-	619,369
Graphic Services	1,432,712	-	-	-	-	1,432,712
Total Communications Office	**2,052,081**	**-**	**-**	**-**	**-**	**2,052,081**
Community & Economic Development Grants						
Administration	572,961	625,000	-	-	-	1,197,961
Total Community & Economic Development Grants	**572,961**	**625,000**	**-**	**-**	**-**	**1,197,961**
Community Dev & Neighborhood Conservation						
Administration	657,783	-	-	-	-	657,783
Affordable Housing	313,954	3,009,008	-	-	-	3,322,962
Community & Rural Development	1,176,539	4,266,869	-	-	-	5,443,408
Community Planning & Revitalization Division	-	66,117	-	-	-	66,117
General Services	2,344,600	-	-	-	-	2,344,600
Neighborhood Reinvestment	35,269	-	-	-	-	35,269
Special Projects	-	205,017	-	-	-	205,017
Total Community Dev & Neighborhood Conservation	**4,528,145**	**7,547,011**	**-**	**-**	**-**	**12,075,156**
Community Services, Employment & Training						
CAA Emergency Services Network	161,274	5,256,381	-	-	-	5,417,655
One Stop	7,092,471	13,829,130	-	-	-	20,921,601
Vocational and Academic Instruction	267,634	1,185,629	-	-	-	1,453,263
Total Community Services, Employment & Training	**7,521,379**	**20,271,140**	**-**	**-**	**-**	**27,792,519**
County Free Library						
Administration	-	4,351,070	-	-	-	4,351,070
Public Services	-	23,161,425	-	-	-	23,161,425
Support Services	-	14,722,830	-	-	-	14,722,830
Total County Free Library	**-**	**42,235,325**	**-**	**-**	**-**	**42,235,325**

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Expenditures
Kino Sports Complex						
Landscape Management	509,917	-	-	-	-	509,917
Recreation	444,623	-	-	-	-	444,623
Total Kino Sports Complex	**954,540**	**-**	**-**	**-**	**-**	**954,540**
School Superintendent						
Accounting	352,112	-	-	-	-	352,112
Administration	718,757	-	-	-	-	718,757
Educational Services	641,793	-	-	-	-	641,793
School Reserve Programs	-	1,961,000	-	-	-	1,961,000
Total School Superintendent	**1,712,662**	**1,961,000**	**-**	**-**	**-**	**3,673,662**
Stadium District						
Stadium District Operations	-	5,611,862	-	-	-	5,611,862
Total Stadium District	**-**	**5,611,862**	**-**	**-**	**-**	**5,611,862**
TOTAL COMMUNITY RESOURCES	**17,341,768**	**80,515,929**	**-**	**-**	**-**	**97,857,697**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Revenues
COMMUNITY RESOURCES						
Attractions & Tourism						
Attractions & Tourism	-	1,251,480	-	-	-	1,251,480
Total Attractions & Tourism	**-**	**1,251,480**	**-**	**-**	**-**	**1,251,480**
Communications Office						
Communications Office	7,300	-	-	-	-	7,300
Graphic Services	295,125	-	-	-	-	295,125
Total Communications Office	**302,425**	**-**	**-**	**-**	**-**	**302,425**
Community & Economic Development Grants						
Administration	-	625,000	-	-	-	625,000
Total Community & Economic Development Grants	**-**	**625,000**	**-**	**-**	**-**	**625,000**
Community Dev & Neighborhood Conservation						
Administration	11,200	-	-	-	-	11,200
Affordable Housing	-	3,736,354	-	-	-	3,736,354
Community & Rural Development	-	3,876,872	-	-	-	3,876,872
Community Planning & Revitalization Division	-	22,000	-	-	-	22,000
Special Projects	-	195,017	-	-	-	195,017
Total Community Dev & Neighborhood Conservation	**11,200**	**7,830,243**	**-**	**-**	**-**	**7,841,443**
Community Services, Employment & Training						
CAA Emergency Services Network	-	5,256,371	-	-	-	5,256,371
One Stop	30,200	13,494,030	-	-	-	13,524,230
Vocational and Academic Instruction	-	1,039,690	-	-	-	1,039,690
Total Community Services, Employment & Training	**30,200**	**19,790,091**	**-**	**-**	**-**	**19,820,291**
County Free Library						
Administration	-	40,394,819	-	-	-	40,394,819
Public Services	-	1,651,000	-	-	-	1,651,000
Total County Free Library	**-**	**42,045,819**	**-**	**-**	**-**	**42,045,819**
Kino Sports Complex						
Landscape Management	50,079	-	-	-	-	50,079
Recreation	96,100	-	-	-	-	96,100
Total Kino Sports Complex	**146,179**	**-**	**-**	**-**	**-**	**146,179**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Revenues
School Superintendent						
Administration	315,000	-	-	-	-	315,000
Educational Services	30,000	-	-	-	-	30,000
School Reserve Programs	-	1,961,000	-	-	-	1,961,000
Total School Superintendent	**345,000**	**1,961,000**	**-**	**-**	**-**	**2,306,000**
Stadium District						
Stadium District Operations	-	2,387,200	-	-	-	2,387,200
Total Stadium District	**-**	**2,387,200**	**-**	**-**	**-**	**2,387,200**
TOTAL COMMUNITY RESOURCES	**835,004**	**75,890,833**	**-**	**-**	**-**	**76,725,837**

SUMMARY OF FULL TIME EQUIVALENTS BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total FTEs
COMMUNITY RESOURCES						
Attractions & Tourism						
Attractions & Tourism	-	4.15	-	-	-	4.15
Total Attractions & Tourism	**-**	**4.15**	**-**	**-**	**-**	**4.15**
Communications Office						
Communications Office	6.00	-	-	-	-	6.00
Graphic Services	14.00	-	-	-	-	14.00
Total Communications Office	**20.00**	**-**	**-**	**-**	**-**	**20.00**
Community & Economic Development Grants						
Administration	4.00	-	-	-	-	4.00
Total Community & Economic Development Grants	**4.00**	**-**	**-**	**-**	**-**	**4.00**
Community Dev & Neighborhood Conservation						
Administration	6.00	-	-	-	-	6.00
Affordable Housing	5.00	2.00	-	-	-	7.00
Community & Rural Development	1.00	11.00	-	-	-	12.00
Special Projects	-	1.00	-	-	-	1.00
Total Community Dev & Neighborhood Conservation	**12.00**	**14.00**	**-**	**-**	**-**	**26.00**
Community Services, Employment & Training						
CAA Emergency Services Network	2.00	7.00	-	-	-	9.00
One Stop	65.97	48.00	-	-	-	113.97
Vocational and Academic Instruction	3.00	15.00	-	-	-	18.00
Total Community Services, Employment & Training	**70.97**	**70.00**	**-**	**-**	**-**	**140.97**
County Free Library						
Administration	-	9.00	-	-	-	9.00
Public Services	-	360.00	-	-	-	360.00
Support Services	-	21.00	-	-	-	21.00
Total County Free Library	**-**	**390.00**	**-**	**-**	**-**	**390.00**
Kino Sports Complex						
Landscape Management	4.00	-	-	-	-	4.00
Recreation	2.00	-	-	-	-	2.00
Total Kino Sports Complex	**6.00**	**-**	**-**	**-**	**-**	**6.00**

SUMMARY OF FULL TIME EQUIVALENTS BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total FTEs
School Superintendent						
Accounting	4.00	-	-	-	-	4.00
Administration	5.00	-	-	-	-	5.00
Educational Services	4.00	-	-	-	-	4.00
Total School Superintendent	**13.00**	**-**	**-**	**-**	**-**	**13.00**
Stadium District						
Stadium District Operations	-	44.25	-	-	-	44.25
Total Stadium District	**-**	**44.25**	**-**	**-**	**-**	**44.25**
TOTAL COMMUNITY RESOURCES	**125.97**	**522.40**	**-**	**-**	**-**	**648.37**

Attractions & Tourism

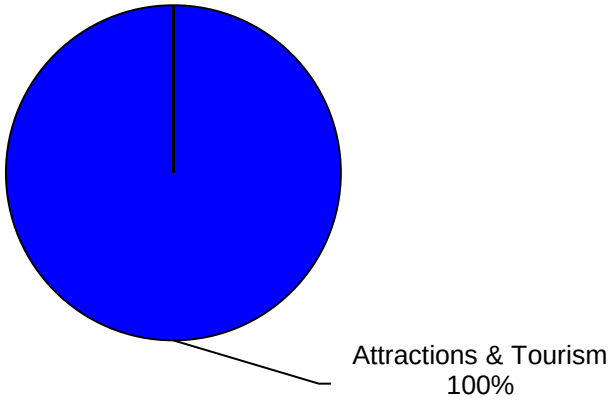
Expenditures: 2,264,591 **Revenues:** 1,251,480

FTEs 4.15

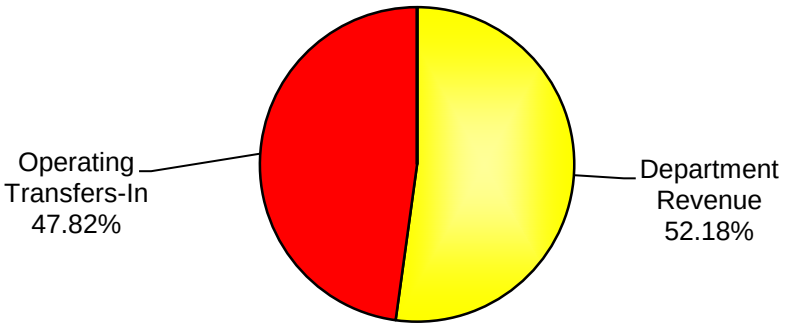
Function Statement: Facilitate business and tourism growth with various community partners located in Pima County and the state of Arizona. Serve as a marketing outreach agency promoting the quality of life of the region to create potential leisure and business opportunities with Pima County owned and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

Mandates: ARS Title 42, Chapter 6: Local Excise Taxes

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Attractions & Tourism

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Attractions & Tourism	2,161,066	2,273,432	2,264,591
Total Expenditures	**2,161,066**	**2,273,432**	**2,264,591**
Funding by Source			
Revenues			
Attractions & Tourism	1,164,619	1,157,388	1,251,480
Total Revenues	**1,164,619**	**1,157,388**	**1,251,480**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	969,147	1,136,707	1,147,125
Fund Balance Decrease/(Increase)	27,300	(20,663)	(134,014)
Other Funding Sources	-	-	-
Total Program Funding	**2,161,066**	**2,273,432**	**2,264,591**
Staffing (FTEs) by Program			
Attractions & Tourism	4.17	4.25	4.15
Total Staffing (FTEs)	**4.17**	**4.25**	**4.15**

Program Summary

Department: **Attractions & Tourism**
Program: **Attractions & Tourism**

Function

Facilitate business and tourism growth with various community partners located in Pima County and the state of Arizona to promote economic well-being and quality of life in the region.

Description of Services

Act as primary liaison with the business, academic, tourism, attractions and sports communities to enhance the economic wellbeing of the region. Provide contract oversight, business development, marketing, training and revenue enhancement programs for Pima County's leased property partners and regional destination marketing organizations in Southern Arizona. Collaborate with the Pima County departments and their business and promotional partners in marketing and business strategic initiatives.

Program Goals & Objectives

- Assist the leased properties in attendance, new capital development and revenue enhancement by 2% overall
  - Initiate and develop optional use concepts for County leased property attractions
  - Review marketing and business plans of the leased properties and any other tourism organizations to which Pima County provides direct funds and recommend any opportunity that may possibly expand services or lower expenses
  - Increase savings by 5%
- Develop annual comprehensive tourism promotion marketing plans with tourism promotional partners in order to increase tourists visiting Southern Arizona by 2.5%
  - Partner with Visit Tucson, Ajo District Chamber of Commerce, Tucson Sports, the Southern Arizona Attractions Alliance and the International Sonoran Desert Alliance (ISDA) directly to enhance tourism development
  - Collaborate with the University of Arizona (UA) College of Science, Social and Behavioral Sciences, the UA Department of Marketing and Branding and other UA departments to support the City of Gastronomy Designation, Geotourism and UA Attractions
  - Increase the number of film, commercials, and video production companies utilizing Pima County as their base for shooting or production headquarters by 3%
  - Expand with public and private organizations by two (2) new partnerships
  - Assist Visit Tucson, Southern Arizona's official "Tourism Promotion Agency" in tourism and sports development
  - Increase the number of sporting events by three (3) major new events
- Collaborate with the Pima County Health Department, Kino Sports Complex (KSC), Natural Resources, Parks & Recreation and Communications Office to develop marketing and new business growth
  - Develop a medical tourism plan to attract visitors and their families from Mexico, Canada and other regions throughout the United States and other countries to receive treatment in Pima County
  - Assist the number of special events and revenue producing activities at KSC, Rillito Regional Park and other County recreation facilities by adding two (2) new non-sporting major events
  - Promote trails and other natural resources throughout Pima County including multi-use paths including the LOOP

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Increase in business and leisure travelers	5%	5%	3%
Film and television production utilization	n/a	n/a	3%
Collaborative marketing agreements developed	2	1	2
Number of new sponsored events	3	2	3
Attendance and revenue growth overall in the leased property attractions	n/a	n/a	2%
Additional uses developed for leased properties	1	1	1
Advertising and media cost savings	n/a	n/a	5%
Promotional technical assistance provided	15	10	10
Increase in major events held	2	2	2

Program Summary

Department: **Attractions & Tourism**
Program: **Attractions & Tourism**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	407,197	412,136	435,533
Operating Expenses	1,753,869	1,861,296	1,829,058
Total Program Expenditures	**2,161,066**	**2,273,432**	**2,264,591**
Program Funding by Source			
Revenues			
Intergovernmental	1,045,374	1,026,600	1,118,688
Miscellaneous Revenue	118,442	129,788	131,792
Investment Earnings	803	1,000	1,000
Special Programs Revenue Sub-Total	**1,164,619**	**1,157,388**	**1,251,480**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	969,147	1,136,707	1,147,125
Fund Balance Decrease/(Increase)	27,300	(20,663)	(134,014)
Other Funding Sources	-	-	-
Total Program Funding	**2,161,066**	**2,273,432**	**2,264,591**
Program Staffing FTEs	**4.17**	**4.25**	**4.15**

Communications Office

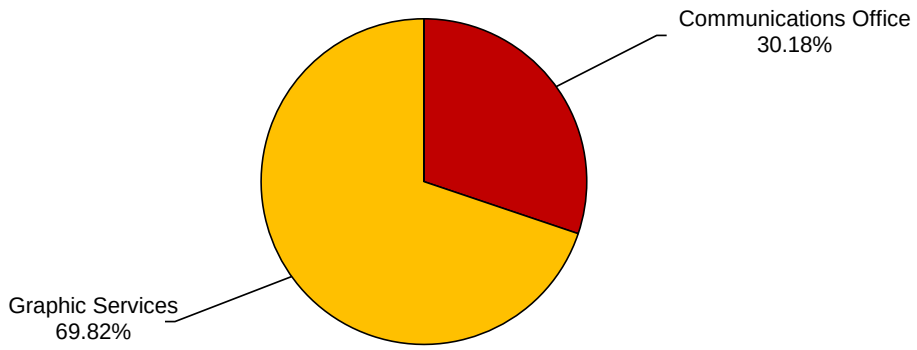
Expenditures: **2,052,081** **Revenues:** **302,425**

FTEs 20.00

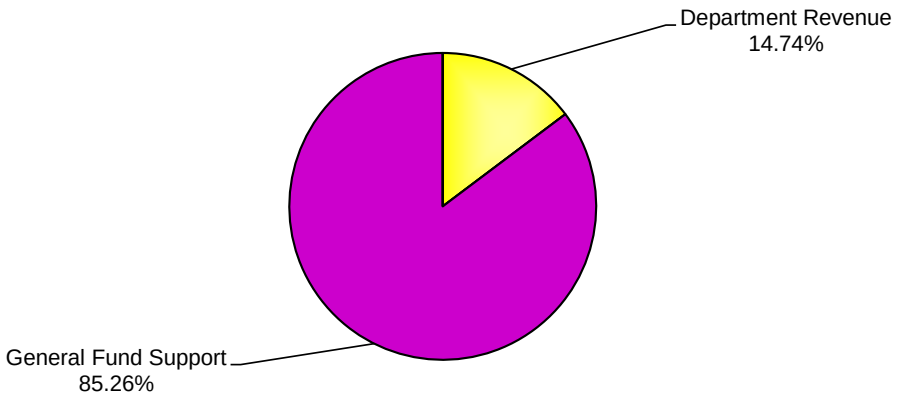
Function Statement: Effectively communicate the various programs and services available to the public. Work with the Information Technology Department to maintain the new interactive County website. Provide graphic design and printing services to all County departments.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Communications and Graphic Service**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Communications Office	964,245	555,174	619,369
Graphic Services	-	1,319,420	1,432,712
Total Expenditures	**964,245**	**1,874,594**	**2,052,081**
Funding by Source			
Revenues			
Communications Office	-	-	7,300
Graphic Services	-	237,000	295,125
Total Revenues	**-**	**237,000**	**302,425**
General Fund Support	964,245	1,637,594	1,749,656
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**964,245**	**1,874,594**	**2,052,081**
Staffing (FTEs) by Program			
Communications Office	11.00	6.00	6.00
Graphic Services	-	14.00	14.00
Total Staffing (FTEs)	**11.00**	**20.00**	**20.00**

Program Summary

Department: **Communications and Graphic Service**
Program: **Communications Office**

Function

Provide information about County programs and activities to the County's constituents, the media, and County employees utilizing mass communications vehicles, including broadcast, print, and digital channels. Provide communications strategies and marketing tools to help departments improve their public outreach efforts. Administer content governance and social media policies for Pima County.

Description of Services

Serve as a clearinghouse for communicators between the County and its constituents with internet applications. Prepare and distribute news and other current information in effective formats on all facets of County government. Design and distribute publications on Pima County topics. Act as media analysts and consultants; serve as interpreters and intermediaries for all departments with the news media. Collaborate in the design and implementation of Pima County website. Promote County enterprises such as capital improvement projects and events at Kino Sports Stadium. Establish and manage content governance and social media policies for department and employee use of the Internet.

Program Goals & Objectives

- Provide timely service to all requesting County agencies and departments
  - Conduct client satisfaction semiannual surveys for both satisfaction and process improvement
- Increase Pima County's social media presence annually by 30%
  - Use digital tools such as social media, webpages, and newsletters to inform the public about county governance, programs, policies, and events
- Develop and implement with Graphic Services County-wide branding guidelines to ensure all County public facing materials including the website are consistent
  - Ensure all materials produced by the Communications Office comply with new branding guidelines

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Achieve 90% satisfactory performance on client satisfaction survey	n/a	n/a	90%
Complete 95% of job requests on time	n/a	n/a	95%
Increase overall County social media presence annually	n/a	n/a	30%
Increase subscribers to the County newsletter annually	n/a	n/a	100%
Compliance with branding guidelines	n/a	1%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	866,865	505,895	477,519
Operating Expenses	79,321	49,279	141,850
Capital Equipment > $5,000	18,059	-	-
Total Program Expenditures	**964,245**	**555,174**	**619,369**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	-	-	7,300
Operating Revenue Sub-Total	**-**	**-**	**7,300**
General Fund Support	964,245	555,174	612,069
Net Operating Transfers In/(Out)	-	-	-

Program Summary

Department: **Communications and Graphic Service**
Program: **Communications Office**

Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**964,245**	**555,174**	**619,369**
Program Staffing FTEs	**11.00**	**6.00**	**6.00**

Program Summary

Department: **Communications and Graphic Service**
Program: **Graphic Services**

Function Statement

Provide graphic design, layout, photography and video services to visually enhance the communication packages created by the Public Communication team. Provide high-speed digital black/white and color printing, traditional offset, and full service bindery to all departments within County government.

Description of Services

Provide high-quality graphic design, visual solutions, photography, and video services for documentation and persuasive presentations for distribution to the departments of Pima County, its economic partners, and constituents. Provide high-speed digital black & white, color printing/copying, including the manipulation, and offset press printing. Provide finishing and binders services including collation, folding, comb, velo, coil, tape, drilling, punching, and numbering services. Provide typesetting, digital color, black & white scanning, file manipulation, large format scan/copy/print, and dry-mounting onto foam core. Provide pick-up and delivery service to all downtown County departments.

Program Goals & Objectives

- Encourage County departments to send more work to the Print Shop with reduced charges
  - Increase the overall number of print jobs requested from County departments by 10%
- Ensure that the client's expectations are met as well as the Pima County branding rules and guidelines are followed to ensure a coherent visual identity throughout the departments and programs materials produced
  - Maintain a high impact level of design, photo and/or video quality on every job produced
  - Ensure all materials produced by the Communications Office comply with branding guidelines
- Continue to identify and address quality issues in production
  - Track job reruns in order to identify issues in production
  - Keep reruns within industry standard of under 2%
  - Maintain on-time deliveries at 95%

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Compliance with branding guidelines	n/a	100%	100%
Increase in print job requests from County Departments	n/a	10%	10%
Maintain error free print jobs at 98%	n/a	98%	98%
Maintain on-time deliveries at 95%	n/a	95%	95%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	-	982,596	976,607
Operating Expenses	-	336,824	456,105
Total Program Expenditures	**-**	**1,319,420**	**1,432,712**
Program Funding by Source			
Revenues			
Charges for Services	-	237,000	295,125
Operating Revenue Sub-Total	**-**	**237,000**	**295,125**
General Fund Support	-	1,082,420	1,137,587
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-

Program Summary

Department: **Communications and Graphic Service**
Program: **Graphic Services**

Total Program Funding	**-**	**1,319,420**	**1,432,712**
Program Staffing FTEs	**-**	**14.00**	**14.00**

Community & Econ Development Grants & Data Ofc

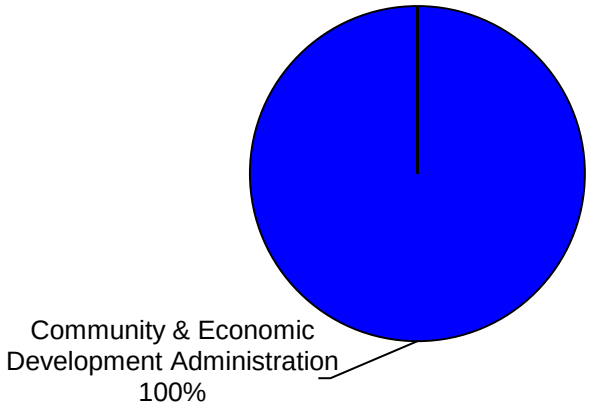
Expenditures: 1,197,961 **Revenues:** 625,000

FTEs 4.00

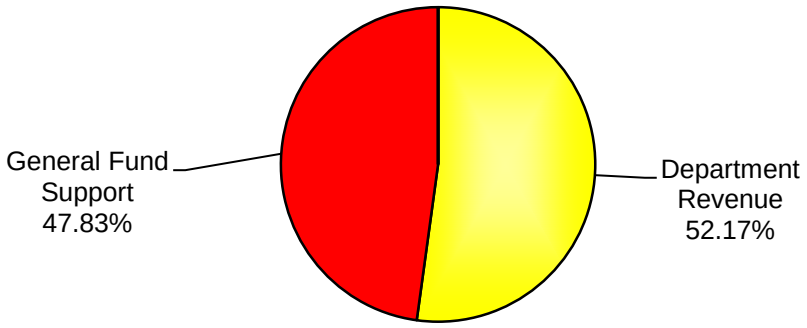
Function Statement: Enhance the economic and cultural well-being of Pima County constituents with particular focus on improving the status of the economically disadvantaged and to meet and report performance and fiscal requirements of federal, state, and private grantors. Provide support to the Community Development & Neighborhood Conservation, Community Services Employment & Training, Attractions & Tourism, Kino Sports Complex, the Pima County Public Library and Stadium District departments.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Community & Economic Development Grants & Data Ofc**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Administration	371,437	546,354	1,197,961
Total Expenditures	**371,437**	**546,354**	**1,197,961**
Funding by Source			
Revenues			
Administration	519	-	625,000
Total Revenues	**519**	**-**	**625,000**
General Fund Support	370,918	546,354	572,961
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**371,437**	**546,354**	**1,197,961**
Staffing (FTEs) by Program			
Administration	4.00	4.00	4.00
Total Staffing (FTEs)	**4.00**	**4.00**	**4.00**

Program Summary

Department: **Community & Economic Development Grants & Data Ofc**
Program: **Administration**

Function

Provide policy direction, administrative oversight, and support for six departments which offer the following services; public library; neighborhood, community, and attractions and tourism; low income housing, emergency rent and utility assistance; sports recreation; academic and vocational education; job training recruitment and placement; leased property and sports administration and marketing.

Description of Services

Enhance the economic and cultural well-being of Pima County constituents with particular focus on improving the status of economically disadvantaged and increasing the individual and community jobs and income levels. Assist new and expanding employers. Solicit, report, and manage federal, state, and private grant funding opportunities for the division of Community and Health Services. Collect, maintain, and analyze administrative data related to the grants secured by Grants Development Office. Provide support and direction to the Community Development and Neighborhood Conservation; Community Services, Employment and Training; Attractions and Tourism; Kino Sports Complex; the Pima County Public Library and Stadium District.

Program Goals & Objectives

- Increase the number of jobs and skilled workforce in base basic industries: Health and Bioscience, Technical Research and Manufacturing, Aerospace and Defense, Sustainable Energy, International Trade, Logistics, and Tourism
- Convert Kino Sports Complex to a multi-use, multi-sport facility including multi-year Major League Soccer training and tournament; youth and amateur tournaments; alternate revenue events; and charitable events
- Increase departmental efficiencies and external resources to meet service demands
- Increase Employee Combined Appeal Program (ECAP) donations
- Improve grants readiness of Community and Health Services (C&H) departments to increase solicitation success
  - Identify opportunities and prioritize solicitations based on cost/benefit analysis and County priorities
  - Address major community needs with systems based approaches to maximize social impacts
  - Collect, analyze, and cross reference data across Community and Health Services and external sources to more reliably assess community needs
- Improve grants life cycle management across Community and Health Services
  - Improve collaborative project implementation across Community and Health Services departmental staff, Grants & Data Office (GDO), and Grants Finance
  - Utilize GDO generated grant funds in a timely manner
- Improve automation and reliability of data related to grant funded projects
  - Work with Pima County IT, Community and Health Services, and external sources to tap and query administrative data

Program Summary

Department: **Community & Economic Development Grants & Data Ofc**
Program: **Administration**

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Participation in implementation of the new County Economic Development Plan	yes	yes	yes
Increase skilled workforce employed in County	yes	yes	yes
Continue re-purposing development and increased revenue at Kino Stadium	yes	yes	yes
Procedures reviewed to increase efficiency	yes	yes	yes
Employee Combined Appeal Program (ECAP)	yes	yes	yes
Generate at least $500,000 in grant revenue for Community and Health Services departments in FY17/18	0	500,000	500,000
Number of systems-based high-impact initiatives in development stage	3	3	6
Number of systems-based initiatives in implementation stage	0	3	5
Number of grant solicitations vetted and prioritized by GDO in partnership with Community and Health Services	0	20	40
Number of community needs analyses generated and/or fact checked by GDO	0	10	20
Achieve a 90% grants utilization rate on GDO involved grants across Community and Health Services	0%	0%	90%
No audit findings on GDO involved grants across Community and Health Services	no	yes	yes
Data sets utilized by Community and Health Services units	0	500	500
Number of major data enhancements to support automated, sustained tracking of key data indicators	0	2	4
Completion of Data Integration Plan	no	no	yes

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	165,074	286,648	291,389
Operating Expenses	206,363	259,706	906,572
Total Program Expenditures	**371,437**	**546,354**	**1,197,961**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	519	-	-
Operating Revenue Sub-Total	**519**	**-**	**-**
Intergovernmental	-	-	625,000
Grant Revenue Sub-Total	**-**	**-**	**625,000**
General Fund Support	370,918	546,354	572,961
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-

Program Summary

Department: **Community & Economic Development Grants & Data Ofc**
Program: **Administration**

Other Funding Sources	-	-	-
Total Program Funding	**371,437**	**546,354**	**1,197,961**
Program Staffing FTEs	**4.00**	**4.00**	**4.00**

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Community Development & Neighborhood Conservation

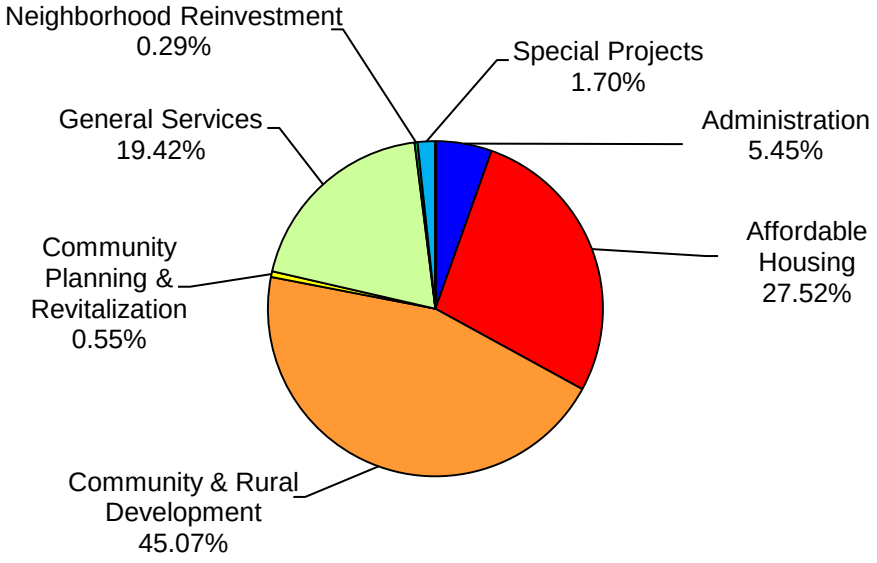
Expenditures: 12,075,156 **Revenues:** 7,841,443

FTEs 26.00

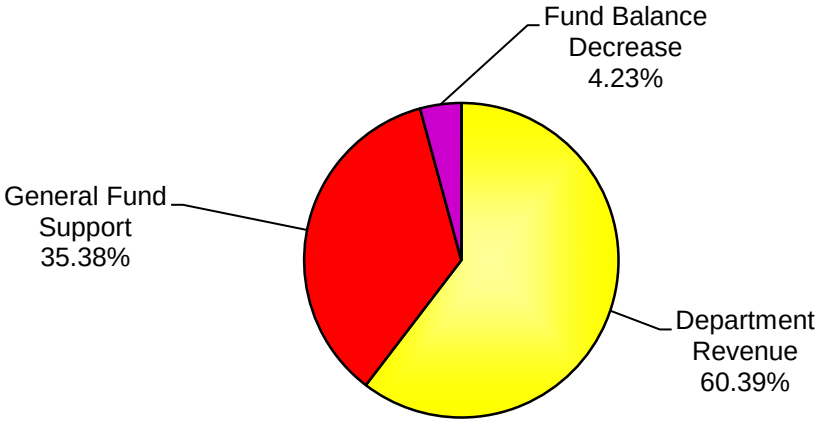
Function Statement: Enhance the economic welfare of inhabitants of Pima County by: promoting an improved human services delivery system; supporting regional planning and cooperative arrangements to address priority issues; promoting intergovernmental and community collaboration; addressing critical human and community needs; and promoting infrastructure, economic, and social services development in low and moderate income communities.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Community Development & Neighborhood Conservation**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Administration	459,087	622,572	657,783
Affordable Housing	1,678,824	3,155,695	3,322,962
Community & Rural Development	3,810,615	4,244,316	5,443,408
Community Planning & Revitalization Division	65,086	80,302	66,117
General Services	2,257,307	2,311,200	2,344,600
Neighborhood Reinvestment	148,844	154,107	35,269
Special Projects	-	-	205,017
Total Expenditures	**8,419,763**	**10,568,192**	**12,075,156**
Funding by Source			
Revenues			
Administration	11,921	1,200	11,200
Affordable Housing	1,710,321	2,508,756	3,736,354
Community & Rural Development	3,332,143	3,123,416	3,876,872
Community Planning & Revitalization Division	24,521	103,855	22,000
Neighborhood Reinvestment	315	-	-
Special Projects	-	-	195,017
Total Revenues	**5,079,221**	**5,737,227**	**7,841,443**
General Fund Support	4,137,219	4,597,864	4,594,447
Net Operating Transfers In/(Out)	(74,617)	-	(910,000)
Fund Balance Decrease/(Increase)	(722,060)	233,101	549,266
Other Funding Sources	-	-	-
Total Program Funding	**8,419,763**	**10,568,192**	**12,075,156**
Staffing (FTEs) by Program			
Administration	5.00	4.00	6.00
Affordable Housing	6.50	6.50	7.00
Community & Rural Development	9.50	10.50	12.00
Neighborhood Reinvestment	4.00	1.00	-
Special Projects	-	-	1.00
Total Staffing (FTEs)	**25.00**	**22.00**	**26.00**

Program Summary

Department: **Community Development & Neighborhood Conservation**
Program: **Administration**

Function

Provide administrative oversight including the General Fund, bond funds, and federal and state grants. Serve as departmental liaison to several local and regional committees to establish policies and develop planned delivery of regional services.

Description of Services

Provide administrative oversight and ensure contract compliance and fiscal accountability for all aspects of the department including grants administration and General Fund programs. Ensure organizational capacity to fulfill obligations and responsibilities of the department and to provide support to County efforts and initiatives. Direct management staff to utilize resources in order to achieve the greatest community benefit. Prepare regular reports for the County Administrator and the Board of Supervisors. Responsible for oversight of County appointed committees and commissions, which directly relate to the department.

Program Goals & Objectives

- Maximize department resources through appropriate collaborations with County departments
  - Identify opportunities to leverage funds with other County departments for greater community and economic development
- Increase public information, knowledge, and access to programs and services funded through the department
  - Provide quarterly departmental newsletters and programmatic reports highlighting grantee accomplishments and best practices
- Promote staff in leadership roles within the local community and regional area in both planning and capacity development with non-profits, businesses, and governmental entities in order to respond to current needs
- Develop policies to enhance citizen participation
  - Increase transparency and accountability
- Pursue opportunities and resources for funding programs and initiate cooperative efforts with other jurisdictions and community partners at the local, regional, and state level

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Develop and implement strategies to identify needs and promote awareness of community resources	2	2	2
Reports developed to provide transparency and demonstrate community benefit achieved with programs and services	4	4	4
Leadership provided on committees which evaluate impact and strategize regarding impact of national and local policies on County funding and programs	4	4	2
Capacity building training sessions provided to community organizations	4	3	2
Grants training and technical assistance to community agencies	2	6	2
Grants received to supplement lost federal funds	2	2	2

Program Summary

Department: **Community Development & Neighborhood Conservation**
Program: **Administration**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	299,359	401,560	438,309
Operating Expenses	159,728	221,012	219,474
Total Program Expenditures	**459,087**	**622,572**	**657,783**
Program Funding by Source			
Revenues			
Intergovernmental	-	-	10,000
Miscellaneous Revenue	11,921	1,200	1,200
Operating Revenue Sub-Total	**11,921**	**1,200**	**11,200**
General Fund Support	474,393	668,204	724,085
Net Operating Transfers In/(Out)	(27,227)	(46,832)	(77,502)
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**459,087**	**622,572**	**657,783**
Program Staffing FTEs	**5.00**	**4.00**	**6.00**

Program Summary

Department: **Community Development & Neighborhood Conservation**

Program: **Affordable Housing**

Function

Foster leadership in the area of affordable housing throughout Pima County and provide support to programs and initiatives, which create inclusive, sustainable and affordable homes for all residents of Pima County. Provide resources, education, and information for safe, decent quality affordable housing and programming free from discrimination to low and moderate income households in Pima County. Administer federal entitlement HOME Investment Partnership Program (HOME) funds and voter approved 2004 General Obligation (GO) Bond Funds for Affordable Housing programs; manage public facility space; provide constituent services for housing and housing related activities; coordinate public events to benefit Pima County residents in housing and housing related needs.

Description of Services

Manage all projects utilizing 2004 GO Bond Program for Affordable Housing as well as ongoing monitoring of projects that have been completed using 1997 and 2004 Bond funds. The Federal HOME HUD Program is managed in partnership with the city of Tucson, which serves as the lead agency in the HUD Consortium. Work with non-profit developers to ensure that projects meet the HUD criteria and the County priorities as identified in the 2015 Comprehensive Plan and each subsequent annual plan. Participate in the city of Tucson-Pima County PHA Consortium for purposes of providing oversight for the County's Section 8 Housing Choice Vouchers, which are administered through an IGA with the city of Tucson PHA. Address current community needs, including but not limited to the following: foreclosure prevention and recovery; Anti-Poverty Initiatives (End Poverty Now); Healthy Homes Initiatives; and the County Transportation Roadway Impact Fee Waivers. Serve the public need for assistance with affordable rental and homeownership units.

Program Goals & Objectives

- Create home ownership opportunities for low and moderate income residents of Pima County
- Ensure developers accessing HOME, GO Bonds and other Housing Funds awarded to County are given technical assistance to help them succeed in marketing, selling and/or leasing affordable housing as well as preserving, rehabilitating and constructing affordable homes that meet Green-Sustainable standards and Healthy Homes standards
- Continue to provide financial education workshops and classes to assist working families and individuals with better manage their financial well-being and ability to improve their housing conditions by upgrading to new rental or homeownership opportunities and to help maintain sustainable housing and lifestyles
- Provide an analysis of community needs, emerging needs and barriers to services for affordable housing and quality of life issues for urban and rural residents
- Implement strategies to address Countywide Analysis of Impediments to Fair Housing, Affirmatively Furthering Fair Housing and Pima Prospers Housing elements
- Provide staff support for the Pima County Housing Commission to ensure implementation of the Pima Prospers and Board approved affordable housing strategies and goals

Program Summary

Department: **Community Development & Neighborhood Conservation**
Program: **Affordable Housing**

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
New housing development projects approved	1	4	2
New home ownership housing construction units produced	22	8	8
Down payment support to new home buyers	24	33	40
Acquisition of, rehabilitation of, or replacement units	1	0	0
Rental units produced	30	16	30
Housing Center forum, workshops, and meetings	935	940	950
Roadway development impact fee waivers granted	19	20	24
Foreclosure notifications	3,920	2,900	2,250
Foreclosure prevention and outreach referrals	324	275	120
Housing Center clients served	4,652	4,750	4,750
Number of Financial Education Workshops offered for budgeting, debt management, credit repair, wealth building, etc.	19	20	24
Number of workshop attendees	299	350	390
Rental households assisted with Tenant Based Rental Assistance	n/a	n/a	8
Homes assisted with Lead Paint Hazard Control	n/a	n/a	18

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	458,890	577,738	687,460
Operating Expenses	1,219,934	2,577,957	2,635,502
Total Program Expenditures	**1,678,824**	**3,155,695**	**3,322,962**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	10	-	-
Operating Revenue Sub-Total	**10**	**-**	**-**
Intergovernmental	1,551,530	2,320,246	3,249,804
Miscellaneous Revenue	156,148	187,000	485,000
Investment Earnings	2,633	1,510	1,550
Grant Revenue Sub-Total	**1,710,311**	**2,508,756**	**3,736,354**
General Fund Support	292,919	343,453	313,954
Net Operating Transfers In/(Out)	22,109	46,832	(842,498)
Fund Balance Decrease/(Increase)	(346,525)	256,654	115,152
Other Funding Sources	-	-	-
Total Program Funding	**1,678,824**	**3,155,695**	**3,322,962**
Program Staffing FTEs	**6.50**	**6.50**	**7.00**

Program Summary

Department: **Community Development & Neighborhood Conservation**

Program: **Community & Rural Development**

Function

Administer local, state, and federally funded grant programs and projects managed within five specialized sections designated as follows: Community Development, Home Repair & Weatherization, Homeless & Special Populations, Brownfields & Revitalization, and Federal Project Compliance. Coordinate, contract, or manage an estimated 85 to 100 individual agency programs/projects to expend grant funds that conduct specific eligible activities in direct compliance with applicable local, state, or federal regulations. Support other departmental and Finance Grants Management's personnel and expenditures across all Community Development & Neighborhood Conservation (CDNC) programs.

Description of Services

Administer the Community Development Block Grant (CDBG). Fund local programs and projects that promote development of cultural, recreational and public (social) services, community facilities, capital infrastructure, health and fire safety, housing, demolition and clearance, and economic development initiatives. Provide various grant assistance to qualified low-income homeowners in South Tucson, Marana, Sahuarita, Oro Valley, and unincorporated Pima County. Administer multiple local and federal grant resources that provide various housing and supportive services to the homeless and special populations. Apply for, coordinate and manage available grant funded Brownfields, demolition, and clearance and redevelopment initiatives that provide resources to environmentally site assess, safely clean up, and sustainably reuse environmentally stigmatized areas. Coordinate for County, department, or project adherence to applicable federal regulations for specific grant funded programs including conducting National Environmental Policy Act (NEPA) and Davis-Bacon.

Program Goals & Objectives

- Maintain required staff certification and trainings to develop the technical capacity of program staff
- Identify and implement programs which promote the revitalization of slum and blighted areas including Brownfields sites
- Provide public community facilities and infrastructure improvements in low income rural, unincorporated areas and highly stressed neighborhoods
- Ensure and conduct effective regulatory compliance for applicable federally funded programs/projects
- Effectively maximize and leverage existing funds to provide gap financing and generate program income as appropriate
- Administer Community Planning Applications and provide recommendations for funding public services, facilities, and infrastructure program/projects
- Recommend funding for projects/programs responsive to needs and initiatives identified in the Pima County Consolidated Plan and Pima Prospers Comprehensive Plan Update
- Promote economic development initiatives in low income rural areas and highly stressed neighborhoods by collaborating with rural entities and respective community leadership
- Successfully apply for available annual Brownfields grant funding
- Continue to support, attend, and serve state and national trade associations and conferences
- Incorporate and effectively program available weatherization funding to upgrade emergency, transitional, and permanent housing facilities
- Conduct community driven revitalization plans on urban commercial corridors and rural 'main streets' that promote economic development
- Rehabilitate owner occupied homes for eligible elderly/disabled/low income clients and effectively utilize available local, state and federal, home repair/weatherization funding
- Continue to support graduate level student interns to assist staff in analyzing demographic data; producing maps and reports; and conducting research for grant and planning activities

Program Summary

Department: **Community Development & Neighborhood Conservation**
Program: **Community & Rural Development**

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Public services (social programs) provided	10	10	15
Public facilities projects funded	18	13	15
Infrastructure projects funded	3	4	9
Economic development initiatives funded	0	1	0
Houses rehabilitated and/or weatherized	313	315	325
Homeless/Special Populations Supportive Housing	16	15	12
Brownfields projects	0	10	15
Demolitions projects	1	2	3
Environmental Review Records completed	432	425	425
Davis Bacon/Section 3 Compliance completed	21	17	17
Trainings/Certifications attended and/or maintained	14	20	20
Families assisted with relocation resources	n/a	n/a	5

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	654,202	701,704	717,491
Operating Expenses	3,156,413	3,542,612	4,725,917
Total Program Expenditures	**3,810,615**	**4,244,316**	**5,443,408**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	5,101	-	-
Operating Revenue Sub-Total	**5,101**	**-**	**-**
Intergovernmental	3,169,088	3,004,445	3,770,475
Miscellaneous Revenue	157,954	118,971	106,397
Grant Revenue Sub-Total	**3,327,042**	**3,123,416**	**3,876,872**
General Fund Support	991,070	1,120,900	1,176,539
Net Operating Transfers In/(Out)	(96,795)	-	-
Fund Balance Decrease/(Increase)	(415,803)	-	389,997
Other Funding Sources	-	-	-
Total Program Funding	**3,810,615**	**4,244,316**	**5,443,408**
Program Staffing FTEs	**9.50**	**10.50**	**12.00**

Program Summary

Department: **Community Development & Neighborhood Conservation**
Program: **Community Planning & Revitalization Division**

Function

Administrate the Neighborhood Stabilization Program 2 (NSP2) Grant by providing leadership, support and oversight for the $22.1 million grant funded from the American Recovery and Reinvestment Act. Provide support for Countywide activities involving community revitalization and planning.

(Note: Grant funding concluded in February 2013, but close out of the grant must be accomplished, and administration of program income earned because of the grant remains as a responsibility of Pima County as grantee. Program income that is earned will be used to further the goals of the NSP2 grant as a result the Neighborhood Stabilization Program (NSP) continues at a smaller scale.)

Description of Services

Work with sub-grantees, the city of Tucson, and seven non-profit agencies' staff including support for sub-grantee activities: acquisition of foreclosed properties, redevelopment of vacant land, land banking, and demolition of blighted structures. Limit NSP2 activities to a target area consisting of 30 census tracts located in the city of Tucson, South Tucson and an unincorporated area of Pima County. Provide a means through the proceeds of grant investments to continue a portion of the activities, ongoing compliance, planning, and reporting. Provide support and technical assistance for ongoing activities that are tied to NSP goals. Provide support for CDNC staff on other grant-funded activities for the HOME, HUD Supportive Housing Program (SHP), and HUD Housing Opportunities for Persons with AIDS (HOPWA) programs as well as for required planning and reporting.

Program Goals & Objectives

- Develop and implement strategies for ongoing investment of Program Income with NSP sub-grantees
- Successfully close out the grant including completion of grant requirements
  - Work with finance grants staff to ensure timely closure of projects
  - Develop methodology for future monitoring and grant compliance
- Track and manage program income that is remitted to Pima County and track program income that is retained by sub-recipients
- Provide technical assistance for CDNC staff for grant programs as well as provide reports and studies to assist with department efforts
- Prepare report on NSP2 accomplishments to both the federal government as well as to the local community and partners
  - Maintain timely and accurate reporting to HUD and the Pima Neighborhood Investment Partnership (PNIP) Consortium
  - Provide report on NSP accomplishments including discussion on effective strategies, and recommendations for future investments

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Homes built and sold by sub-grantees	2	10	50
Foreclosed homes purchased and resold or rented by sub-grantees	4	0	0
Community meetings/partnership meetings	5	5	5

Program Summary

Department: **Community Development & Neighborhood Conservation**
Program: **Community Planning & Revitalization Division**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	4,411	5,302	6,067
Operating Expenses	60,675	75,000	60,050
Total Program Expenditures	**65,086**	**80,302**	**66,117**
Program Funding by Source			
Revenues			
Intergovernmental	11,499	28,855	12,000
Miscellaneous Revenue	12,758	75,000	10,000
Investment Earnings	264	-	-
Grant Revenue Sub-Total	**24,521**	**103,855**	**22,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	40,565	(23,553)	44,117
Other Funding Sources	-	-	-
Total Program Funding	**65,086**	**80,302**	**66,117**

Program Summary

Department: **Community Development & Neighborhood Conservation**
Program: **General Services**

Function

Administer County General Funds to nonprofit agencies that have successfully completed a community advisory committee review process and were determined to be qualified to deliver basic needs for individuals and families in Pima County.

Description of Services

Work with community agencies and the Outside Agency Citizens Advisory Committee to identify program gaps. Provide support to a Board of Supervisors appointed citizens committee to develop and implement a community planning process. Develop and administer contracts which meet priority community needs and deliver specific services. Assure accountability for program funds through effective monitoring, technical assistance, and reporting.

Program Goals & Objectives

- Deliver essential services which benefit Pima County residents
  - Ensure a community planning process is followed to determine priority services
- Monitor programs of all agencies receiving Outside Agency funds
  - Identify changes in programs through annual client satisfaction surveys and outcome measurement systems
- Provide technical assistance and training to non-profit agencies that are receiving Outside Agency funds
  - Determine which agencies are lacking organizational capacity and at what level assistance can be provided to ensure program and contract compliance
- Provide services to vulnerable populations throughout Pima County
  - Target funding and identify services that reach vulnerable populations

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Emergency food and clothing grants	10	10	10
Emergency food and clothing clients served	17,152	17,100	18,000
Senior service grants	9	8	10
Senior service clients served	1,254	1,240	1,280
Support services, shelter, domestic violence grants	14	14	17
Support services, shelter, domestic violence clients served	4,640	4,630	4,700
Youth, young adult, and family support grants	22	21	25
Youth, young adult, and family support grants clients served	12,699	12,690	13,000
Community support grants	5	5	5
Community support grants clients served	4,887	4,887	4,890
General Services grants provided	20	20	22
General Services clients served	18,640	18,640	18,800

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Operating Expenses	2,257,307	2,311,200	2,344,600
Total Program Expenditures	**2,257,307**	**2,311,200**	**2,344,600**
General Fund Support	2,257,307	2,311,200	2,344,600
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,257,307**	**2,311,200**	**2,344,600**

Program Summary

Department: **Community Development & Neighborhood Conservation**
Program: **Neighborhood Reinvestment**

Function

Provide stability and revitalize stressed communities pursuant to 1997 and 2004 Neighborhood Reinvestment Bond Ordinances. Promote the funding of small capital improvement projects selected through a community consensus process. Develop community leaders, identify emerging needs, and strengthen community decision making.

Description of Services

Work with neighborhood residents to implement desired infrastructure and public facilities improvement projects that will improve the quality of life in their communities.

Program Goals & Objectives

- Target neighborhoods that are interested in creating or improving their leadership models
  - Work with informal neighborhood groups to help develop capacity for broad participation and collective decision making
- Provide communities receiving 2004 Neighborhood Reinvestment Bond projects with technical support towards the completion of each project

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Community outreach events held	30	20	5
Projects approved/funded	2	7	0
Projects completed	2	3	5
Proposals developed	2	7	0
Evaluations completed	15	15	15

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	136,837	125,339	23,105
Operating Expenses	12,007	28,768	12,164
Total Program Expenditures	**148,844**	**154,107**	**35,269**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	18	-	-
Operating Revenue Sub-Total	**18**	**-**	**-**
Investment Earnings	297	-	-
Special Programs Revenue Sub-Total	**297**	**-**	**-**
General Fund Support	121,530	154,107	35,269
Net Operating Transfers In/(Out)	27,296	-	-
Fund Balance Decrease/(Increase)	(297)	-	-
Other Funding Sources	-	-	-
Total Program Funding	**148,844**	**154,107**	**35,269**
Program Staffing FTEs	**4.00**	**1.00**	**-**

Program Summary

Department: **Community Development & Neighborhood Conservation**
Program: **Special Projects**

Function Statement

Plan and development the County's Pay for Success initiative, provide leadership, support and oversight for the County's responsibility as sub-recipient to the University of Utah Sorenson Impact Center (the Center) as grantee for a $1.3 million dollar HUD-DOJ grant. Work with the Center in the identification and contracting with independent outcome evaluators, service providers and non-governmental funders. Provide support for and coordinate with initiatives involving data analysis and planning across County departments, which correspond to the target population including the Health Department, the Grants and Data Office, the Sheriff Department and various systems related to the courts.

Description of Services

Work in collaboration with the University of Utah Sorenson Impact Center for the design, development and implementation of the first Pay for Success project in the State of Arizona. Identify a population that experiences jail recidivists, who are homeless and have recent experience with the behavioral health system. Identify a social service provider that will provide permanent supportive housing and direct services to help stabilize individuals in safe and supportive environments for an extended period. Develop metrics by independent outcome evaluators that determine success. Provide appropriate housing and support services that will reduce program participantsâ?? recidivism and interactions with the criminal justice system. Make success payments to non-governmental private investors should the agreed outcomes be achieved over the prescribed period.

Program Goals & Objectives

- Develop community forums to educate public officials, nonprofit service providers and potential funders on the concepts related to the Pay for Success model and the County initiative
- Coordinate the development of the outcome measures, benchmarks for project success and reporting mechanism to County leadership
- Identify non-governmental investors and develop specific criteria for program investment and return on investment
- Engage with selected service provider(s) and assess their capacity needs prior to project launch
- Participate in County efforts in evidence-based initiatives related to the project's identified population
- Research potential programs within the County that could be assessed for potential Pay for Success opportunities

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Community education meetings on Pay for Success provided	n/a	n/a	6
Community workshop meetings	n/a	n/a	12
Identify and solicit project investors	n/a	n/a	6
Develop and release RFP's	n/a	n/a	1

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	-	-	92,408
Operating Expenses	-	-	112,609
Total Program Expenditures	**-**	**-**	**205,017**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	-	-	195,017
Grant Revenue Sub-Total	**-**	**-**	**195,017**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	10,000

Program Summary

Department: **Community Development & Neighborhood Conservation**
Program: **Special Projects**

Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**-**	**-**	**205,017**
Program Staffing FTEs	**-**	**-**	**1.00**

Community Development & Neighborhood Conservation

Adopted Funding for Outside Agencies

Agency	Funding	
Visit Tucson (Metro Tucson Conv & Visitors Bureau)	3,495,900	(1)
Sun Corridor formerly Tucson Regional Economic Opportunities, Inc. (TREO)	650,000	(2)
Job Path	500,000	(2)
Community Food Bank, Inc.	465,000	
Pima Association of Governments	298,000	(3)
Pima Council on Aging	229,580	
Southern Arizona AIDS Foundation (SAAF)	187,400	
Catholic Community Services of Southern Arizona, Inc. (dba Pio Decimo Center)	166,000	
El Rio Santa Cruz Neighborhood Health Center/El Pueblo TCE	163,200	
Our Family Services, Inc.	129,000	
Emerge! Center Against Domestic Abuse	112,500	
Tucson Pima Arts Council	110,970	(2)
Arizona Conservation Corps	100,000	(5)
Tucson Urban League, Inc.	93,000	
Primavera Foundation	89,000	
Metropolitan Education Commission	82,200	
Southern Arizona Legal Aid, Inc. (SALA)	81,000	
Youth on Their Own	73,000	
Southern Arizona Children's Advocacy Center	72,561	
United Way - ECAP	70,000	(4)
Impact of Southern AZ (aka Catalina Community Services)	62,000	
Jewish Family and Children's Services of Southern Arizona	60,300	
DM 50/Community & Economic Assistance	60,000	(2)
Interfaith Community Services (ICS)	60,000	
Pima County Cooperative Extension	58,100	
Desert Survivors	57,200	(5)
Arivaca Coordinating Council/Human Resource Group, Inc.	49,000	
Arizona Sonora Desert Museum	49,000	
Pima County Community Land Trust	49,000	
Tucson Children's Museum	48,650	(2)
International Rescue Committee, Tucson Office	48,000	
St. Elizabeth's Health Center	47,300	
University of Arizona, Board of Regents/TMC Mobile Health Program	45,200	
International Sonoran Desert Alliance (ISDA)	45,000	
Child and Family Resources, Inc.	40,100	
Catholic Community Services (dba Community Outreach Program for the Deaf)	40,000	
Tucson Clean and Beautiful	40,000	(5)
Tu Nidito Children and Family Services	39,000	
Higher Ground/Tucson Community Schools	39,000	(1)
Tucson Metropolitan Ministry Family Services, Inc. (TMM)	37,000	
Tucson Botanical Garden	36,400	(2)
Administration of Resources & Choices	35,000	
Habitat for Humanity	35,000	
Ajo Chamber of Commerce	34,300	(2)

Community Development & Neighborhood Conservation

Adopted Funding for Outside Agencies

Agency	Funding	
Community Special Needs	32,495	
El Tour (Perimeter Bicycling)	30,000	(2)
Pima County Attorney's Office - Drug Treatment Alternative to Prison (DTAP)	30,000	
Humane Borders	30,000	(1)
Tucson Meet Yourself	27,930	(2)
AZ Children's Association (dba Las Familias)	25,000	
Workforce Development Services	25,000	(4)
Oro Valley Cooperative Public Art Project	25,000	(1)
Pima Prevention Partnership/Pima County Teen Court	24,000	
Arizona Youth Partnership	23,000	
AZ Children's Association (dba The Parent Connection)	23,000	
YWCA - House of Neighborly Service	22,000	
Girl Scout Council of Southern Arizona/Adelante Jovencitas	22,000	
Mobile Meals of Tucson, Inc.	22,000	
St. Lukes	22,000	
RISE, LLC	21,100	
Non Profit Industries	19,600	
Chicanos Por la Causa, Inc.	19,000	
YWCA - Women's Counseling Network	18,000	
Catholic Community Services of Southern Arizona, Inc.	18,000	
United Way of Tucson and Southern AZ	16,400	
Southwest Fair Housing Council	16,000	
Diaper Bank of Southern Arizona	15,000	
Make Way for Books	15,000	
PowerSource Tucson	15,000	
Sahuarita Food Bank - Good Shepherd United Church of Christ	15,000	
Southern Arizona Association for the Visually Impaired (SAAVI)	15,000	
The Salvation Army	15,000	
LULAC Youth Conference	12,500	(4)
ISDA (Sonoran Desert Conference Center)	10,000	(2)
U of A Earth Day Cooperative Project	10,000	(1)
Tucson-Pima County Historical Commission	8,750	
City of Gastronomy	5,000	(2)
Flowing Wells Family Resource Center	5,000	(4)
Total	**$ 8,935,636**	

(1) Contract budgeted in Non Departmental.
(2) Contract administered by Attractions & Tourism.
(3) Contract budgeted in Community Development & Neighborhood Conservation, Transportation, and Regional Wastewater Reclamation Department .
(4) Contract administered by Community and Economic Development Grants and Data Office
(5) Contract administered by Natural Resources, Parks and Recreation.

Community Services, Employment & Training

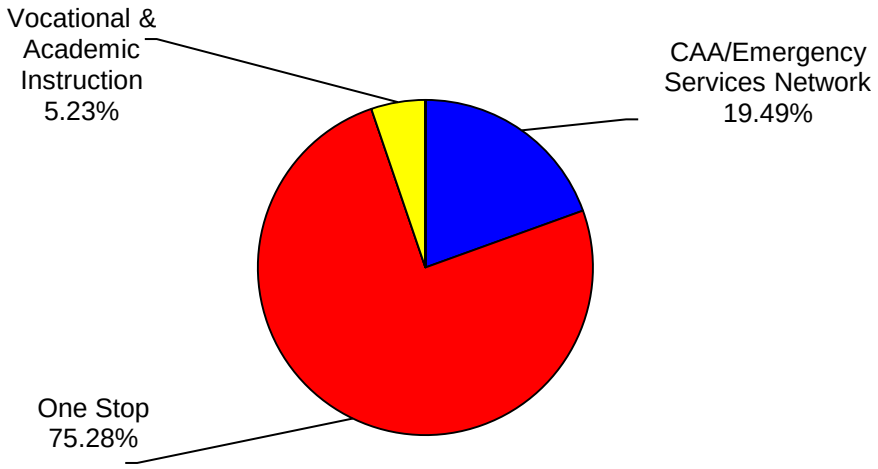
Expenditures: 27,792,519 **Revenues:** 19,820,291

FTEs 140.97

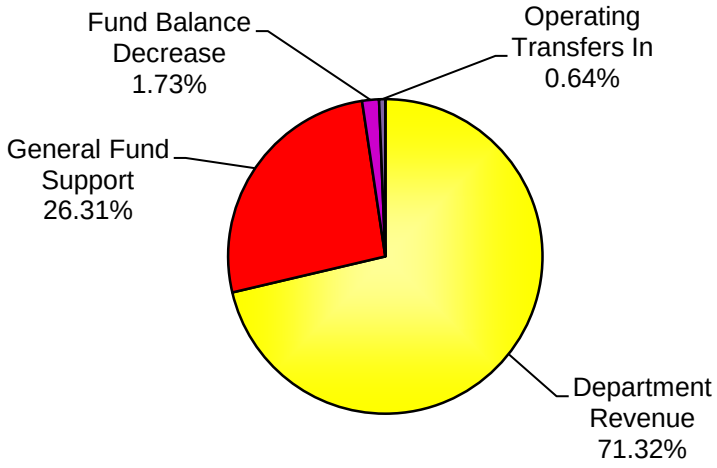
Function Statement: Improve the economic and social sustainability of Pima County by: developing skilled workers; assisting employers to meet workforce needs; mitigating the impact of layoffs through employment services; addressing basic housing needs of low income individuals; helping youth develop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

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Community Services, Employment & Training**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
CAA Emergency Services Network	2,690,912	3,105,653	5,417,655
One Stop	17,027,694	18,924,537	20,921,601
Vocational And Academic Instruction	1,122,657	1,587,847	1,453,263
Total Expenditures	**20,841,263**	**23,618,037**	**27,792,519**
Funding by Source			
Revenues			
CAA Emergency Services Network	2,692,535	2,938,433	5,256,371
One Stop	10,407,887	12,024,897	13,524,230
Vocational And Academic Instruction	872,540	1,031,647	1,039,690
Total Revenues	**13,972,962**	**15,994,977**	**19,820,291**
General Fund Support	6,017,641	6,914,028	7,313,179
Net Operating Transfers In/(Out)	130,000	130,000	178,000
Fund Balance Decrease/(Increase)	720,660	579,032	481,049
Other Funding Sources	-	-	-
Total Program Funding	**20,841,263**	**23,618,037**	**27,792,519**
Staffing (FTEs) by Program			
CAA Emergency Services Network	10.00	10.00	9.00
One Stop	109.70	118.13	113.97
Vocational And Academic Instruction	18.00	19.00	18.00
Total Staffing (FTEs)	**137.70**	**147.13**	**140.97**

Program Summary

Department: **Community Services, Employment & Training**
Program: **CAA Emergency Services Network**

Function

Combat poverty and provide a safety net of basic services for low-income individuals and families in Pima County. Connect immediate assistance with case management and additional resources to promote self-sufficiency and economic independence.

Description of Services

Operates the community's Emergency Services Network (ESN) which links a dozen different funding streams with different eligibility guidelines to provide low-income families in crisis situations with utility or rent/mortgage assistance. Includes the Sewer reduction program funded by County Wastewater, a water reduction program through the City's Water Department, a Department of Environmental Quality sponsored landfill fee reduction program, several programs funded by utilities, as well as federal programs that enable ESN to pay a landlord or utility for a family facing eviction or utility shutoff. Couples assistance with case management to ensure that the need for assistance will not be recurring and is delivered by County staff and eight agencies selected through a Request for Proposals (RFP) process. Administers a RFP process with Community Services Block Grant funds to award grants for non-profit and rural agencies to provide community services programs that have a measurable impact on the causes of poverty in Pima County and that produce measurable outcomes in the following priority areas 1) Inability to Meet Emergency Needs; 2) Starvation/Malnutrition; 3) Inadequate Housing; 4) Incomplete Use of Programs and Services; and 5) Youth Services.

Program Goals & Objectives

- Assist people and communities of Pima County especially those with lower incomes to become economically self-sufficient
- Improve the standard of living and mitigate the effects of poverty
- Provide a safety net that prevents homelessness

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Households receiving emergency rent, mortgage, or utility assistance	4,441	4,000	4,000
Households receiving utility discounts	6,390	5,000	5,000

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	411,887	523,482	440,174
Operating Expenses	2,279,025	2,582,171	4,977,481
Total Program Expenditures	**2,690,912**	**3,105,653**	**5,417,655**
Program Funding by Source			
Revenues			
Intergovernmental	2,382,126	2,605,269	4,933,561
Miscellaneous Revenue	310,409	333,164	322,810
Grant Revenue Sub-Total	**2,692,535**	**2,938,433**	**5,256,371**
General Fund Support	154,470	166,520	161,274
Net Operating Transfers In/(Out)	-	120	-
Fund Balance Decrease/(Increase)	(156,093)	580	10
Other Funding Sources	-	-	-

Program Summary

Department: **Community Services, Employment & Training**
Program: **CAA Emergency Services Network**

Total Program Funding	**2,690,912**	**3,105,653**	**5,417,655**
Program Staffing FTEs	**10.00**	**10.00**	**9.00**

Program Summary

Department: **Community Services, Employment & Training**
Program: **One Stop**

Function

Promote economic development by ensuring a skilled workforce. Support a healthy business climate by assisting local employers to find and train qualified workers. Reduce poverty and unemployment by helping low-income and other disadvantaged citizens address barriers to employment and increase their earning power through improved skills.

Description of Services

Provide assistance and resources to job seekers and employers. Works with industry sectors and other employer groups, such as the Southern Arizona Manufacturing Partnership, to design new training needed to address workforce shortages in fields with high occupational demand. Administers County operated grants that offer a continuum of career development services for eligible youth, adults, and dislocated workers utilizing resources designed to assist people who are laid off or have barriers to employment. Delivers workforce services through a network of more than 50 organizations ranging from community based non-profit organizations, faith based organizations to governmental agencies and proprietary trainers. Depending on need, available resources, and eligibility guidelines, the One Stop provides: support to employers and apprenticeship programs in recruiting, staffing, and training skilled workers for quality jobs; services to assist youth toward completion of high school or General Education Diploma (GED). Provide job order registration, applicant screening, and job matching both in person and online depending on need, available resources, and eligibility guidelines.

Program Goals & Objectives

- Increase incomes of Pima County citizens through job placement, job training, increased educational attainment, increased earning power, increased awareness of career pathways, and focus on quality jobs and livable wages
- Prepare and stabilize workforce to meet industry needs and support job growth

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Placed into unsubsidized employment (or college if under 21)	74%	75%	76%
Average hourly wage at placement for adults	$14	$15	$15
Job seekers served	11,917	12,000	12,000
Employers served	685	700	700

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	4,192,098	5,533,310	5,640,634
Operating Expenses	12,827,312	13,391,227	15,280,967
Capital Equipment > $5,000	8,284	-	-
Total Program Expenditures	**17,027,694**	**18,924,537**	**20,921,601**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	1,730	-	30,200
Investment Earnings	(1)	-	-
Operating Revenue Sub-Total	**1,729**	**-**	**30,200**
Intergovernmental	9,803,397	10,911,272	12,781,727
Miscellaneous Revenue	602,761	1,113,625	712,303
Grant Revenue Sub-Total	**10,406,158**	**12,024,897**	**13,494,030**

Program Summary

Department: **Community Services, Employment & Training**
Program: **One Stop**

General Fund Support	5,558,731	6,483,204	6,884,271
Net Operating Transfers In/(Out)	130,000	129,880	178,000
Fund Balance Decrease/(Increase)	931,076	286,556	335,100
Other Funding Sources	-	-	-
Total Program Funding	**17,027,694**	**18,924,537**	**20,921,601**
Program Staffing FTEs	**109.70**	**118.13**	**113.97**

Program Summary

Department: **Community Services, Employment & Training**
Program: **Vocational And Academic Instruction**

Function

Address the growing number of older youth and parenting teens unable to obtain employment or job training due to their status as high school drop outs, juvenile offenders, and/or homeless youth. Administer and coordinate vocational and employment training services for low income and disadvantaged Pima County youth to increase job placement and continuing educational opportunities.

Description of Services

Operate Pima Vocational High School to provide minority, low income, at-risk, out of school Pima County youth (16-21) with a long term program to master vocational and academic skills required by Pima County employers. Offer opportunities for securing a sustainable job through on-the-job training, completion of a vocational curriculum, and classes in applied academic basic skills that also meet the requirements for a high school diploma. Provide participants with intense on-site support services and case management by youth specialists. Help underserved and out of school youth find sustainable employment.

Program Goals & Objectives

- Provide low-skilled at-risk youth the necessary competencies to obtain sustainable employment
- Engage out-of-school youth in education and assist them to attain a high school diploma

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Students who attain a high school diploma	60	55	67
Students placed in employment	48	48	48

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	789,723	1,112,257	978,109
Operating Expenses	332,934	475,590	475,154
Total Program Expenditures	**1,122,657**	**1,587,847**	**1,453,263**
Program Funding by Source			
Revenues			
Intergovernmental	845,401	861,000	868,000
Miscellaneous Revenue	1,845	1,500	2,000
Investment Earnings	2,230	1,500	2,200
Special Programs Revenue Sub-Total	**849,476**	**864,000**	**872,200**
Intergovernmental	23,064	167,647	167,490
Grant Revenue Sub-Total	**23,064**	**167,647**	**167,490**
General Fund Support	304,440	264,304	267,634
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(54,323)	291,896	145,939
Other Funding Sources	-	-	-
Total Program Funding	**1,122,657**	**1,587,847**	**1,453,263**

Program Summary

Department: **Community Services, Employment & Training**
Program: **Vocational And Academic Instruction**

Program Staffing FTEs	**18.00**	**19.00**	**18.00**

County Free Library

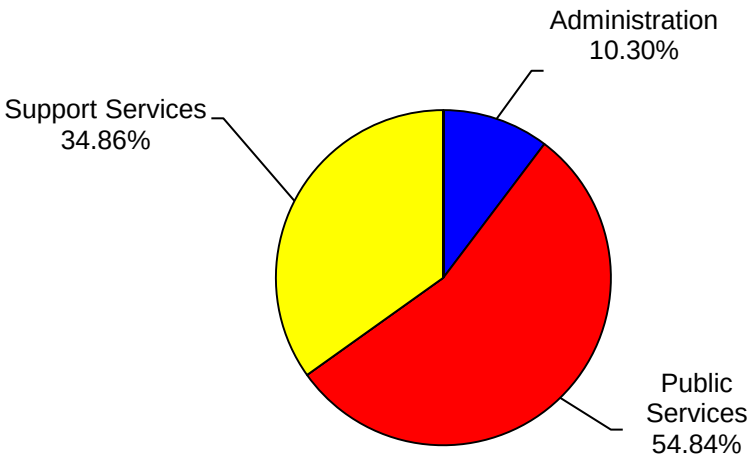
Expenditures: 42,235,325 **Revenues:** 42,045,819

FTEs 390.00

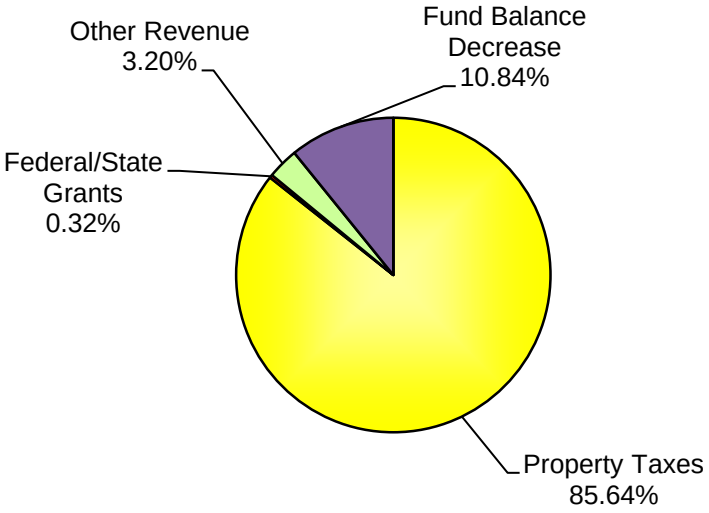
Function Statement: Provide Pima County residents with free and equitable access to the information resources needed for full participation in the community and for the enrichment of individual lives.

Mandates: ARS Title 11, Chapter 7: Intergovernmental Operations, Article 1: Public Libraries

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **County Free Library**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Administration	4,643,703	5,282,936	4,351,070
Public Services	20,560,629	23,625,873	23,161,425
Support Services	10,678,527	13,257,717	14,722,830
Total Expenditures	**35,882,859**	**42,166,526**	**42,235,325**
Funding by Source			
Revenues			
Administration	38,831,396	39,881,171	40,394,819
Public Services	1,336,547	2,284,800	1,651,000
Support Services	526	-	-
Total Revenues	**40,168,469**	**42,165,971**	**42,045,819**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(298,381)	(2,548,916)	(4,921,015)
Fund Balance Decrease/(Increase)	(3,987,229)	2,549,471	5,110,521
Other Funding Sources	-	-	-
Total Program Funding	**35,882,859**	**42,166,526**	**42,235,325**
Staffing (FTEs) by Program			
Administration	9.75	10.00	9.00
Public Services	354.36	356.62	360.00
Support Services	20.00	19.00	21.00
Total Staffing (FTEs)	**384.11**	**385.62**	**390.00**

Note: Pursuant to the Intergovernmental Agreement between the Pima County Free Library District and Pima County for Cooperative Support Services Contract No. 01-30-P-138083-00606 (dated June 6, 2006, recorded in Docket 12824 at page 955 on June 13, 2006), employees performing work for the Pima County Free Library District are Pima County employees assigned to do work for the Pima County Free Library District. For budgetary purposes only, these employees are shown as FTEs within the Pima County Free Library District. The actual status of these employees during the course of the Intergovernmental Agreement will continue to be as Pima County employees, subject to the Pima County Personnel Policies and Merit Rules. The Intergovernmental Agreement terminates on June 5, 2031.

Program Summary

Department: **County Free Library**
Program: **Administration**

Function

Provide for an educated, connected community of readers, learners, doers and dreamers; enriching the lives of residents and building a literate community through equitable access to educational, informational, cultural and recreational needs of the community. Provide leadership, vision, and strategic planning to fulfill the library's mission, through the Community Impact Plan which is centered on Pima Prospers and Pima County's Economic Development Plan.

Description of Services

Report to the County Administrator on library operations and services provided to the residents of Pima County. Report to the Board of Supervisors, acting as the Library District Board of Directors. Build community support for the library by working with the Library Advisory Board, Friends Groups, the Library Foundation, and other community and county departmental partners. Deliver quality library programs and services to residents of Pima County through the operation of 26 libraries, online electronic access, and outreach services including the juvenile detention center, a bookmobile, and deposit collections at many locations. Ensure that library services are responsive and relevant to the communities served. Ensure that the staff is well trained, knowledgeable, and have the resources needed to do their jobs. Continue as a vital resource for economic development with an emphasis on Job Help, career exploration, ESL, and GED preparation as well as support for small business development.

Program Goals & Objectives

- Program attendance will reach 295,000
  - Provide relevant programming that meets the needs of Pima County residents
- Customer visits to library facilities will increase to 5,400,000,customer interactions via social media will increase to 4,500,000, and at least 150 press releases/articles will be published
  - Raise public awareness of library programs and services
- Increase donations to $300,000
  - Increase support of Library Foundation and Friends Groups
- At least 200 training opportunities will be provided to library staff
  - Empower staff with relevant training and development opportunities

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Customer visits to Library facilities	5,372,502	5,300,000	5,400,000
Program attendance	294,069	295,000	295,000
Staff training and development opportunities	188	190	200
Customer interactions with social media accounts-total reach/engagement Facebook + Twitter	3,236,095	4,000,000	4,500,000
Media outcomes - press releases/articles	140	100	150
Library Foundation and Friends of the Library support	$152,720	$240,000	$300,000

Program Summary

Department: **County Free Library**
Program: **Administration**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	767,858	810,316	800,520
Operating Expenses	3,875,845	4,472,620	3,550,550
Total Program Expenditures	**4,643,703**	**5,282,936**	**4,351,070**
Program Funding by Source			
Revenues			
Property Taxes	38,821,139	39,877,071	40,384,319
Intergovernmental	10,257	4,100	10,500
Operating Revenue Sub-Total	**38,831,396**	**39,881,171**	**40,394,819**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(126,451)	(2,548,916)	(4,921,015)
Fund Balance Decrease/(Increase)	(34,061,242)	(32,049,319)	(31,122,734)
Other Funding Sources	-	-	-
Total Program Funding	**4,643,703**	**5,282,936**	**4,351,070**
Program Staffing FTEs	**9.75**	**10.00**	**9.00**

Program Summary

Department: **County Free Library**
Program: **Public Services**

Function

Contribute to an economically vital and literate community by providing Pima County residents with information and materials through lending services, programs and classes, reference and information services, electronic information resources, and public access computers at the Joel D. Valdez Main Library, 25 branch libraries, and one bookmobile. Promoting workforce development and literacy for residents of all ages by providing opportunities in education, innovation and community engagement. The Pima County Public Library transforms lives by educating, inspiring and connecting people.

Description of Services

Provide access to a wide variety of information resources including books, DVDs, downloadable and online information resources. Assist patrons in finding information by providing personalized assistance and structured programs that focus on the needs of each library customer on their journey to reach their full potential. Serve as welcoming and safe gathering places where residents come to share information, learn and collaborate. Enhance job search and employment skills for job seekers. Introduce language, reading and literacy to young children. Assist students to become lifelong learners by providing homework tutoring and materials to aid them toward success in school. Enable adults to pursue continuing education, individual interests, and personal discovery. Transform community lives by educating, inspiring and connecting the residents of Pima County.

Program Goals & Objectives

- Increase number of computer sessions to 1,300,000 and increase digital downloads to 975,000
  - Provide timely responsive collections with a variety of information resources including books, DVDs, downloadable resources, and online information resources
- Increase number of library card holders to 400,000
  - Encourage every citizen's potential to be a learner, educator, and collaborator
- Increase attendance at parent education to 3,250 and increase participation at Summer Learning Programs to 35,000
  - Create young readers and ensure that children are better prepared to enter school
- Increase attendance at Workforce Development programs to 15,000
  - Support workforce and economic development by providing Job Help classes, English as a Second Language & General Education Diploma classes, small business, entrepreneurship and career development opportunities
- Increase attendance at adult literacy programs to 23,500 and increase attendance at early childhood literacy programs to 84,500
  - Improve literacy and reading proficiency for children, teens and adults

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Library cardholders	385,975	390,000	400,000
Library catalog searches	104,036,962	105,500,000	107,000,000
Public computer sessions	1,215,002	1,250,000	1,300,000
Digital downloads	938,634	950,500	975,000
Parent education opportunities	3,021	3,200	3,250
Children and youth participating in Summer Learning Programs	33,929	34,500	35,000
Early Childhood Literacy Program attendance	83,330	84,000	84,500
Adult Literacy Program attendance	22,811	23,000	23,500
Online homework help attendance	33,494	35,000	35,500
In-person homework Help attendance	6,306	6,400	6,500
Workforce Development Program attendance	13,540	14,500	15,000

Program Summary

Department: **County Free Library**
Program: **Public Services**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	16,384,684	18,450,973	18,533,670
Operating Expenses	4,156,458	5,174,900	4,627,755
Capital Equipment > $5,000	19,487	-	-
Total Program Expenditures	**20,560,629**	**23,625,873**	**23,161,425**
Program Funding by Source			
Revenues			
Intergovernmental	204,644	309,800	226,000
Charges for Services	248,738	900,000	280,000
Fines & Forfeits	560,538	600,000	600,000
Miscellaneous Revenue	277,264	450,000	505,000
Investment Earnings	45,363	25,000	40,000
Operating Revenue Sub-Total	**1,336,547**	**2,284,800**	**1,651,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(171,930)	-	-
Fund Balance Decrease/(Increase)	19,396,012	21,341,073	21,510,425
Other Funding Sources	-	-	-
Total Program Funding	**20,560,629**	**23,625,873**	**23,161,425**
Program Staffing FTEs	**354.36**	**356.62**	**360.00**

Program Summary

Department: **County Free Library**
Program: **Support Services**

Function

Provide support operations needed for the regional library system including: acquisition, cataloging, and disbursement of library materials; budgetary planning aligned with 21st century technology and library services trends; coordination with Pima County departments to maintain welcoming library spaces; and oversight of projects that support the Library's critical role in the community.

Description of Services

Outline detailed recommendations for the budget to provide for the needs of changing library collections, including the continued addition of electronic resources. Prioritize revenues and expenditures to support the library system as a vital community asset and driver of economic development. Seek grant opportunities to enhance programs and initiatives that increase access to educational opportunity, new technologies, and innovation. Build and maintain welcoming library facilities, identifying the potential for sharing models, through coordination with Pima County departments and community organizations. Create flexible spaces with a sound technological infrastructure, to support community demand for engagement, skill-building, creativity, and collaboration. Maintain the integrity of software and hardware networks responsible for the management of library materials, public information, and internal systems. Implement a responsive technology plan that allows for increased interaction with community members and organizations. Oversight of hiring, training and retention efforts related to all library personnel. Coordination of professional development in order to build capacity and improve organizational health.

Program Goals & Objectives

- Allocate 15% of budget to the maintenance and upgrade of network infrastructure
  - Increase to 1,660 public access computers, design and management software, support services, and technology training opportunities
  - Provide technology infrastructure, support, and training to meet the needs of both staff and community members
- Implement practices related to personnel services including diverse hiring practices, professional development, coordinated training with other County departments, and career ladder opportunities that result in an 88% retention rate
  - Prioritize hiring, training and retention in order to build organizational capacity and health
- Identify at least four Capital Improvement Projects that implement best practices in the construction and renovation of library spaces
  - Build and maintain welcoming library facilities that promote flexibility, collaboration, and innovation
- Allocate $5,500,000 to the maintenance and upgrade of library materials and electronic resources including electronic books, streaming content, software programs, and electronic databases
  - Maintain an adequate budget to provide for the needs of changing collections, including the addition of electronic resources

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Library materials and electronic resources expenditures	4,149,441	5,500,000	5,500,000
Circulated print materials	5,192,415	4,750,000	4,500,000
Digital downloads	938,634	950,500	975,000
Capital Improvement Projects	1	3	4
Library computers (PCs and laptops)	1,550	1,600	1,660
New staff retention	87%	85%	88%

Program Summary

Department: **County Free Library**
Program: **Support Services**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	881,982	1,135,093	1,317,334
Operating Expenses	9,796,545	12,122,624	13,405,496
Total Program Expenditures	**10,678,527**	**13,257,717**	**14,722,830**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	526	-	-
Operating Revenue Sub-Total	**526**	**-**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	10,678,001	13,257,717	14,722,830
Other Funding Sources	-	-	-
Total Program Funding	**10,678,527**	**13,257,717**	**14,722,830**
Program Staffing FTEs	**20.00**	**19.00**	**21.00**

Kino Sports Complex

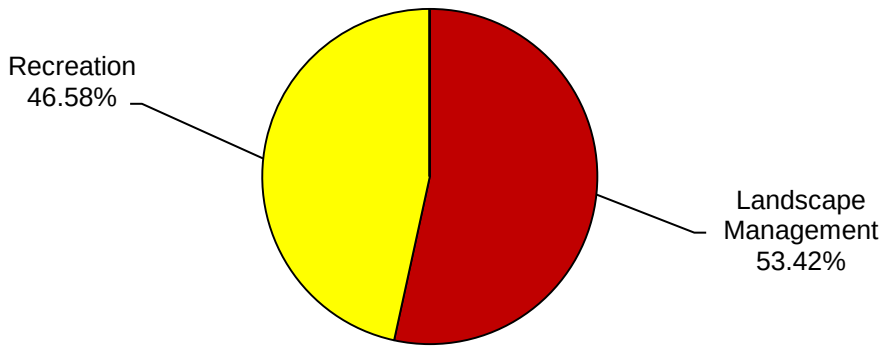
Expenditures: 954,540 **Revenues:** 146,179

FTEs 6.00

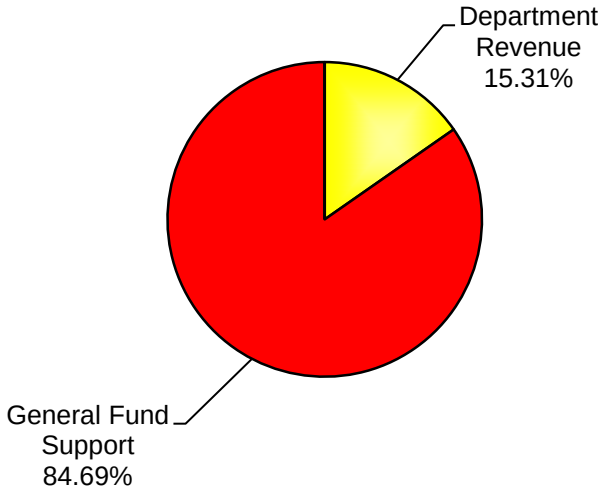
Function Statement: Improve the quality of life for residents of Pima County by providing a variety of cultural and recreational services through various facilities operated by Pima County.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Kino Sports Complex**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Landscape Management	393,071	398,305	509,917
Recreation	329,717	335,585	444,623
Total Expenditures	**722,788**	**733,890**	**954,540**
Funding by Source			
Revenues			
Landscape Management	38,175	42,914	50,079
Recreation	84,210	96,100	96,100
Total Revenues	**122,385**	**139,014**	**146,179**
General Fund Support	795,403	594,876	808,361
Net Operating Transfers In/(Out)	(195,000)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**722,788**	**733,890**	**954,540**
Staffing (FTEs) by Program			
Landscape Management	4.00	4.00	4.00
Recreation	2.00	2.00	2.00
Total Staffing (FTEs)	**6.00**	**6.00**	**6.00**

Program Summary

Department: **Kino Sports Complex**
Program: **Landscape Management**

Function

Maintain the building and facility infrastructure of Sam Lena and Willie Blake, and other County departments. Provide landscaping services per Memorandums of Understanding (MOUs) including grounds, restrooms, parking lots, ramadas, exercise/walking paths, fencing, ball fields, snack bar, field and security lighting to enhance aesthetics and increase public use.

Description of Services

Provide daily on-going repair and maintenance of buildings, fields, and facilities as required for safety and aesthetics. Coordinate necessary services through Facilities Management Department and contracted vendor services to provide for general upkeep of park buildings and facilities.

Program Goals & Objectives

- Be responsive to needs regarding facility maintenance issues in an effort to maintain building and facility at the highest level to extend life and usefulness
- Develop a 10-year maintenance improvement plan for the general upkeep and enhancement of the public areas of use
- Initiate ramada reservations to improve and enhance visitor experience

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Increase 24-hour response time for maintenance issues by 10% annually	50%	60%	75%
Increase number of park ramada reservations by 25% annually	0%	25%	32%
Increase funding set aside in budget by 10% annually for special maintenance and equipment as per 2017 10-year plan	$0	$10,000	$20,000

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	170,264	235,025	246,590
Operating Expenses	183,734	142,280	140,327
Capital Equipment > $5,000	39,073	21,000	123,000
Total Program Expenditures	**393,071**	**398,305**	**509,917**
Program Funding by Source			
Revenues			
Charges for Services	19,011	26,157	29,000
Miscellaneous Revenue	19,164	16,757	21,079
Operating Revenue Sub-Total	**38,175**	**42,914**	**50,079**
General Fund Support	354,896	355,391	459,838
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**393,071**	**398,305**	**509,917**
Program Staffing FTEs	**4.00**	**4.00**	**4.00**

Program Summary

Department: **Kino Sports Complex**
Program: **Recreation**

Function

Maintain the exterior of the building and facility infrastructure to the Kino Veterans Memorial Community Center (Mulcahy) YMCA pool and bathhouse per agreement with Natural Resources, Park and Recreation (NRPR) and the YMCA to the highest possible standards.

Description of Services

To coordinate necessary services through Facilities Management Department and contracted vendor services to provide for general upkeep of buildings and facilities, and to maintain pool, bathhouse, and exterior of community center per agreement with YMCA and NRPR. Provide repair and maintenance of buildings and facilities per previous established fiscal year 2013 25-year maintenance plan with NRPR as part of an ongoing facilities maintenance program.

Program Goals & Objectives

- Be responsive to requests for the YMCA and NRPR regarding facility maintenance issues in an effort to maintain building and facility at the highest level to extend life and usefulness
- Establish and maintain long term facility renewal program that focuses on sustainability, accessibility, flexibility and aesthetics of facilities by increasing set aside funding by 5% annually

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Increase percentage of responsiveness to YMCA and NRPR facility issues within 48 hours	50%	60%	75%
Amount of funding set aside for YMCA and NRPR projects and equipment to increase 5% annually	$25,000	$26,250	$27,573

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	15,909	83,772	83,887
Operating Expenses	313,808	251,813	235,736
Capital Equipment > $5,000	-	-	125,000
Total Program Expenditures	**329,717**	**335,585**	**444,623**
Program Funding by Source			
Revenues			
Charges for Services	14,254	-	-
Miscellaneous Revenue	69,956	96,100	96,100
Operating Revenue Sub-Total	**84,210**	**96,100**	**96,100**
General Fund Support	440,507	239,485	348,523
Net Operating Transfers In/(Out)	(195,000)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**329,717**	**335,585**	**444,623**
Program Staffing FTEs	**2.00**	**2.00**	**2.00**

School Superintendent

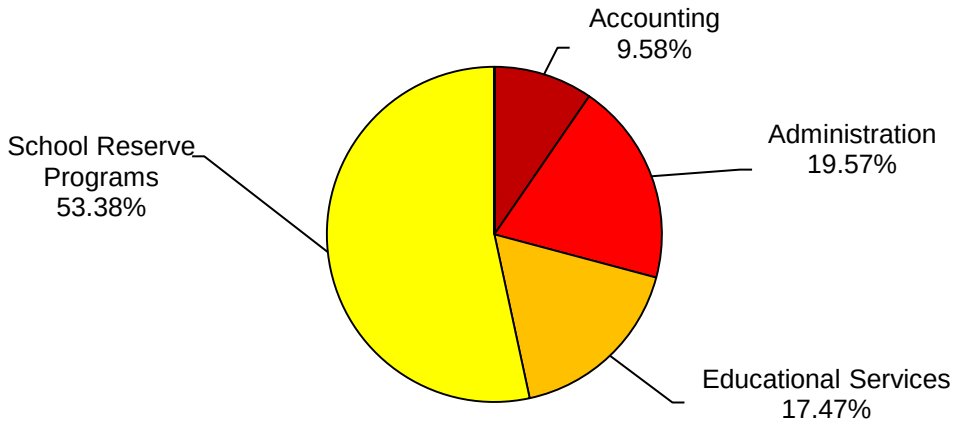
Expenditures: 3,673,662 **Revenues:** 2,306,000

FTEs 13.00

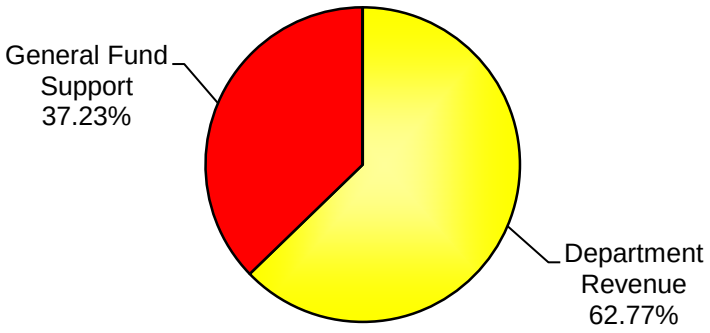
Function Statement: Perform functions mandated by the Arizona Revised Statutes and State Board of Education. Administer the funds of local public school districts. Prepare financial information for the Board of Supervisors for setting the property tax rates. Conduct school district governing board elections. Operate Pima Accommodation District, educational services, school bus services for students in unorganized territory, and multi-district programs.

Mandates: ARS Title 15: Education

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **School Superintendent**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Accounting	410,835	337,586	352,112
Administration	463,334	700,848	718,757
Educational Services	542,072	627,836	641,793
School Reserve Programs	1,911,254	1,884,000	1,961,000
Total Expenditures	**3,327,495**	**3,550,270**	**3,673,662**
Funding by Source			
Revenues			
Accounting	46	-	-
Administration	61,750	300,000	315,000
Educational Services	155	5,000	30,000
School Reserve Programs	1,748,122	1,884,000	1,961,000
Total Revenues	**1,810,073**	**2,189,000**	**2,306,000**
General Fund Support	1,354,290	1,361,270	1,367,662
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	163,132	-	-
Other Funding Sources	-	-	-
Total Program Funding	**3,327,495**	**3,550,270**	**3,673,662**
Staffing (FTEs) by Program			
Accounting	4.00	4.00	4.00
Administration	5.00	5.00	5.00
Educational Services	4.50	4.50	4.00
Total Staffing (FTEs)	**13.50**	**13.50**	**13.00**

Program Summary

Department: **School Superintendent**
Program: **Accounting**

Function

Perform mandated accounting and finance functions for all school districts in Pima County as authorized by Arizona Revised Statutes. Provide services to ensure accurate reporting requirements that comply with the Uniform System of Financial Records (USFR) for Arizona School Districts.

Description of Services

Perform accounting services related to revenues, expenditures, and budgeting for all school districts in Pima County with minor exemptions for those operating under A.R.S. 15-914.01. Establish applicable property tax levies for each school district in Pima County. Ensure tax levies are appropriated in accordance with the operating budget duly adopted by each school district governing board. Ensure that all warrants drawn against a school district are properly authorized by a school district governing board through an executed voucher for those districts whose finances are managed by the Superintendent of Schools. Determine new and innovative methods to provide enhanced services to school districts on the management of their financial operations.

Program Goals & Objectives

- Meet all statutory and regulatory requirements of Title 15 and other legal mandates on school budgets and finance
- Provide technical assistance and training on budgeting and finance to any school district in Pima County
- Provide technical support to school districts who wish to enhance or modernize their accounts payable system towards e-payables, P-Cards, and other non-cash methods

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Accounting transactions	13,770,234	14,000,000	15,000,000
School district revenue collected	$994,364,063	$1,000,000,000	$1,200,000,000
School district expenditures processed	$648,525,969	$655,000,000	$670,000,000
School district warrants issued	62,763	68,000	70,000
School districts provided with budgeting/finance assistance	17	17	17

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	406,738	330,563	341,623
Operating Expenses	4,097	7,023	10,489
Total Program Expenditures	**410,835**	**337,586**	**352,112**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	46	-	-
Operating Revenue Sub-Total	**46**	**-**	**-**
General Fund Support	410,789	337,586	352,112
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**410,835**	**337,586**	**352,112**
Program Staffing FTEs	**4.00**	**4.00**	**4.00**

Program Summary

Department: **School Superintendent**
Program: **Administration**

Function

Administer legally mandated functions of the office required by Title 15, 16, and 19 of Arizona Revised Statutes. Provide support to the Accounting, Educational Services, Pima Accommodation, and Pima Special Programs functions of the office and implement procedural and legal mandates of the Superintendent of Schools.

Description of Services

Serve as a resource to constituents in Pima County on educational services and programs. Record teaching certificates for all certificated individuals in Pima County. Function as the program director for multi-district educational programs. Provide information technology support to rural school districts and special educational programs. Perform other legal or mandatory functions as required by law.

Program Goals & Objectives

- Perform all legal/regulatory mandated services related to regular and special elections that are required of Arizona county school superintendents
- Direct or coordinate multi-district educational programs in Pima County for the benefit of educators, students, and families
- Ensure that educators and families in Pima County are informed about educational services, providers, and opportunities throughout the County

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Certifications for teachers/administrators maintained	52,289	54,000	56,000
Governing Board members appointed	7	3	3
School district special elections conducted	5	11	3

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	346,129	354,041	364,759
Operating Expenses	117,205	346,807	353,998
Total Program Expenditures	**463,334**	**700,848**	**718,757**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	61,750	300,000	315,000
Operating Revenue Sub-Total	**61,750**	**300,000**	**315,000**
General Fund Support	401,584	400,848	403,757
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**463,334**	**700,848**	**718,757**
Program Staffing FTEs	**5.00**	**5.00**	**5.00**

Program Summary

Department: **School Superintendent**
Program: **Educational Services**

Function

Coordinate and assist with the development of educational service programs for educators, students, and parents in Pima County.

Description of Services

Develop and coordinate educational service agency programs to serve populations in Pima County that are considered underserved. Collaborate with government, community, and non-profit organizations to provide comprehensive services to educators and students. Ensure that the Superintendent of Schools' office creates a link for different educational service agencies for the benefit of schools. Register and track all students in Pima County who are attending private schools or are being homeschooled.

Program Goals & Objectives

- Develop comprehensive programs as an educational service agency to assist public schools to better serve students in the classroom
- Continue ensuring proper tracking of homeschool and private school data for children in Pima County
- Develop and lead collaborative efforts between governments as well as community, non-profit, and educational organizations in Pima County

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Special programs developed and coordinated	17	20	18
Home school children tracked	497	600	700
Private school children tracked	690	700	800

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	273,331	362,370	372,923
Operating Expenses	268,741	265,466	268,870
Total Program Expenditures	**542,072**	**627,836**	**641,793**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	155	5,000	30,000
Operating Revenue Sub-Total	**155**	**5,000**	**30,000**
General Fund Support	541,917	622,836	611,793
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**542,072**	**627,836**	**641,793**
Program Staffing FTEs	**4.50**	**4.50**	**4.00**

Program Summary

Department: **School Superintendent**
Program: **School Reserve Programs**

Function

Administer educational programs for students in the Pima County Juvenile Detention Center and the Pima County Adult Detention Center. Provide access to educational programs at neighboring school districts for students residing in remote and unincorporated areas of Pima County. Serve as the fiscal agent of specialized educational programs that are for the benefit of multiple school districts covering multi-county areas, including Pima County.

Description of Services

Provide educational services to students considered at-risk, incarcerated, or with special needs in the County juvenile and adult detention facilities through the Pima Accommodation District. Transport students who reside in remote and unincorporated areas of Pima County and are not part of a public school district, such as Mt. Lemmon and the Lukeville community, to a neighboring school district to be provided a K-12 education.

Provide specialized educational programs in consortium with local school districts including professional development programs, constituency programs, and programs where services can be accomplished more efficiently and economically as multi-district or multi-county programs through the Pima Special Programs. Provide programs for the unserved or underserved school age children in conjunction with and in response to federal, state, or local agency concerns.

(Note: This is the combination of two programs, Pima Accommodation District and Pima Special Programs.)

Program Goals & Objectives

- Develop service programs for underserved school districts, charter schools, and other educational institutions in Pima County or on a multi-county level
- Provide students with access to public education as required by A.R.S. 15-802
- Provide students with a high school education as established by the Arizona State Board of Education to earn a high school diploma or a general equivalency diploma (GED)
- Provide instruction to students to meet the Arizona Academic Standards
- Maintain funding levels for programs to ensure quality services for local school districts, charter schools, and other educational communities and ensure that Pima County schools meet federal and state educational mandates

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Juvenile detention students served	33	60	50
County jail students served	23	37	40
Students transported from Mt. Lemmon to Tanque Verde Unified School District	3	3	3
Students transported from Lukeville to Ajo Unified School District	73	76	71
Special programs operated	17	20	18

Program Summary

Department: **School Superintendent**
Program: **School Reserve Programs**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1	-	-
Operating Expenses	1,911,252	1,884,000	1,961,000
Capital Equipment > $5,000	1	-	-
Total Program Expenditures	**1,911,254**	**1,884,000**	**1,961,000**
Program Funding by Source			
Revenues			
Intergovernmental	1,748,122	-	-
Operating Revenue Sub-Total	**1,748,122**	**-**	**-**
Intergovernmental	-	1,584,000	1,611,000
Miscellaneous Revenue	-	300,000	350,000
Grant Revenue Sub-Total	**-**	**1,884,000**	**1,961,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	163,132	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,911,254**	**1,884,000**	**1,961,000**

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Stadium District

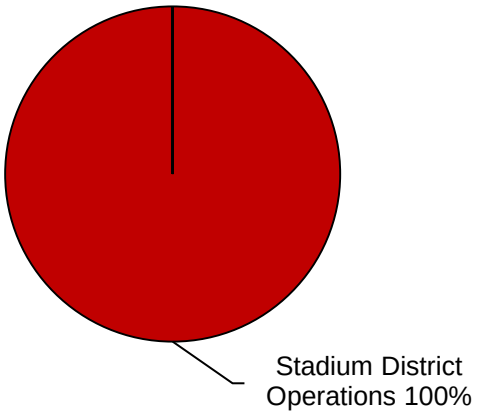
Expenditures: 5,611,862 **Revenues:** 2,387,200

FTEs 44.25

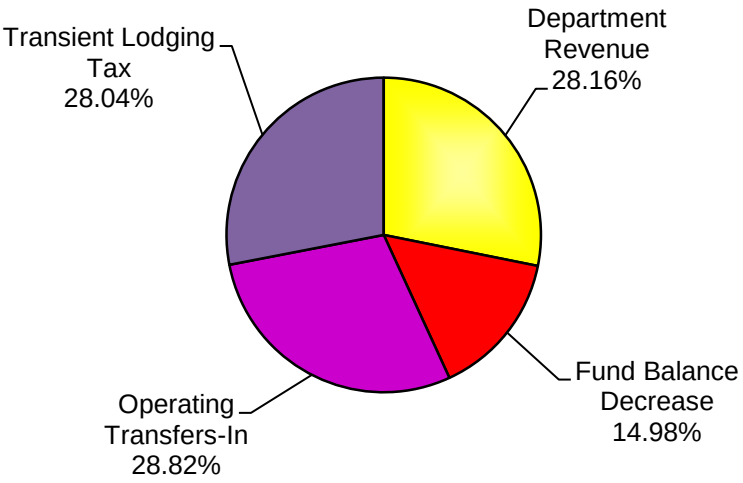
Function Statement: Provide family entertainment for Pima County residents through sports recreation and community events. Continue to develop relationships with professional sports organizations that will have a positive impact on the community and the local economy.

Mandates: ARS Title 48, Chapter 26: Stadium Districts

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Stadium District**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Stadium District Operations	4,853,380	5,398,439	5,611,862
Total Expenditures	**4,853,380**	**5,398,439**	**5,611,862**
Funding by Source			
Revenues			
Stadium District Operations	2,614,496	2,428,275	2,387,200
Total Revenues	**2,614,496**	**2,428,275**	**2,387,200**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	1,598,389	1,774,067	1,954,270
Fund Balance Decrease/(Increase)	640,495	1,196,097	1,270,392
Other Funding Sources	-	-	-
Total Program Funding	**4,853,380**	**5,398,439**	**5,611,862**
Staffing (FTEs) by Program			
Stadium District Operations	44.75	42.00	44.25
Total Staffing (FTEs)	**44.75**	**42.00**	**44.25**

Note: Pursuant to the Intergovernmental Agreement between Pima County and the Pima County Stadium District for Personnel and Services Contract No. 01-57-P-132729-0603 (dated June 17, 2003, recorded in Docket 12080 at Page 213 on June 26, 2003), employees performing work for the Pima County Stadium District are Pima County employees assigned to do work for the Pima County Stadium District. For budgetary purposes only, these employees are shown as FTEs within the Pima County Stadium District. The actual status of these employees during the course of the Intergovernmental Agreement will continue to be as Pima County employees, subject to the Pima County Personnel Policies and Merit Rules. This Agreement terminated on February 1, 2017 and is subject to an automatic five year renewal unless otherwise earlier terminated. The Agreement is in the process of being renewed.

Program Summary

Department: **Stadium District**
Program: **Stadium District Operations**

Function

Provide venues for an array of community and revenue generating events to include sports, entertainment and cultural opportunities. Provide management and administrative oversight function at the Stadium District. Maintain the buildings and facility infrastructure of the Stadium District to the highest possible standard. Maintain natural grass athletic fields as well as landscaping of Stadium District common areas. Provide landscape maintenance services and best management practices for the Kino Environmental Restoration Project (KERP), in conjunction with Regional Flood Control and other state, and federal agencies.

Description of Services

Provide services and facilities for sports events and community activities such as special benefits, recreational programs, gem shows, car shows and concerts. Provide oversight and direction of the Kino Sports Complex including the YMCA Community Center and pool, Sam Lena and Willie Blake parks. Oversee promotion marketing, financial accountability, site maintenance, contract, personnel and scheduling of resources associated with both the Stadium District and the Kino Sports Complex. Ensure that all building and facilities are repaired and maintained as needed as part of ongoing facilities maintenance program through both Facilities Management Department and contracted vendor services. Maintain landscape and parking lot areas of the Stadium District including upkeep of decomposed granite, reclaimed and potable water irrigation systems, trees, shrubs, groundcover, litter removal, sign replacement and other hard and softscapes located throughout the Stadium District property. Coordinate management and maintenance of KERP including mosquito control and abatement to reduce West Nile and Zika virus exposure, water harvesting, non-native and invasive special control, maintenance of six riparian habitats and permit compliance with other partner agencies.

Program Goals & Objectives

- Maintain building and facilities at their highest level to extend life and usefulness
- Enhance visitor experience with highest quality resources and customer services
- Schedule facilities and resources for maximum usage while allowing for maintenance to avoid overuse
- Ensure landscapes and fields are safe and maintained to the highest quality in an efficient manner
- Maximize the harvesting of storm water and limit the use of water purchases both reclaimed and potable for irrigation of Stadium District, Kino Sports Complex, and adjacent County landscapes
- Implement and maintain a long-term facility renewal and development plan that focuses on sustainability, accessibility, flexibility and aesthetics of facilities

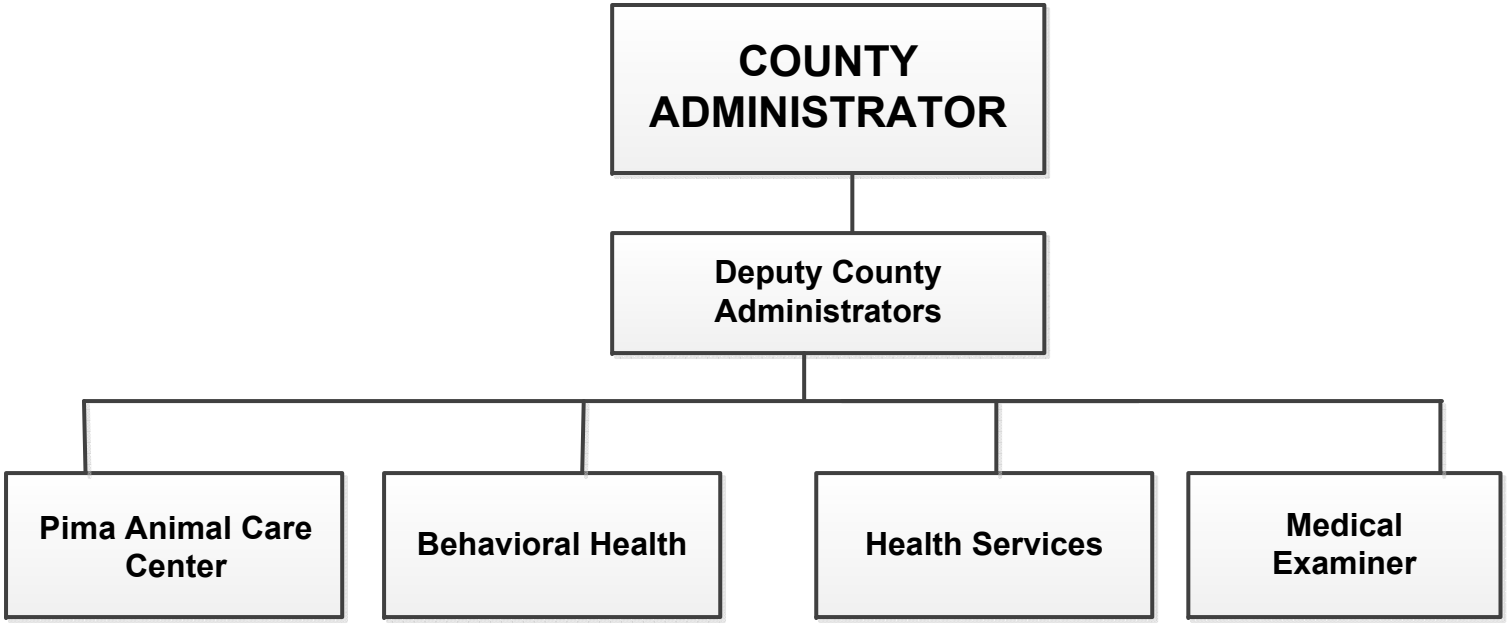
Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Increase number of non-sports related community events scheduled annuall by 10%	12	14	16
Increase number of sports related events scheduled annually by 10%	50	60	75
Increased customer service levels based upon 10% annual increase as measured by returning customers	10	12	14
Increase the 24 hour grounds maintenance response time by 10% annually	50%	55%	60%
Increase the acre feet of rain water harvested for irrigation purposes by 20% annually	75	90	108
Decrease the amount of acre feet of reclaimed water purchased for irrigation purposes by 10% annually	0	100	110

Program Summary

Department: **Stadium District**
Program: **Stadium District Operations**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	2,035,987	2,362,839	2,482,808
Operating Expenses	2,633,829	2,695,600	2,776,054
Capital Equipment > $5,000	183,564	340,000	353,000
Total Program Expenditures	**4,853,380**	**5,398,439**	**5,611,862**
Program Funding by Source			
Revenues			
Intergovernmental	1,612,245	1,620,000	1,537,200
Charges for Services	989,552	803,275	845,000
Miscellaneous Revenue	7,586	-	-
Investment Earnings	5,113	5,000	5,000
Operating Revenue Sub-Total	**2,614,496**	**2,428,275**	**2,387,200**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	1,598,389	1,774,067	1,954,270
Fund Balance Decrease/(Increase)	640,495	1,196,097	1,270,392
Other Funding Sources	-	-	-
Total Program Funding	**4,853,380**	**5,398,439**	**5,611,862**
Program Staffing FTEs	**44.75**	**42.00**	**44.25**

HEALTH SERVICES ORGANIZATION CHART



Health Services Organization Chart July 01, 2017

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SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Expenditures
HEALTH SERVICES						
Behavioral Health						
Behavioral Health	10,291,183	-	-	-	-	10,291,183
Health Mandates	13,818,064	-	-	-	-	13,818,064
Research & Planning	15,000,000	-	-	-	-	15,000,000
Restoration to Competency	1,706,935	-	-	-	-	1,706,935
Total Behavioral Health	**40,816,182**	**-**	**-**	**-**	**-**	**40,816,182**
Health						
Chief Medical Officer	-	656,749	-	-	-	656,749
Clinical & Nutritional Services	-	12,801,975	-	-	-	12,801,975
Community Health Services	-	3,589,175	-	-	-	3,589,175
Community Surveillance & Investigation	-	5,218,426	-	-	-	5,218,426
Director	-	674,401	-	-	-	674,401
Records & Administration	-	5,193,947	-	-	-	5,193,947
Total Health	**-**	**28,134,673**	**-**	**-**	**-**	**28,134,673**
Medical Examiner						
Medical Examiner	3,846,635	65,080	-	-	-	3,911,715
Total Medical Examiner	**3,846,635**	**65,080**	**-**	**-**	**-**	**3,911,715**
Pima Animal Care						
Pima Animal Care	-	10,345,253	-	-	-	10,345,253
Total Pima Animal Care	**-**	**10,345,253**	**-**	**-**	**-**	**10,345,253**
TOTAL HEALTH SERVICES	**44,662,817**	**38,545,006**	**-**	**-**	**-**	**83,207,823**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Revenues
HEALTH SERVICES						
Behavioral Health						
Health Mandates	69,765	-	-	-	-	69,765
Total Behavioral Health	**69,765**	**-**	**-**	**-**	**-**	**69,765**
Health						
Clinical & Nutritional Services	-	5,633,816	-	-	-	5,633,816
Community Health Services	-	3,478,236	-	-	-	3,478,236
Community Surveillance & Investigation	-	3,628,080	-	-	-	3,628,080
Director	-	54,712	-	-	-	54,712
Records & Administration	-	1,873,000	-	-	-	1,873,000
Total Health	**-**	**14,667,844**	**-**	**-**	**-**	**14,667,844**
Medical Examiner						
Medical Examiner	1,830,700	70,500	-	-	-	1,901,200
Total Medical Examiner	**1,830,700**	**70,500**	**-**	**-**	**-**	**1,901,200**
Pima Animal Care						
Pima Animal Care	-	6,874,148	-	-	-	6,874,148
Total Pima Animal Care	**-**	**6,874,148**	**-**	**-**	**-**	**6,874,148**
TOTAL HEALTH SERVICES	**1,900,465**	**21,612,492**	**-**	**-**	**-**	**23,512,957**

SUMMARY OF FULL TIME EQUIVALENTS BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total FTEs
HEALTH SERVICES						
Behavioral Health						
Behavioral Health	7.00	-	-	-	-	7.00
Restoration to Competency	6.00	-	-	-	-	6.00
Total Behavioral Health	**13.00**	**-**	**-**	**-**	**-**	**13.00**
Health						
Chief Medical Officer	-	12.00	-	-	-	12.00
Clinical & Nutritional Services	-	144.00	-	-	-	144.00
Community Health Services	-	35.30	-	-	-	35.30
Community Surveillance & Investigation	-	60.00	-	-	-	60.00
Director	-	8.00	-	-	-	8.00
Records & Administration	-	35.00	-	-	-	35.00
Total Health	**-**	**294.30**	**-**	**-**	**-**	**294.30**
Medical Examiner						
Medical Examiner	32.00	-	-	-	-	32.00
Total Medical Examiner	**32.00**	**-**	**-**	**-**	**-**	**32.00**
Pima Animal Care Center						
Pima Animal Care	-	96.00	-	-	-	96.00
Total Pima Animal Care Center	**-**	**96.00**	**-**	**-**	**-**	**96.00**
TOTAL HEALTH SERVICES	**45.00**	**390.30**	**-**	**-**	**-**	**435.30**

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Behavioral Health

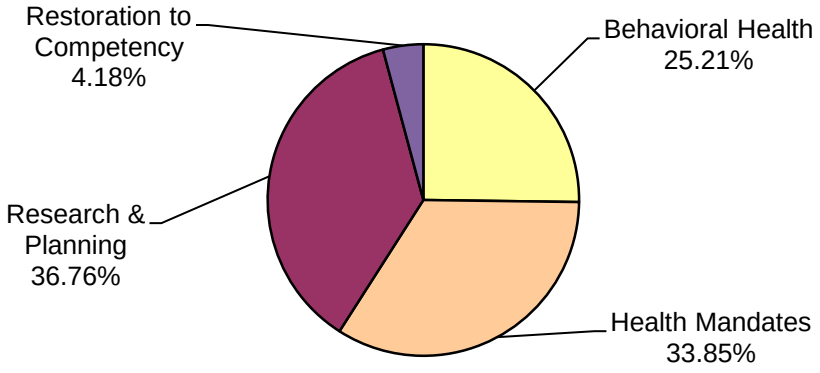
Expenditures: 40,816,182 **Revenues:** 69,765

FTEs 13.00

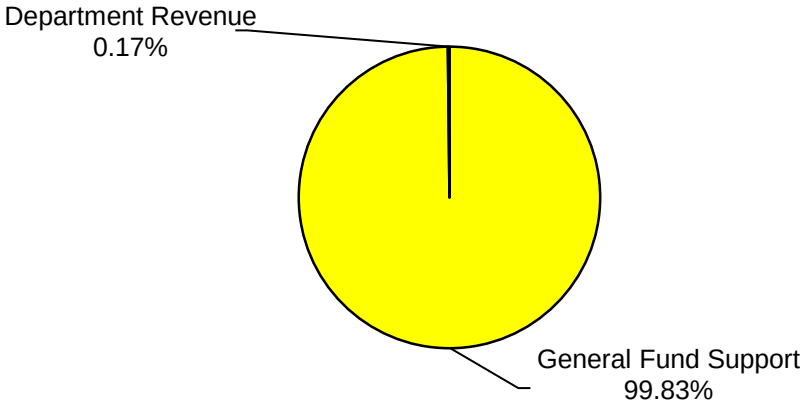
Function Statement: 'Oversee the health care services provided to the populations at the County's adult and juvenile detention centers by monitoring the performance of health care providers under contract to provide such services ensuring the provision of quality health care and the reduction of County liability. Ensure the County's compliance with statutory obligations regarding health care and mental health care by funding of, and adjudicating claims for, the County's Title 36 mental health responsibilities. Provide technical assistance and other support to County administration regarding the County's health care components including operational audits, feasibility studies, revenue maximization, and cost reduction. Provide lease oversight of Banner - University Medical Center South Campus. Fund and administer the Pima County Restoration to Competency Program housed at the Pima County Adult Detention Center and fund services provided for program patients at the Arizona State Hospital.

Mandates: ARS Title 11, Chapter 2: Board of Supervisors, Article 7: Medical Facilities and Care of Indigents; ARS Title 13, Chapter 14: Sexual Offenses, Section 13-1414: Expenses of Investigation and Chapter 41: Incompetence to Stand Trial, Section 13-4512: Treatment Order; Commitment; ARS Title 31, Chapter 1: Jails, Article 4: Inmate Health Care; ARS Title 36, Chapter 5: Mental Health Services

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Behavioral Health**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Behavioral Health	6,581,635	11,037,178	10,291,183
Health Mandates	11,921,788	13,818,064	13,818,064
Research & Planning	12,500,003	15,000,000	15,000,000
Restoration to Competency	592,676	1,706,822	1,706,935
Total Expenditures	**31,596,102**	**41,562,064**	**40,816,182**
Funding by Source			
Revenues			
Behavioral Health	312,104	784,314	-
Health Mandates	141,107	69,765	69,765
Restoration to Competency	52,266	-	-
Total Revenues	**505,477**	**854,079**	**69,765**
General Fund Support	31,069,694	40,707,985	40,746,417
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	20,931	-	-
Other Funding Sources	-	-	-
Total Program Funding	**31,596,102**	**41,562,064**	**40,816,182**
Staffing (FTEs) by Program			
Behavioral Health	7.00	7.00	7.00
Restoration to Competency	6.00	6.00	6.00
Total Staffing (FTEs)	**13.00**	**13.00**	**13.00**

Program Summary

Department: **Behavioral Health**
Program: **Behavioral Health**

Function

Fund and administer the County's payments to behavioral health systems; administer and fund the County's responsibilities related to involuntary commitment statutes with the goal of reducing County liability and safeguarding patient rights.

Description of Services

Administer the County's program to fund involuntary commitment services. Pay the County's mandated payments to the state Seriously Mentally Ill (SMI) system pursuant to ARS 11-297.A.2., as well as the County's mandated payments regarding Sexually Violent Persons (SVP) pursuant to the Arizona Community Protection and Treatment Center (ACPTC) program.

Program Goals & Objectives

- Emphasize better coordination of care and diversion out of the involuntary commitment process by analyzing data and trends and working with community partners and local providers to streamline related processes and divert inappropriate referrals to the involuntary commitment process

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Timely monthly processing of mandated payments to state	12	12	12
Fewer than one RTC patient per month referred to ASH	yes	yes	yes
Concurrent Utilization Management on involuntary commitment patients	yes	yes	yes

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	610,207	752,342	758,341
Operating Expenses	5,971,428	10,284,836	9,532,842
Total Program Expenditures	**6,581,635**	**11,037,178**	**10,291,183**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	14,188	-	-
Operating Revenue Sub-Total	**14,188**	**-**	**-**
Intergovernmental	297,916	784,314	-
Grant Revenue Sub-Total	**297,916**	**784,314**	**-**
General Fund Support	6,248,600	10,252,864	10,291,183
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	20,931	-	-
Other Funding Sources	-	-	-
Total Program Funding	**6,581,635**	**11,037,178**	**10,291,183**
Program Staffing FTEs	**7.00**	**7.00**	**7.00**

Program Summary

Department: **Behavioral Health**
Program: **Health Mandates**

Function

Fund and administer the County's contributions to State health programs. Fund and administer the County's contracts for correctional health care and forensic examination mandates. Adjudicate correctional health care claims to minimize County liability.

Description of Services

Pay the County's contribution to AHCCCS; contract for and fund provision of the County's mandated responsiblities for forensic evidence collection and provision of correctional health care services to those detained at the Pima County Adult and Juvenile Detention facilities; adjudicate correctional health care claims to limit County liability by diverting to other potential payers and contracting with AHCCCS for Federal Financial Participation on eligible claims.

Program Goals & Objectives

- Ensure effective and efficient provision of mandated health services to detainees at the Pima County Adult and Juvenile Detention facilities through contract audit and supervision
- Avoid sanctions and penalties through timely payment of the County's contributions to state healthcare delivery systems
- Ensure compliance with mandates regarding collection of forensic evidence in cases of abuse or sexual assault through contracts with local agencies
- Limit County liability by aggressively adjudicating correctional health care claims for appropriate payment

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Monthly review of forensic exam services contracts and payments	12	12	12
Timely monthly payments of County AHCCCS contributions	11	12	12
Monthly audits on contract staffing levels in correctional health care contract	12	12	12
Performance Indicators and other Liquidated Damages are examined for assessment on a monthly basis	12	12	12

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Operating Expenses	11,921,788	13,818,064	13,818,064
Total Program Expenditures	**11,921,788**	**13,818,064**	**13,818,064**
Program Funding by Source			
Revenues			
Intergovernmental	27,164	-	-
Miscellaneous Revenue	113,943	69,765	69,765
Operating Revenue Sub-Total	**141,107**	**69,765**	**69,765**
General Fund Support	11,780,681	13,748,299	13,748,299
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**11,921,788**	**13,818,064**	**13,818,064**

Program Summary

Department: **Behavioral Health**
Program: **Research & Planning**

Function

Administer the County's IGA with Arizona Board of Regents (ABOR) on behalf of Banner - University Medical Center South Campus (formerly University Physicians Healthcare Hospital) for the lease and operation of University Medical Center South Campus (previously UPH Hospital, previously Kino Community Hospital).

Description of Services

Monitor and/or audit the lease contract between Pima County and ABOR for compliance to terms of the lease and related payments, and support of hospital inventory functions for the Behavioral Health Pavilion.

Program Goals & Objectives

- Ensure that County funding is at an appropriate level to continue operation of the hospital under the terms approved by the Board of Supervisors
- Monitor hospital services pursuant to the terms of the lease agreement to ensure the availability of a range of hospital services on Tucson's south side
- Ensure compliance with terms of the lease contract between Pima County and ABOR including related payments and inventory functions

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Contractor submits financial and narrative reports on a timely basis per lease agreement	yes	yes	yes
Payment to contractor is made on a timely basis	yes	yes	yes
Funding is at an appropriate level for the continued operation of the hospital	yes	yes	yes
Established hospital lines of business remain in place and viable	yes	yes	yes

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Operating Expenses	12,500,003	15,000,000	15,000,000
Total Program Expenditures	**12,500,003**	**15,000,000**	**15,000,000**
General Fund Support	12,500,003	15,000,000	15,000,000
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**12,500,003**	**15,000,000**	**15,000,000**

Program Summary

Department: **Behavioral Health**

Program: **Restoration to Competency**

Function

Administer the County's responsibility for grant-related services related to Second Chance Re-entry in collaboration with Pima County Adult Detention Center (PCADC) and Old Pueblo Foundation, as awarded by the Bureau of Justice Affairs.

Description of Services

Administer the County's responsibility for grant-related services related to Second Chance Re-entry in collaboration with PCADC and Old Pueblo Foundation, as awarded by the Bureau of Justice Affairs, including auditing of subcontractor reports and expenditures, acting as fiscal intermediary for the grant, and working with Grants Management for compliance with County and Federal grant reporting requirements.

Program Goals & Objectives

- Work collaboratively with Pima County Grants Management to ensure compliance with County and Federal grant reporting requirements
- Ensure that Second Chance Re-entry services are provided through Old Pueblo Foundation in harmony with the Bureau of Justice Affairs requirements and grant award terms

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Fewer than one Return to Competency patients per month referred to Arizona State Hospital	yes	yes	yes
Timely payment made for out of custody Return to Competency services	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	422,437	594,259	594,372
Operating Expenses	170,239	1,112,563	1,112,563
Total Program Expenditures	**592,676**	**1,706,822**	**1,706,935**
Program Funding by Source			
Revenues			
Intergovernmental	50,000	-	-
Miscellaneous Revenue	2,266	-	-
Operating Revenue Sub-Total	**52,266**	**-**	**-**
General Fund Support	540,410	1,706,822	1,706,935
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**592,676**	**1,706,822**	**1,706,935**
Program Staffing FTEs	**6.00**	**6.00**	**6.00**

Health

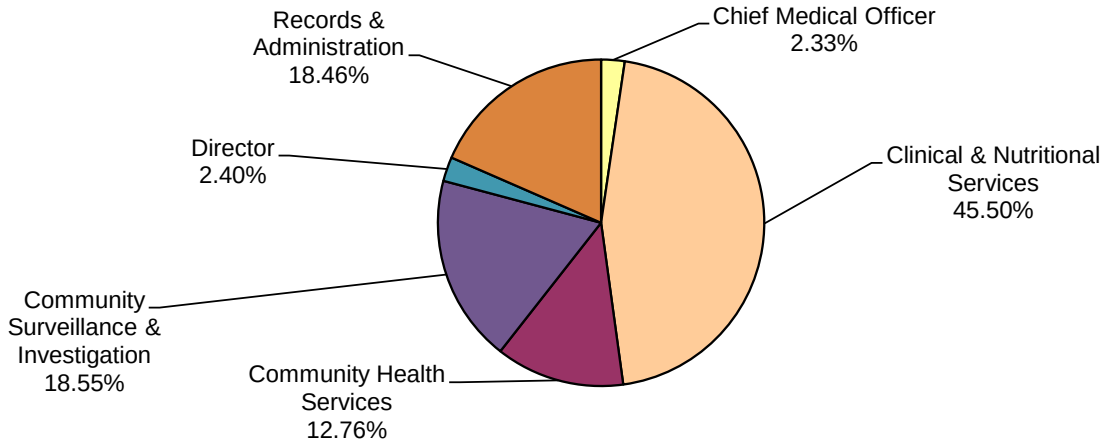
Expenditures: 28,134,673 **Revenues:** 14,667,844

FTEs 294.30

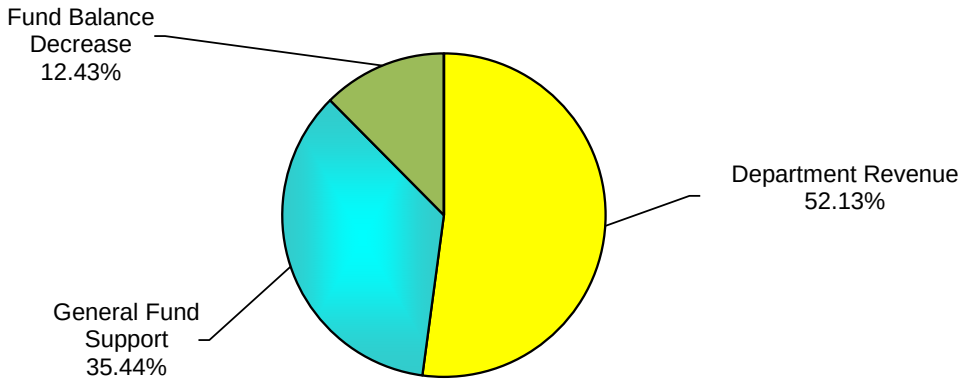
Function Statement: Monitor, protect, and improve the community's health by conducting and coordinating a balanced program of primary, secondary, and tertiary prevention aimed at health promotion, disease prevention, and early, prompt medical treatment. Ensure establishments comply with consumer health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

Mandates: ARS Title 36, Chapter 1: State and Local Boards and Departments of Health, Chapter 3: Vital Records and Public Health Statistics, and Chapter 6: Public Health Control; and Pima County Code, Title 8: Health and Safety, and Title 9: Public Peace, Morals and Welfare.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Health**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Chief Medical Officer	926,114	986,460	656,749
Clinical & Nutritional Services	7,311,788	8,648,079	12,801,975
Community Health Services	5,828,392	7,087,786	3,589,175
Community Surveillance & Investigation	3,892,664	4,505,948	5,218,426
Director	562,691	943,493	674,401
Records & Administration	3,685,680	4,631,913	5,193,947
Total Expenditures	**22,207,329**	**26,803,679**	**28,134,673**
Funding by Source			
Revenues			
Clinical & Nutritional Services	4,619,010	4,577,101	5,633,816
Community Health Services	3,474,026	3,715,083	3,478,236
Community Surveillance & Investigation	2,871,367	3,186,550	3,628,080
Director	26,627	-	54,712
Records & Administration	1,825,290	1,873,000	1,873,000
Total Revenues	**12,816,320**	**13,351,734**	**14,667,844**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	10,707,763	10,026,012	9,970,815
Fund Balance Decrease/(Increase)	(1,316,754)	3,425,933	3,496,014
Other Funding Sources	-	-	-
Total Program Funding	**22,207,329**	**26,803,679**	**28,134,673**
Staffing (FTEs) by Program			
Chief Medical Officer	12.00	13.00	12.00
Clinical & Nutritional Services	105.00	105.00	144.00
Community Health Services	74.00	78.00	35.30
Community Surveillance & Investigation	57.00	56.00	60.00
Director	13.00	11.00	8.00
Records & Administration	29.00	31.00	35.00
Total Staffing (FTEs)	**290.00**	**294.00**	**294.30**

Program Summary

Department: **Health**
Program: **Chief Medical Officer**

Function

Provide chlamydia testing in target populations. Focus program on identifying and increasing screening of all eligible clients and testing more of the target population due to additional risk factors. Improve testing compliance across all of the risk categories. Test all tuberculosis (TB) clients for diabetes mellitus (if not already done in the hospital) with a glucose measurement on all diabetic patients checking Hg A1C (hemoglobin) every three months. Check fingerstick glucose every visit, developing a series of brief educational tools for use by the outreach workers with delivering TB meds. Address diabetes at every clinic visit and coordinate with the patient's primary care physician (PCP) or diabetes provider.

Description of Services

Provide medical services in the Tuberculosis, Sexually Transmitted Diseases (STD), Family Planning, Well Woman HealthCheck and wound care clinics. Provide medical direction for disease control activities and outbreak investigations. Chair the clinical Quality Assurance Committee. Provide standing orders and medical back up for Public Health Nursing immunization clinics and other activities, participate in public health response to emergencies, and provide overall medical direction to the Health Department.

Program Goals & Objectives

- Improve chlamydia testing compliance across all risk categories in the Family Planning Program
  - Simplify documentation for chlamydia testing
  - Establish regular checks to monitor progress
- Improve diabetic control in TB patients
  - Discuss diabetes mellitus control and TB cure with each TB patient that has diabetes and importance of good diet control
  - Clinician to consult/collaborate with diabetes provider

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Percentage increase in clients receiving HIV screening through Pima County Health Department (PCHD) programs	6%	6%	10%
Percentage of PCHD clients contacted to receive treatment after testing positive for chlamydia	94%	95%	99%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	930,559	1,001,864	656,749
Operating Expenses	(4,445)	(15,404)	-
Total Program Expenditures	**926,114**	**986,460**	**656,749**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	926,114	986,460	656,749
Other Funding Sources	-	-	-
Total Program Funding	**926,114**	**986,460**	**656,749**
Program Staffing FTEs	**12.00**	**13.00**	**12.00**

Program Summary

Department: **Health**

Program: **Clinical & Nutritional Services**

Function

Provide for and ensure Pima County residents client centered, competent, professional clinical services which promote wellness in children and adults, optimal nutrition, family planning, and the prevention of disease morbidity and mortality.

Description of Services

Operate the Women, Infants, & Children (WIC) Program, the AZ Farmer's Market Nutrition Program (FMNP), the Breastfeeding Education Support Team (BEST), the Folate Program (FP), and the Commodity Supplemental Food Program (CSFP). Provide nutrition education and vouchers to purchase nutritional foods designed to supplement the family food budget. Provide low-income pregnant women, new mothers, infants and children nutrition education through a group or individually, screening for nutritional risks, and growth monitoring. Provide coupons that can be used to buy fresh, unprepared fruits and vegetables from state-approved farmers, farmers' markets and roadside stands. Provide encouragement and support to low-income pregnant and postpartum women to help them achieve their personal breastfeeding goals. Provide breastfeeding information and guidance individually or in group classes. Provide multivitamins containing folic acid, a B-Vitamin, to low-income childbearing women. Provide Family Planning and Women's Health services on vital health issues including reproductive health and breast and cervical cancer. Provide services and resources of the HIV/STD Control Program to prevent the transmission of sexually transmitted diseases including HIV. Provide dental sealants in selected schools. Identify and treat individuals with active tuberculosis (TB) disease; identify contacts to active cases, test and treat if appropriate; and identify high-risk populations and screen for TB infection and/or disease.

Program Goals & Objectives

- Provide Community Nutrition Program caseload stability
  - Retain caseload at 1 year certification to 5 years of age and identify and enroll children ages 1-5 who are not currently on WIC
  - Increase caseload to meet contractual requirements
- Meet or exceed Family Planning/Well Woman HealthCheck Program (WWHP) deliverables
  - Increase number of unduplicated clients served to meet contractual requirements
  - Increase number of client visits seen by a nurse
- Work to increase the number of Pima County children age 6 to 13 who receive dental sealants their permanent teeth
- Deliver clinical services that are professional, accessible, and meet the needs of our community
  - Improve the professionalism, appearance, and accessibility of clinical sites
  - Expand/re-evaluate clinical hours to better serve the public
  - Cross-train staff between clinical programs
  - Increase number of clients served
  - Support the development and implementation of an electronic health record

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Per outreach plan, meet contractual caseload of 8,900 as measured by monthly participation reports	8,100	8,750	8,900
Increase % of breastfed babies (in first 6 months) seen by PCHD through eduction and outreach	6%	5%	7%
Increase TB treatment completion within one year to 93% as measured by completion and submission of RVCT	85%	88%	93%
Increase unduplicated FP clients to 7,077 as measured by Arizona Family Health Partnership Centralized Database	6,982	7,007	7,077

Program Summary

Department: **Health**
Program: **Clinical & Nutritional Services**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	5,189,466	5,419,423	8,945,297
Operating Expenses	2,122,322	3,228,656	3,681,678
Capital Equipment > $5,000	-	-	175,000
Total Program Expenditures	**7,311,788**	**8,648,079**	**12,801,975**
Program Funding by Source			
Revenues			
Intergovernmental	75,000	75,000	75,000
Charges for Services	134,256	334,735	885,735
Miscellaneous Revenue	714	-	-
Operating Revenue Sub-Total	**209,970**	**409,735**	**960,735**
Intergovernmental	4,336,841	4,062,376	4,614,881
Miscellaneous Revenue	72,199	104,990	58,200
Grant Revenue Sub-Total	**4,409,040**	**4,167,366**	**4,673,081**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	476,914	342,861
Fund Balance Decrease/(Increase)	2,692,778	3,594,064	6,825,298
Other Funding Sources	-	-	-
Total Program Funding	**7,311,788**	**8,648,079**	**12,801,975**
Program Staffing FTEs	**105.00**	**105.00**	**144.00**

Program Summary

Department: **Health**

Program: **Community Health Services**

Function

Work with communities to solve public health concerns and to create solutions that will improve the health of Pima County residents. Provide individuals, families, and the community with services that promote health and prevent disease. Promote healthy behaviors which impact preconception health as identified in the Arizona Preconception Health Strategic Plan. Assure that licensed child care centers and child care group homes are compliant with state immunization statutes for enrolled children. Increase capacity with community organizations and agencies to train facilitator's in the Tobacco and Chronic Disease Prevention program and have these facilitators lead Healthy Living programs. Provide nursing health and wellness assessments and interventions in libraries identified as most in need and expand the program into other district libraries. Maintain a qualified workforce that is able to meet the needs of Pima County residents. Conduct quality assurance activities to ensure that staff are providing high quality services that meet the needs of the community.

Description of Services

Offer immunizations for children from birth through age 18 and for adults as well as international travel immunizations. Maintain the medical records of Health Department clients. Provide free health and safety-related consultation, staff training and referral to child care centers, child care homes, and other group care programs. Training of Child Care Health Consultants is also available through this program. Utilize community health workers through the Health Start Program to provide education, support, and advocacy services to pregnant/postpartum women and their families in targeted communities within Pima County. Families receive home visits and case management with oversight by nurses and social workers, through the enrolled child's second year of life. Pregnant women are connected to prenatal care providers and receive on going education about fetal development and health behaviors that can impact birth outcomes. Families are referred to community services as needed and assisted in accessing those services. The community health workers educate parents about child development, immunizations, home and vehicle safety. The community health workers also screen each child to identify potential development delays and refer the family to the appropriate provider. Health Start is funded through the Arizona Department of Health Services (ADHS). Health Start services are provided at no charge to eligible families. Develop partnerships and collaborations to promote a comprehensive approach to address tobacco and chronic disease.

Program Goals & Objectives

- At least 80% of children aged 24 to 35 months will have age-appropriate vaccinations
  - Assess the immunization coverage levels of children between the ages of 24 to 35 months of age; design a plan to increase coverage levels and implement activities that will aid in improving vaccination rates of children in this age group
- Implement and assess quality management efforts and activities and revise as needed including electronic health records (EHR) processes
  - Evaluate effectiveness of tools and training currently used to orient new staff and for ongoing assessment of staff skills
- Reduce incomplete vaccination data in Arizona State Immunization Information System (ASIIS)
  - Review 100% of encounter forms with vaccination data that have been entered into ASIIS. Check mainframe to see if other vaccinations were given that were not entered into ASIIS, if those exist; enter vaccination(s) into ASIIS

Program Summary

Department: **Health**
Program: **Community Health Services**

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Percent of participating Pima County schools completing wellness action plans at end of school year.	93%	98%	98%
Percentage of clients providing insurance status, which is then entered into EHR	70%	78%	85%
Maintain scheduled Public Health Nurse (PHN) sessions at the Public Libraries	yes	yes	yes
Number of staff completing required on-line or in-person trainings/assessments, skills checklists completed and participating in drills or exercises	246	275	290
Percent increase in age appropriate vaccines provided through PCHD programs.	4%	5%	7%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	3,842,913	4,972,456	2,149,846
Operating Expenses	1,985,479	2,115,330	1,439,329
Total Program Expenditures	**5,828,392**	**7,087,786**	**3,589,175**
Program Funding by Source			
Revenues			
Charges for Services	81,975	551,000	-
Miscellaneous Revenue	330,329	-	-
Operating Revenue Sub-Total	**412,304**	**551,000**	**-**
Intergovernmental	3,061,139	3,164,083	3,478,236
Miscellaneous Revenue	583	-	-
Grant Revenue Sub-Total	**3,061,722**	**3,164,083**	**3,478,236**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	263	10,287	41,619
Fund Balance Decrease/(Increase)	2,354,103	3,362,416	69,320
Other Funding Sources	-	-	-
Total Program Funding	**5,828,392**	**7,087,786**	**3,589,175**
Program Staffing FTEs	**74.00**	**78.00**	**35.30**

Program Summary

Department: **Health**

Program: **Community Surveillance & Investigation**

Function

Protect the public from threats of disease or injury at public places such as food service establishments, housing, medical, and recreational facilities. Provide inspection and remediation services to mitigate potential sources of public health hazards in Pima County.

Description of Services

Inspect and investigate complaints concerning food service establishments, swimming pools, and housing. Provide food services certification and pool certification classes. Conduct vector and mosquito control activities. Identify community health problems, compile the Pima County Health Status Report, and develop appropriate intervention programs and strategies. The major components of epidemiological activity in disease control are surveillance, investigation, and intervention. Engage in collaborative, community focused emergency health planning to address biological, chemical, radiological, or natural disaster events that result in public health threats or emergencies.

Program Goals & Objectives

- Ensure retail food inspection staff (Sanitarians) have the knowledge, skills, and ability to adequately perform their required duties
  - Complete the FDA Standardization Process
  - Evaluate 100% of Consumer Health and Food Safety (CHFS) field staff during at least one inspection using the FDA Assessment Needs Training tool
  - Develop and implement trainings to address areas identified during evaluation inspections as needing improvement
- Decrease the incidence and severity of norovirus outbreaks by any measurable degree
  - Develop historical account of past five years of norovirus outbreaks by 100% of long term care facilities in Pima County and record number of cases and length of each outbreak
  - Visit 100% of long term care facilities in Pima County that had a norovirus outbreak during calendar year 2014 and provide on-site education and norovirus prevention materials
  - Develop an After Action Report that details the historical account of past five years of norovirus outbreaks, facilities that received on-site training, and recommendations for future norovirus outbreaks in long term care facilities

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Percent compliance in recreational water permit holders to revised Recreational Water Code	82%	75%	75%
Percent of inspections that resulted in an increased risk factor for food-borne illness	32%	40%	35%
Standard Operating Procedures for employee incident management training updated	yes	no	yes
Standardization of Pima County Environmental Health Specialists to the 2015 Pima County Food Code			
Simulated exercise in the incident command system completed	yes	no	yes

Program Summary

Department: **Health**
Program: **Community Surveillance & Investigation**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	3,102,882	3,537,157	4,016,207
Operating Expenses	783,071	968,791	1,202,219
Capital Equipment > $5,000	6,711	-	-
Total Program Expenditures	**3,892,664**	**4,505,948**	**5,218,426**
Program Funding by Source			
Revenues			
Intergovernmental	2,000	-	-
Charges for Services	2,560	-	-
Licenses & Permits	1,581,082	1,730,000	1,730,000
Miscellaneous Revenue	3,066	-	-
Operating Revenue Sub-Total	**1,588,708**	**1,730,000**	**1,730,000**
Intergovernmental	1,267,659	1,456,550	1,898,080
Miscellaneous Revenue	15,000	-	-
Grant Revenue Sub-Total	**1,282,659**	**1,456,550**	**1,898,080**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	27,867	80,789	64,381
Fund Balance Decrease/(Increase)	993,430	1,238,609	1,525,965
Other Funding Sources	-	-	-
Total Program Funding	**3,892,664**	**4,505,948**	**5,218,426**
Program Staffing FTEs	**57.00**	**56.00**	**60.00**

Program Summary

Department: **Health**
Program: **Director**

Function

Promote an active network of public health and safety professionals and community-based organizations. Act as the community voice of public health based on its collective of knowledge, experience, skills, and accessibility. Provide timely and efficient services in support of the Health Department's multiple programs.

Description of Services

Collect, assemble, analyze and distribute information on the health of the community, including statistics on health status, community health needs, inspections, epidemiologic, and investigations of other health problems. Provide timely and efficient services in support of the Health Department's multiple programs. Ensures the programs operate maximizing their resources.

Program Goals & Objectives

- Provide timely and efficient services in support of the Health Department's multiple programs
  - Ensure smooth transition of Health Department functions through move to the new South Office and implementation of Electronic Health Record
  - Continue quality improvement efforts through periodic surveys and assessment of resulting data
- Work collaboratively with community partners to increase the numbers of volunteers and interns working for PCHD to foster an awareness of the services we provide and stimulate interest in working in the field of public health.

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Distribution of the web-based satisfaction/feedback survey on administrative services	yes	yes	yes
Achieve/maintain accreditation from Public Health Accreditation Board	yes	yes	yes
Implement and fine tune Electronic Health Record for department-wide use.	yes	yes	yes
Number of public health events held in each BOS district	2	2	2

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	525,681	918,343	674,401
Operating Expenses	37,010	25,150	-
Total Program Expenditures	**562,691**	**943,493**	**674,401**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	600	-	-
Investment Earnings	26,027	-	-
Operating Revenue Sub-Total	**26,627**	**-**	**-**
Miscellaneous Revenue	-	-	54,712
Grant Revenue Sub-Total	**-**	**-**	**54,712**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	10,762,371	10,083,684	-
Fund Balance Decrease/(Increase)	(10,226,307)	(9,140,191)	619,689

Program Summary

Department: **Health**
Program: **Director**

Other Funding Sources	-	-	-
Total Program Funding	**562,691**	**943,493**	**674,401**
Program Staffing FTEs	**13.00**	**11.00**	**8.00**

Program Summary

Department: **Health**
Program: **Records & Administration**

Function

Record births and deaths in Pima County and provide County residents with timely and accurate birth and death certificates. Manage the Department's budget in conjunction with Grants Management and Departmental Analysis, and oversee the implementation of the billing function related to the utilization of the electronic health record.

Description of Services

Register birth certificates, death certificates, and fetal death certificates. Provide certified copies of birth and death certificates to residents. Provide computer generated birth and death certificates to residents. Provide monthly budget updates to division managers. Oversee the process implementation associated with the electronic health record to ensure training, compliance, and billing capability.

Program Goals & Objectives

- Record and provide timely and accurate vital records at fees consistent with County and State policy
- Manage the Department's budget, including ties to revenues and grants, so as to not exceed budgeted expenditure levels
- Provide department director and division managers with current budget information to empower and assist in making better decisions

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Monthly budget updates sent to division managers	9	8	12
Quarterly progress meetings with Grants Management	3	2	4

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,520,697	1,769,572	2,150,691
Operating Expenses	2,164,983	2,862,341	3,043,256
Total Program Expenditures	**3,685,680**	**4,631,913**	**5,193,947**
Program Funding by Source			
Revenues			
Charges for Services	1,818,566	1,870,000	1,870,000
Licenses & Permits	(303)	-	-
Miscellaneous Revenue	5,570	3,000	3,000
Operating Revenue Sub-Total	**1,823,833**	**1,873,000**	**1,873,000**
Miscellaneous Revenue	137	-	-
Investment Earnings	1,320	-	-
Grant Revenue Sub-Total	**1,457**	**-**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(82,738)	(625,662)	9,521,954
Fund Balance Decrease/(Increase)	1,943,128	3,384,575	(6,201,007)
Other Funding Sources	-	-	-
Total Program Funding	**3,685,680**	**4,631,913**	**5,193,947**

Program Summary

Department: **Health**
Program: **Records & Administration**

Program Staffing FTEs	**29.00**	**31.00**	**35.00**

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Medical Examiner

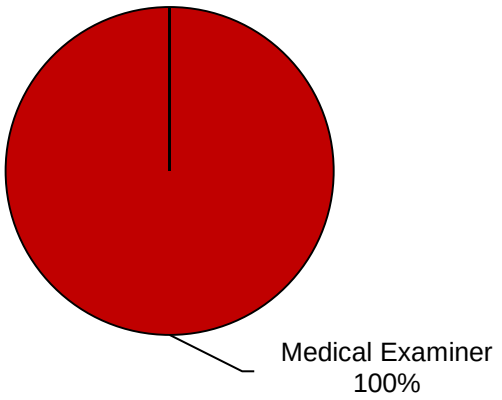
Expenditures: 3,911,715 **Revenues:** 1,901,200

FTEs 32.00

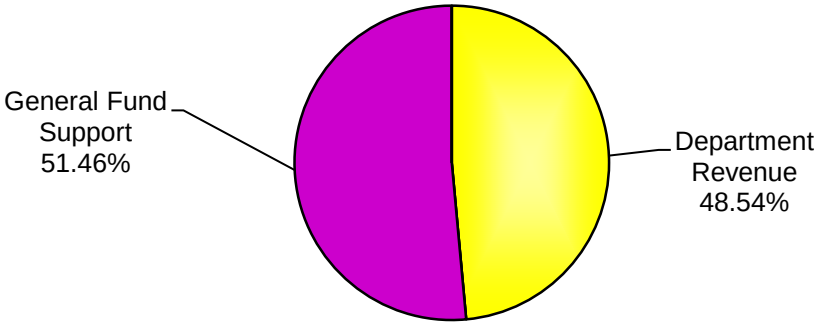
Function Statement: Perform investigations regarding individuals whose deaths are under the jurisdiction of the office of the Medical Examiner.

Mandates: ARS Title 11, Chapter 3, Article 12: County Medical Examiner

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Medical Examiner**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Medical Examiner	3,586,727	3,726,926	3,911,715
Total Expenditures	**3,586,727**	**3,726,926**	**3,911,715**
Funding by Source			
Revenues			
Medical Examiner	1,758,131	1,891,000	1,901,200
Total Revenues	**1,758,131**	**1,891,000**	**1,901,200**
General Fund Support	1,872,793	1,866,726	2,015,935
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(44,197)	(30,800)	(5,420)
Other Funding Sources	-	-	-
Total Program Funding	**3,586,727**	**3,726,926**	**3,911,715**
Staffing (FTEs) by Program			
Medical Examiner	33.00	32.00	32.00
Total Staffing (FTEs)	**33.00**	**32.00**	**32.00**

Program Summary

Department: **Medical Examiner**
Program: **Medical Examiner**

Function

Perform investigations regarding individuals whose deaths are under the jurisdiction of the Office of the Medical Examiner as mandated by ARS Title 36, Chapter 3, Article 12: County Medical Examiner.

Description of Services

Perform death investigation functions to include autopsies, certifying cause and manner of death, information gathering, report preparation, and court testimony. Provide these services, upon request and for a fee, to other counties in Arizona. (Note: Prior to fiscal year 2017/18 this department and program was named Forensic Science Center.)

Program Goals & Objectives

- Maintain the highest possible quality of death investigation standards
  - Respond to requests for body removal within 60-90 minutes no less than 95% of the time
  - Complete at least 95% of cremation authorizations within 2 days
  - Prepare a minimum of 85% of reports within 3-4 weeks
  - Respond to at least 95% of outside personnel, families, etc. within 2 days

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Requests to remove bodies responded to within 60-90 minutes	95%	95%	95%
Cremation authorization completed within 2 days	90%	95%	95%
Reports prepared within 3-4 weeks	75%	85%	85%
Respond to outside personnel, families, etc. within 2 days	95%	95%	95%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	2,889,956	3,159,095	3,202,946
Operating Expenses	658,685	567,831	708,769
Capital Equipment > $5,000	38,086	-	-
Total Program Expenditures	**3,586,727**	**3,726,926**	**3,911,715**
Program Funding by Source			
Revenues			
Charges for Services	1,641,759	1,792,200	1,791,700
Miscellaneous Revenue	42,250	38,500	39,000
Operating Revenue Sub-Total	**1,684,009**	**1,830,700**	**1,830,700**
Charges for Services	30,500	25,000	30,000
Miscellaneous Revenue	42,861	35,000	40,000
Investment Earnings	761	300	500
Special Programs Revenue Sub-Total	**74,122**	**60,300**	**70,500**

Program Summary

Department: **Medical Examiner**
Program: **Medical Examiner**

General Fund Support	1,872,793	1,866,726	2,015,935
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(44,197)	(30,800)	(5,420)
Other Funding Sources	-	-	-
Total Program Funding	**3,586,727**	**3,726,926**	**3,911,715**
Program Staffing FTEs	**33.00**	**32.00**	**32.00**

Pima Animal Care Center

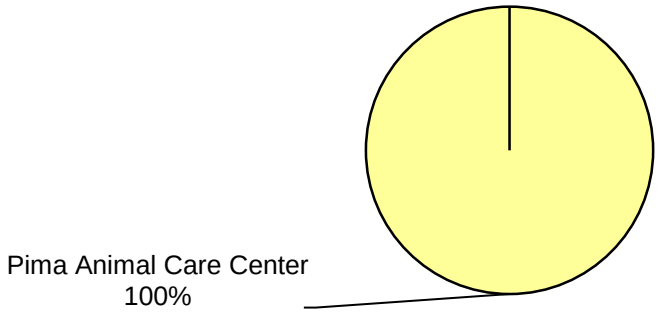
Expenditures: 10,345,253 **Revenues:** 6,874,148

FTEs 96.00

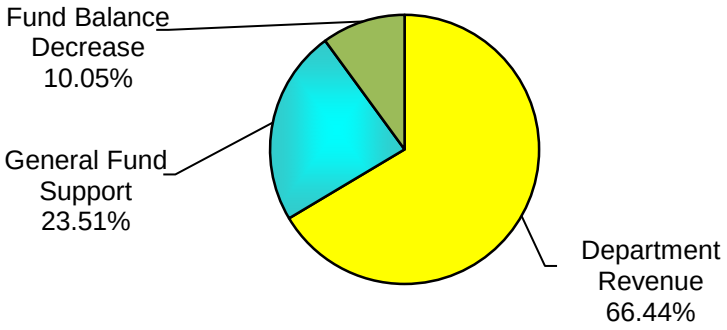
Function Statement: Protect public health and safety through education and enforcement of animal control laws and ordinances. Protect the welfare of animals through enforcement of animal welfare and cruelty laws and ordinances, and shelter abandoned animals. Improve public health through promotion of the human/animal bond.

Mandates: ARS Title 11, Chapter 7: Intergovernmental Operations, Article 6: Animal Control; Pima County Code, Title 6: Animals and Title 8: Health and Safety

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Pima Animal Care Center**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Pima Animal Care Center	8,860,865	9,861,852	10,345,253
Total Expenditures	**8,860,865**	**9,861,852**	**10,345,253**
Funding by Source			
Revenues			
Pima Animal Care Center	8,087,392	7,175,228	6,874,148
Total Revenues	**8,087,392**	**7,175,228**	**6,874,148**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	2,178,105	2,354,156	2,431,679
Fund Balance Decrease/(Increase)	(1,404,632)	332,468	1,039,426
Other Funding Sources	-	-	-
Total Program Funding	**8,860,865**	**9,861,852**	**10,345,253**
Staffing (FTEs) by Program			
Pima Animal Care Center	84.00	95.00	96.00
Total Staffing (FTEs)	**84.00**	**95.00**	**96.00**

Program Summary

Department: **Pima Animal Care Center**
Program: **Pima Animal Care Center**

Function Statement

Protect public health and safety through education and enforcement of animal control laws and ordinances. Protect the welfare of animals through enforcement of animal welfare and cruelty laws and ordinances, and sheltering abandoned animals. Improve public health through promotion of the human/animal bond.

Description of Services

Enforce the ordinances and statutes pertaining to animal care and control. Conduct zoonosis surveillance. Administer the Pima County dog licensing program. Shelter stray and abandoned animals. Provide adoption services for unwanted animals. Educate the public on animal care issues. Provide veterinary care to pets in our care and custody. Promote spay and neuter programs. Maintain Trap-Neuter-Return program for free roaming cats. (Note: Prior to Fiscal Year 2017/2018 Pima Animal Care Center (PACC) was presented as a program in Health.)

Program Goals & Objectives

- Reduce animal bites per capita
  - Increase outreach education events to educate 25,000 new and prospective owners
- Maintain a live release rate of 87% or above
  - Maintain donation and grant funding to spay/neuter programs at $600,000
  - Reduce animals impounded by 10% through owner education and assistance
  - Increase number of active volunteers and volunteer opportunities
  - Place every saveable pet into a suitable home
- Increase dog licensing to 60% (150,000) by fiscal year end
  - Increase outreach education events to educate 25,000 new and prospective owners

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Percent of animals in PACC adopted to forever homes or released to rescue agencies	85%	85%	90%
Reduce percent of forfeitures and surrenders of animals to PACC	5%	5%	5%

Program Summary

Department: **Pima Animal Care Center**
Program: **Pima Animal Care Center**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	5,286,392	5,621,184	5,988,335
Operating Expenses	3,548,046	4,240,668	4,356,918
Capital Equipment > $5,000	26,427	-	-
Total Program Expenditures	**8,860,865**	**9,861,852**	**10,345,253**
Program Funding by Source			
Revenues			
Intergovernmental	4,994,407	4,938,149	5,136,527
Charges for Services	135,279	286,374	113,900
Licenses & Permits	713,351	550,000	548,246
Fines & Forfeits	104,808	86,470	72,900
Miscellaneous Revenue	1,983,236	681,557	688,000
Investment Earnings	3,266	2,000	4,000
Operating Revenue Sub-Total	**7,934,347**	**6,544,550**	**6,563,573**
Miscellaneous Revenue	153,045	630,678	310,575
Grant Revenue Sub-Total	**153,045**	**630,678**	**310,575**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	2,178,105	2,354,156	2,431,679
Fund Balance Decrease/(Increase)	(1,404,632)	332,468	1,039,426
Other Funding Sources	-	-	-
Total Program Funding	**8,860,865**	**9,861,852**	**10,345,253**
Program Staffing FTEs	**84.00**	**95.00**	**96.00**

JUSTICE & LAW ORGANIZATION CHART

COURTS

Clerk of Superior Court, Superior Court, Juvenile Court, Consolidated Justice Courts, Justice Court-Ajo, Justice Court-Green Valley

COUNTY ADMINISTRATOR

Deputy County Administrators

Public Defense Services

ELECTED OFFICIALS

Constables, Sheriff, County Attorney

Justice and Law Organization Chart July 01, 2017

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SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Expenditures
JUSTICE & LAW						
Clerk of the Superior Court						
Administration	407,303	-	-	-	-	407,303
Civil Services	1,735,010	-	-	-	-	1,735,010
Courtroom Services	2,560,321	-	-	-	-	2,560,321
Criminal Services	709,060	1,000	-	-	-	710,060
Financial Services	1,090,953	102,682	-	-	-	1,193,635
Information Technology	726,874	545,476	-	-	-	1,272,350
Juvenile Services	1,852,854	-	-	-	-	1,852,854
Probate Services	362,495	-	-	-	-	362,495
Records Retention	1,412,201	762,902	-	-	-	2,175,103
Total Clerk of the Superior Court	**10,857,071**	**1,412,060**	**-**	**-**	**-**	**12,269,131**
Constables						
Constables	1,335,427	-	-	-	-	1,335,427
Total Constables	**1,335,427**	**-**	**-**	**-**	**-**	**1,335,427**
County Attorney						
Administration	2,983,193	-	-	-	-	2,983,193
Civil Legal Services	2,485,546	117,113	-	-	-	2,602,659
Community Support	249,817	148,442	-	-	-	398,259
Criminal Prosecution	17,766,449	16,283,878	-	-	-	34,050,327
Total County Attorney	**23,485,005**	**16,549,433**	**-**	**-**	**-**	**40,034,438**
Justice Court Ajo						
Justice Court Ajo	701,886	28,000	-	-	-	729,886
Justice Court Ajo Time Pay Fees	-	10,000	-	-	-	10,000
Total Justice Court Ajo	**701,886**	**38,000**	**-**	**-**	**-**	**739,886**
Justice Court Green Valley						
Justice Court Green Valley	548,250	38,770	-	-	-	587,020
Total Justice Court Green Valley	**548,250**	**38,770**	**-**	**-**	**-**	**587,020**

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Expenditures
Justice Court Tucson						
Administration	1,824,563	-	-	-	-	1,824,563
Court Operations	3,729,039	578,148	-	-	-	4,307,187
Judicial Operations	1,607,097	968,747	-	-	-	2,575,844
Total Justice Court Tucson	**7,160,699**	**1,546,895**	**-**	**-**	**-**	**8,707,594**
Juvenile Court						
Administration	2,243,406	408,746	-	-	-	2,652,152
Children & Family Svcs	1,531,401	1,327,637	-	-	-	2,859,038
Court Support Services	1,421,885	-	-	-	-	1,421,885
Detention Services	7,309,763	-	-	-	-	7,309,763
Information Technology	1,623,881	-	-	-	-	1,623,881
Judicial Services	2,555,675	-	-	-	-	2,555,675
Probation Services	6,859,232	8,032,360	-	-	-	14,891,592
Total Juvenile Court	**23,545,243**	**9,768,743**	**-**	**-**	**-**	**33,313,986**
Public Defense Services						
Legal Defender	3,902,635	29,000	-	-	-	3,931,635
Mental Health Defense	527,561	-	-	-	-	527,561
Office of Children's Counsel	2,078,620	-	-	-	-	2,078,620
Office of Court Appointed Counsel	9,157,257	-	-	-	-	9,157,257
PF Mandated Services	2,557,583	-	-	-	-	2,557,583
Public Defender	13,235,386	66,000	-	-	-	13,301,386
Public Defense Administration	989,656	572,651	-	-	-	1,562,307
Total Public Defense Services	**32,448,698**	**667,651**	**-**	**-**	**-**	**33,116,349**
Sheriff						
Administrative	30,977,391	338,525	-	-	-	31,315,916
Corrections	46,442,608	3,451,091	-	-	-	49,893,699
Forfeitures	-	1,960,000	-	-	-	1,960,000
HIDTA	-	1,640,419	-	-	-	1,640,419
Investigations	27,247,190	3,505,908	-	-	-	30,753,098
Operations	47,281,523	452,529	-	-	-	47,734,052
Total Sheriff	**151,948,712**	**11,348,472**	**-**	**-**	**-**	**163,297,184**

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Expenditures
Superior Court						
Adjudication	14,085,169	1,139,520	-	-	-	15,224,689
Administration	3,803,570	-	-	-	-	3,803,570
Adult Probation Court Services	2,228,368	1,491,006	-	-	-	3,719,374
Adult Probation Field and Operations	3,667,960	12,877,095	-	-	-	16,545,055
Conciliation Court	671,766	663,545	-	-	-	1,335,311
Fill The Gap - Other Courts	-	541,542	-	-	-	541,542
Information Services	2,356,628	741,343	-	-	-	3,097,971
Law Library	147,171	408,245	-	-	-	555,416
Pretrial Services	2,425,897	105	-	-	-	2,426,002
Trial Services	2,608,835	-	-	-	-	2,608,835
Total Superior Court	**31,995,364**	**17,862,401**	**-**	**-**	**-**	**49,857,765**
TOTAL JUSTICE & LAW	**284,026,355**	**59,232,425**	**-**	**-**	**-**	**343,258,780**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Revenues
JUSTICE & LAW						
Clerk of the Superior Court						
Administration	2,082,500	-	-	-	-	2,082,500
Criminal Services	-	1,000	-	-	-	1,000
Financial Services	415,369	48,611	-	-	-	463,980
Information Technology	-	217,717	-	-	-	217,717
Records Retention	-	500,752	-	-	-	500,752
Total Clerk of the Superior Court	**2,497,869**	**768,080**	**-**	**-**	**-**	**3,265,949**
Constables						
Constables	388,424	-	-	-	-	388,424
Total Constables	**388,424**	**-**	**-**	**-**	**-**	**388,424**
County Attorney						
Civil Legal Services	-	3,000	-	-	-	3,000
Community Support	-	150,300	-	-	-	150,300
Criminal Prosecution	84,900	10,373,435	-	-	-	10,458,335
Total County Attorney	**84,900**	**10,526,735**	**-**	**-**	**-**	**10,611,635**
Justice Court Ajo						
Justice Court Ajo	138,952	25,000	-	-	-	163,952
Justice Court Ajo Time Pay Fees	-	5,000	-	-	-	5,000
Total Justice Court Ajo	**138,952**	**30,000**	**-**	**-**	**-**	**168,952**
Justice Court Green Valley						
Justice Court Green Valley	187,119	21,422	-	-	-	208,541
Total Justice Court Green Valley	**187,119**	**21,422**	**-**	**-**	**-**	**208,541**
Justice Court Tucson						
Administration	4,917,012	-	-	-	-	4,917,012
Court Operations	780,000	365,000	-	-	-	1,145,000
Judicial Operations	1,169,680	450,000	-	-	-	1,619,680
Total Justice Court Tucson	**6,866,692**	**815,000**	**-**	**-**	**-**	**7,681,692**
Juvenile Court						
Administration	2,100	369,764	-	-	-	371,864
Children & Family Svcs	5,200	1,326,390	-	-	-	1,331,590
Detention Services	100,000	-	-	-	-	100,000
Probation Services	-	7,216,055	-	-	-	7,216,055
Total Juvenile Court	**107,300**	**8,912,209**	**-**	**-**	**-**	**9,019,509**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Revenues
Public Defense Services						
Legal Defender	3,000	19,000	-	-	-	22,000
Office of Children's Counsel	5,200	-	-	-	-	5,200
Office of Court Appointed Counsel	838,500	-	-	-	-	838,500
PF Mandated Services	460,000	-	-	-	-	460,000
Public Defender	51,510	55,400	-	-	-	106,910
Public Defense Administration	20	241,600	-	-	-	241,620
Total Public Defense Services	**1,358,230**	**316,000**	**-**	**-**	**-**	**1,674,230**
Sheriff						
Administrative	360,500	338,525	-	-	-	699,025
Corrections	8,275,000	2,707,744	-	-	-	10,982,744
Forfeitures	-	100,000	-	-	-	100,000
HIDTA	-	1,640,419	-	-	-	1,640,419
Investigations	610,000	3,505,908	-	-	-	4,115,908
Operations	-	452,529	-	-	-	452,529
Total Sheriff	**9,245,500**	**8,745,125**	**-**	**-**	**-**	**17,990,625**
Superior Court						
Adjudication	860,000	1,358,418	-	-	-	2,218,418
Adult Probation Court Services	-	1,717,000	-	-	-	1,717,000
Adult Probation Field and Operations	-	12,648,698	-	-	-	12,648,698
Conciliation Court	-	637,923	-	-	-	637,923
Information Services	-	389,819	-	-	-	389,819
Law Library	-	302,672	-	-	-	302,672
Total Superior Court	**860,000**	**17,054,530**	**-**	**-**	**-**	**17,914,530**
TOTAL JUSTICE & LAW	**21,734,986**	**47,189,101**	**-**	**-**	**-**	**68,924,087**

SUMMARY OF FULL TIME EQUIVALENTS BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total FTEs
JUSTICE & LAW						
Clerk of the Superior Court						
Administration	9.00	-	-	-	-	9.00
Civil Services	36.00	-	-	-	-	36.00
Courtroom Services	45.00	-	-	-	-	45.00
Criminal Services	13.00	-	-	-	-	13.00
Financial Services	17.00	2.50	-	-	-	19.50
Information Technology	9.00	3.00	-	-	-	12.00
Juvenile Services	35.00	-	-	-	-	35.00
Probate Services	6.00	-	-	-	-	6.00
Records Retention	27.00	3.00	-	-	-	30.00
Total Clerk of the Superior Court	**197.00**	**8.50**	**-**	**-**	**-**	**205.50**
Constables						
Constables	13.00	-	-	-	-	13.00
Total Constables	**13.00**	**-**	**-**	**-**	**-**	**13.00**
County Attorney						
Administration	31.00	-	-	-	-	31.00
Civil Legal Services	53.00	2.00	-	-	-	55.00
Community Support	4.00	2.00	-	-	-	6.00
Criminal Prosecution	253.00	108.00	-	-	-	361.00
Total County Attorney	**341.00**	**112.00**	**-**	**-**	**-**	**453.00**
Justice Court Ajo						
Justice Court Ajo	11.00	-	-	-	-	11.00
Total Justice Court Ajo	**11.00**	**-**	**-**	**-**	**-**	**11.00**
Justice Court Green Valley						
Justice Court Green Valley	8.50	-	-	-	-	8.50
Total Justice Court Green Valley	**8.50**	**-**	**-**	**-**	**-**	**8.50**
Justice Court Tucson						
Administration	27.00	-	-	-	-	27.00
Court Operations	77.00	11.00	-	-	-	88.00
Judicial Operations	11.00	6.00	-	-	-	17.00
Total Justice Court Tucson	**115.00**	**17.00**	**-**	**-**	**-**	**132.00**
Juvenile Court						
Administration	26.25	5.00	-	-	-	31.25
Children & Family Svcs	24.00	24.50	-	-	-	48.50
Court Support Services	21.00	-	-	-	-	21.00

SUMMARY OF FULL TIME EQUIVALENTS BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total FTEs
Detention Services	134.50	-	-	-	-	134.50
Information Technology	15.00	-	-	-	-	15.00
Judicial Services	25.25	-	-	-	-	25.25
Probation Services	103.00	69.25	-	-	-	172.25
Total Juvenile Court	**349.00**	**98.75**	**-**	**-**	**-**	**447.75**
Public Defense Services						
Legal Defender	40.50	-	-	-	-	40.50
Mental Health Defense	6.00	-	-	-	-	6.00
Office of Children's Counsel	26.50	-	-	-	-	26.50
Office of Court Appointed Counsel	9.00	-	-	-	-	9.00
PF Mandated Services	32.00	-	-	-	-	32.00
Public Defender	147.25	-	-	-	-	147.25
Public Defense Administration	9.50	-	-	-	-	9.50
Total Public Defense Services	**270.75**	**-**	**-**	**-**	**-**	**270.75**
Sheriff						
Administrative	286.00	2.00	-	-	-	288.00
Corrections	583.00	10.00	-	-	-	593.00
HIDTA	-	25.00	-	-	-	25.00
Investigations	268.00	6.00	-	-	-	274.00
Operations	352.25	-	-	-	-	352.25
Total Sheriff	**1,489.25**	**43.00**	**-**	**-**	**-**	**1,532.25**
Superior Court						
Adjudication	155.50	6.25	-	-	-	161.75
Administration	48.75	-	-	-	-	48.75
Adult Probation Court Services	33.00	23.50	-	-	-	56.50
Adult Probation Field and Operations	44.00	183.00	-	-	-	227.00
Conciliation Court	8.00	10.15	-	-	-	18.15
Fill The Gap - Other Courts	-	4.00	-	-	-	4.00
Information Services	21.00	3.00	-	-	-	24.00
Law Library	3.00	1.00	-	-	-	4.00
Pretrial Services	44.00	13.00	-	-	-	57.00
Trial Services	42.75	-	-	-	-	42.75
Total Superior Court	**400.00**	**243.90**	**-**	**-**	**-**	**643.90**
TOTAL JUSTICE & LAW	**3,194.50**	**523.15**	**-**	**-**	**-**	**3,717.65**

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Clerk of the Superior Court

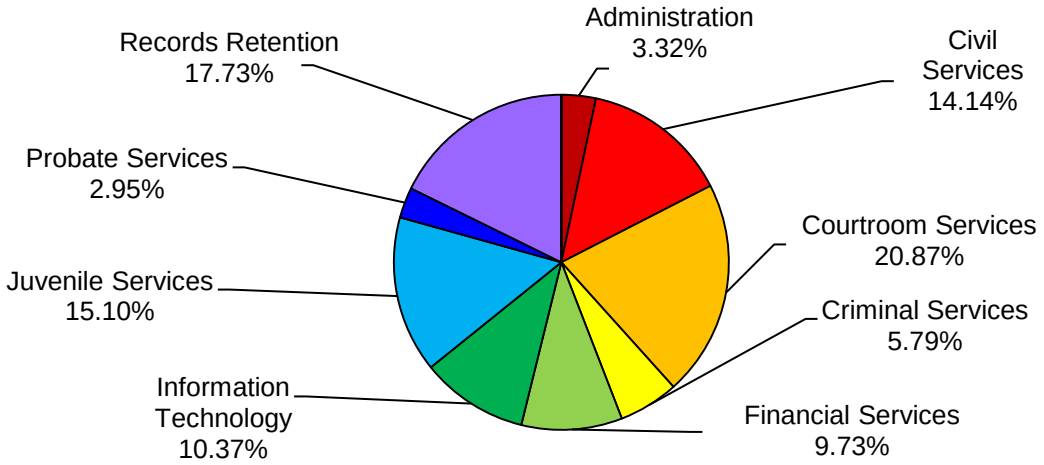
Expenditures: 12,269,131 **Revenues:** 3,265,949

FTEs 205.50

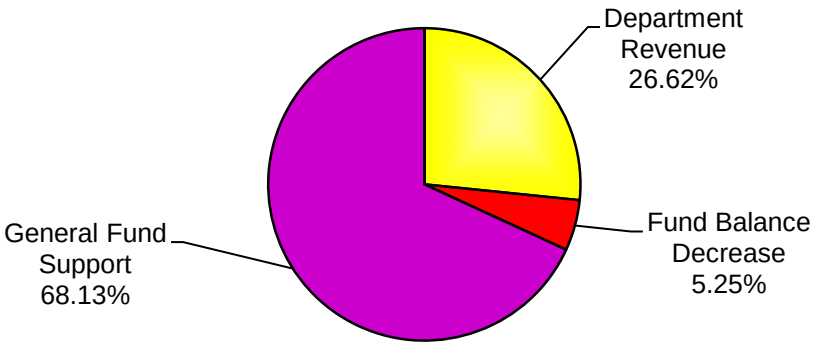
Function Statement: Maintain and hold accessible for the public and the court all Pima County division records of the Superior Court. Assist the public and all parties dealing with the court system. Establish, execute, and administer policies and procedures in compliance with the statutes of the state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

Mandates: ARS Title 12, Chapter 2, Article 8: Clerk of the Superior Court

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Clerk of the Superior Court**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Administration	437,629	289,974	407,303
Civil Services	1,612,488	1,765,661	1,735,010
Courtroom Services	2,426,694	2,536,215	2,560,321
Criminal Services	727,171	742,814	710,060
Financial Services	1,132,585	1,180,238	1,193,635
Information Technology	1,083,041	1,383,392	1,272,350
Juvenile Services	1,645,957	1,802,602	1,852,854
Probate Services	346,582	409,594	362,495
Records Retention	2,292,757	2,237,974	2,175,103
Total Expenditures	**11,704,904**	**12,348,464**	**12,269,131**
Funding by Source			
Revenues			
Administration	1,794,502	2,132,000	2,082,500
Criminal Services	606	1,000	1,000
Financial Services	536,368	460,718	463,980
Information Technology	212,070	225,913	217,717
Records Retention	530,787	519,285	500,752
Total Revenues	**3,074,333**	**3,338,916**	**3,265,949**
General Fund Support	7,971,832	8,236,691	8,359,202
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	509,370	772,857	643,980
Other Funding Sources	149,369	-	-
Total Program Funding	**11,704,904**	**12,348,464**	**12,269,131**
Staffing (FTEs) by Program			
Administration	9.00	10.00	9.00
Civil Services	36.00	36.00	36.00
Courtroom Services	44.00	44.00	45.00
Criminal Services	14.00	14.00	13.00
Financial Services	19.50	19.25	19.50
Information Technology	12.00	12.00	12.00
Juvenile Services	34.00	34.00	35.00
Probate Services	6.00	6.00	6.00
Records Retention	30.00	31.00	30.00
Total Staffing (FTEs)	**204.50**	**206.25**	**205.50**

Program Summary

Department: **Clerk of the Superior Court**
Program: **Administration**

Function

Provide administrative, managerial, and human resources support for all operations of the department. Provide quality, accessible, and streamlined court related services to the judicial system and the public by operating in an environment of accountability. Develop strong, competent, open, and trusting partnerships which facilitate and exemplify government service.

Description of Services

Administer, direct, and manage all areas in compliance with federal, state, Supreme Court, Appeals Court, local court, and County laws and ordinances. Ensure that all support services are provided to Superior Court divisions. Maintain a highly trained staff to ensure efficient and cost effective service to the courts and court partners. Provide all departmental functions of human resources.

Program Goals & Objectives

- Hire, supervise, and monitor personnel
- Train managers and supervisors to enhance performance and communicate organizational expectations
- Provide guidance to department staff in compliance with all mandates and policies
- Complete employee evaluations for all personnel
- Ensure compliance with federal, state, Supreme Court, Appeals Court, local court, and County laws and ordinances

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Sanctions imposed on department for non-compliance of mandates	0	0	0
Training sessions conducted	73	75	80
Employee evaluations completed	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	242,772	61,574	183,103
Operating Expenses	194,857	228,400	224,200
Total Program Expenditures	**437,629**	**289,974**	**407,303**
Program Funding by Source			
Revenues			
Charges for Services	1,198,503	1,402,000	1,350,000
Fines & Forfeits	582,472	725,000	725,000
Investment Earnings	13,527	5,000	7,500
Operating Revenue Sub-Total	**1,794,502**	**2,132,000**	**2,082,500**
General Fund Support	(1,356,873)	(1,842,026)	(1,675,197)
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**437,629**	**289,974**	**407,303**

Program Summary

Department: **Clerk of the Superior Court**
Program: **Administration**

Program Staffing FTEs	**9.00**	**10.00**	**9.00**

Program Summary

Department: **Clerk of the Superior Court**
Program: **Civil Services**

Function
Process all civil filings and payments mandated by Arizona Revised Statutes.

Description of Services
Receive, record, and maintain all civil case filings.

Program Goals & Objectives
- Process all civil filings within one day
- Issue orders of protection/injunctions against harassment

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Orders of protection issued monthly	233	240	245
Percent of civil filings processed within 1 day	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,531,500	1,695,611	1,652,560
Operating Expenses	80,988	70,050	82,450
Total Program Expenditures	**1,612,488**	**1,765,661**	**1,735,010**
General Fund Support	1,612,488	1,765,661	1,735,010
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,612,488**	**1,765,661**	**1,735,010**
Program Staffing FTEs	**36.00**	**36.00**	**36.00**

Program Summary

Department: **Clerk of the Superior Court**
Program: **Courtroom Services**

Function

Provide court related services for civil, domestic relations, probate, criminal, juvenile, and child support cases in litigation.

Description of Services

Provide a courtroom clerk for every open court hearing. Create a synopsis (minute entry) for each hearing and process all associated paperwork connected to each specific hearing. Distribute and direct minute entries and other court documents to interested parties.

Program Goals & Objectives

- Process accurate minutes of court proceedings on a timely basis
- Provide timely processing of all court documents
- Ensure customer satisfaction with services

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Accuracy rate of court documents	100%	99%	100%
Court documents processed on time	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	2,376,390	2,478,715	2,504,821
Operating Expenses	50,304	57,500	55,500
Total Program Expenditures	**2,426,694**	**2,536,215**	**2,560,321**
General Fund Support	2,426,694	2,536,215	2,560,321
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,426,694**	**2,536,215**	**2,560,321**
Program Staffing FTEs	**44.00**	**44.00**	**45.00**

Program Summary

Department: **Clerk of the Superior Court**
Program: **Criminal Services**

Function
Process all criminal filings and payments mandated by Arizona Revised Statutes.

Description of Services
Provide quality, accessible, and streamlined court related services and resources to enable the court and probationers to meet the requirements set by the judiciary.

Program Goals & Objectives
- Collect court ordered assessments
- Provide probation officers with court records needed to supervise their probation caseloads
- Process all criminal filings in a timely manner
- Maintain and keep current all probationer case files relating to court orders and assessments

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Criminal case files updated monthly	3,652	3,660	3,675
Assessment payments collected monthly	1,040	1,045	1,052
Probation reports generated monthly	418	425	420
Percent of probation case files that are current	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	684,437	708,764	657,560
Operating Expenses	42,734	34,050	52,500
Total Program Expenditures	**727,171**	**742,814**	**710,060**
Program Funding by Source			
Revenues			
Charges for Services	596	1,000	1,000
Investment Earnings	10	-	-
Special Programs Revenue Sub-Total	**606**	**1,000**	**1,000**
General Fund Support	727,171	741,814	709,060
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(606)	-	-
Other Funding Sources	-	-	-
Total Program Funding	**727,171**	**742,814**	**710,060**
Program Staffing FTEs	**14.00**	**14.00**	**13.00**

Program Summary

Department: **Clerk of the Superior Court**
Program: **Financial Services**

Function

Provide financial services to both internal and external customers of the court. Develop and monitor the annual budget. Prepare financial statements. Supervise all financial systems, accounts payable, payroll processing, and records maintenance. Provide collection services in order to collect past due court ordered assessments. Provide child support services for federal Title IV-D and non IV-D cases. Maintain and update records as needed and assist the court in distributing wage assignments.

Description of Services

Provide financial support to the courts in order to ensure all monies received are processed and distributed to the necessary agencies. Maintain accurate and timely accounting records. Maintain and update collection activity on all past due court ordered assessments. Assist families in the child support area to ensure proper record maintenance.

Program Goals & Objectives

- Meet statutory deadlines for court related matters
- Provide collection services for all deferred payments
- Comply with all constitutional, state, federal, Supreme Court, Appeals Court, local court, and County laws, ordinances, and policies
- Monitor expenses and revenue in order to comply with budget
- Enhance cash management services
- Initiate quarterly probation billings

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
New deferred payment cases established monthly	180	190	195
Billings sent to probationers per quarter	2,321	3,770	3,800
Monthly financial reports submitted on time	100%	100%	100%
Budget compliance	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,034,836	1,036,910	1,055,381
Operating Expenses	97,749	143,328	138,254
Total Program Expenditures	**1,132,585**	**1,180,238**	**1,193,635**
Program Funding by Source			
Revenues			
Intergovernmental	418,308	409,429	413,869
Miscellaneous Revenue	12,957	2,000	1,500
Operating Revenue Sub-Total	**431,265**	**411,429**	**415,369**
Intergovernmental	81,830	26,042	24,936
Charges for Services	23,503	22,647	23,075
Investment Earnings	(230)	600	600
Special Programs Revenue Sub-Total	**105,103**	**49,289**	**48,611**
General Fund Support	568,842	673,014	675,584
Net Operating Transfers In/(Out)	-	-	-

Program Summary

Department: **Clerk of the Superior Court**
Program: **Financial Services**

Fund Balance Decrease/(Increase)	27,375	46,506	54,071
Other Funding Sources	-	-	-
Total Program Funding	**1,132,585**	**1,180,238**	**1,193,635**
Program Staffing FTEs	**19.50**	**19.25**	**19.50**

Program Summary

Department: **Clerk of the Superior Court**
Program: **Information Technology**

Function

Provide for the design, development, implementation, support, and management of computerized information systems (software applications and computer hardware) for the department.

Description of Services

Develop and maintain department automation projects. Provide software engineering and maintenance of automation projects. Provide management and support of technology resources. Provide prompt and efficient distribution of court generated documents to the public.

Program Goals & Objectives

- Establish document distribution and tracking
- Develop superior software engineering and maintenance of all automation projects
- Maintain reliable management and support technology resources
- Provide customer support within 30 minutes of request

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Respond to call center inquiries within 30 minutes	99%	100%	100%
Security system maintained 24 hours a day	100%	100%	100%
Computer systems updated as needed	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,058,407	1,359,292	1,204,527
Operating Expenses	24,634	24,100	42,100
Debt Service	-	-	25,723
Total Program Expenditures	**1,083,041**	**1,383,392**	**1,272,350**
Program Funding by Source			
Revenues			
Charges for Services	208,521	220,913	214,717
Investment Earnings	3,549	5,000	3,000
Special Programs Revenue Sub-Total	**212,070**	**225,913**	**217,717**
General Fund Support	715,491	755,847	726,874
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	155,480	401,632	327,759
Other Funding Sources	-	-	-
Total Program Funding	**1,083,041**	**1,383,392**	**1,272,350**
Program Staffing FTEs	**12.00**	**12.00**	**12.00**

Program Summary

Department: **Clerk of the Superior Court**
Program: **Juvenile Services**

Function
Provide court related services to the judicial system and public concerning all juvenile related issues.

Description of Services
Provide a courtroom clerk for every open court hearing; create minute entries of all court procedures; and comply with all constitutional, state, federal, Supreme Court, Appeals Court, local court, and County laws, ordinances, and policies. Distribute minute entries and other court documents to interested parties.

Program Goals & Objectives
- Ensure delinquency cases are processed within 24 hours of filing
- Provide outstanding service to internal and external customers
- Provide all case files prior to scheduled court hearings

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Delinquency cases processed within 24 hours	100%	100%	100%
Case files provided prior to daily court hearings	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,615,042	1,767,352	1,817,304
Operating Expenses	30,915	35,250	35,550
Total Program Expenditures	**1,645,957**	**1,802,602**	**1,852,854**
General Fund Support	1,645,957	1,802,602	1,852,854
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,645,957**	**1,802,602**	**1,852,854**
Program Staffing FTEs	**34.00**	**34.00**	**35.00**

Program Summary

Department: **Clerk of the Superior Court**
Program: **Probate Services**

Function

Oversee all probate cases and all minor and adult guardian and conservator cases. Perform data entry and maintain case management information for the wards of the court including information relating to fiduciaries appointed by the court. (Information is utilized not only by Superior Court, but also by the Supreme Court governing certified fiduciaries.) Conduct various customer service functions such as providing certified copies of wills and letters of administration.

Description of Services

Responsible for filing all probate, trust, and guardianship/conservator cases. Provide service to internal and external customers and provide certified copies of documents and letters of administration.

Program Goals & Objectives

- Issue all letters of administration daily
- Process all guardianship cases in a timely manner

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Letters of administration issued on time	100%	100%	100%
Guardianship cases processed on time	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	322,965	388,094	342,995
Operating Expenses	23,617	21,500	19,500
Total Program Expenditures	**346,582**	**409,594**	**362,495**
General Fund Support	346,582	409,594	362,495
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**346,582**	**409,594**	**362,495**
Program Staffing FTEs	**6.00**	**6.00**	**6.00**

Program Summary

Department: **Clerk of the Superior Court**
Program: **Records Retention**

Function
Provide for the storage of all court documentation (case files) as mandated by state of Arizona guidelines.

Description of Services
Provide storage, along with retrieval and return functions of all court case files for Superior Court and the public as required.

Program Goals & Objectives
- Check all documents thoroughly for accuracy before placing into storage
- Scan all closed case files into the case management system (AGAVE)
- Maintain reliable customer service with all units of the Superior Court and the public

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Documents checked before placing in storage	100%	100%	100%
Closed case files scanned into AGAVE system	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,690,301	1,949,506	1,791,630
Operating Expenses	288,299	229,450	262,750
Capital Equipment > $5,000	217,778	-	95,000
Debt Service	96,379	59,018	25,723
Total Program Expenditures	**2,292,757**	**2,237,974**	**2,175,103**
Program Funding by Source			
Revenues			
Intergovernmental	48,040	-	-
Charges for Services	476,821	510,285	493,539
Investment Earnings	5,926	9,000	7,213
Special Programs Revenue Sub-Total	**530,787**	**519,285**	**500,752**
General Fund Support	1,285,480	1,393,970	1,412,201
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	327,121	324,719	262,150
Other Funding Sources	149,369	-	-
Total Program Funding	**2,292,757**	**2,237,974**	**2,175,103**
Program Staffing FTEs	**30.00**	**31.00**	**30.00**

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Constables

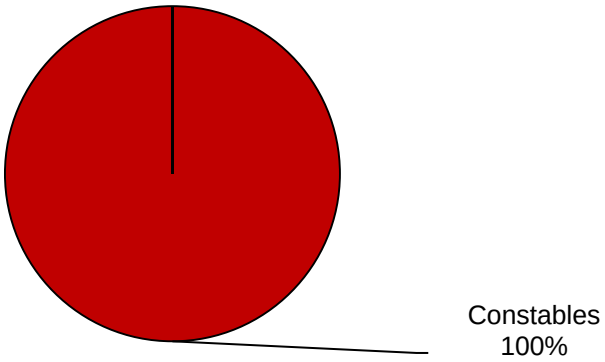
Expenditures: 1,335,427 **Revenues:** 388,424

FTEs 13.00

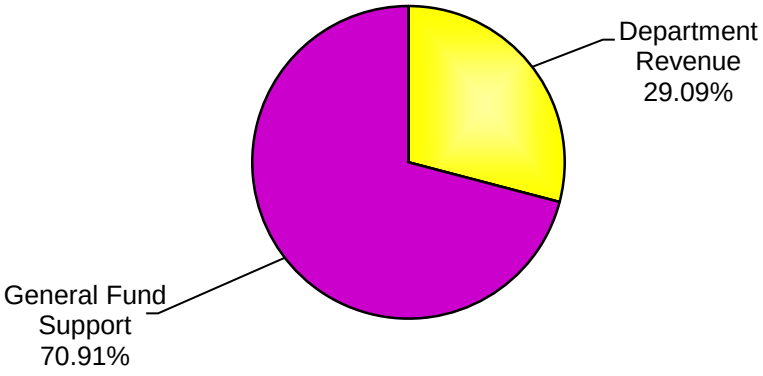
Function Statement: Act as Peace Officer for the Justice Courts. Serve criminal and civil summons. Evict tenants under writs of restitution. Collect debts on writs of execution. Serve restraining orders. Perform arrests and bring defendants to court on civil warrants.

Mandates: ARS Title 22, Chapter 1, Article 1: Justice Precincts and Precinct Officers; ARS Title 22, Chapter 1, Article 3: Constables

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Constables

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Constables	1,245,363	1,256,064	1,335,427
Total Expenditures	**1,245,363**	**1,256,064**	**1,335,427**
Funding by Source			
Revenues			
Constables	544,578	388,424	388,424
Total Revenues	**544,578**	**388,424**	**388,424**
General Fund Support	700,785	867,640	947,003
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,245,363**	**1,256,064**	**1,335,427**
Staffing (FTEs) by Program			
Constables	13.00	13.00	13.00
Total Staffing (FTEs)	**13.00**	**13.00**	**13.00**

Program Summary

Department: **Constables**
Program: **Constables**

Function

Serve Justice Court papers as required by ARS 22-102 and 22-131. Act as Peace Officer for the Pima County Justice Courts.

Description of Services

Serve and return civil and criminal court documents. Attend Justice Court when required. Serve criminal and civil papers received from other counties, states, and competent authority.

Program Goals & Objectives

- Improve efficiency of service to the precincts
- Improve the quality of service to the community
- Carry out statutorily mandated duties
- Serve civil/criminal papers from the justice courts, as well as from other counties and states

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Percent of civil papers served	92%	93%	93%
Percent of civil fees collected	98%	98%	99%
Percent of criminal papers served	55%	56%	56%
Percent of domestic violence/harassment orders served	75%	76%	76%
Attempts to serve Justice Court papers	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,003,457	1,053,255	1,116,551
Operating Expenses	241,906	202,009	218,876
Capital Equipment > $5,000	-	800	-
Total Program Expenditures	**1,245,363**	**1,256,064**	**1,335,427**
Program Funding by Source			
Revenues			
Intergovernmental	70,787	-	-
Charges for Services	368,050	343,424	343,424
Miscellaneous Revenue	96,136	45,000	45,000
Investment Earnings	9,605	-	-
Operating Revenue Sub-Total	**544,578**	**388,424**	**388,424**
General Fund Support	700,785	867,640	947,003
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,245,363**	**1,256,064**	**1,335,427**
Program Staffing FTEs	**13.00**	**13.00**	**13.00**

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County Attorney

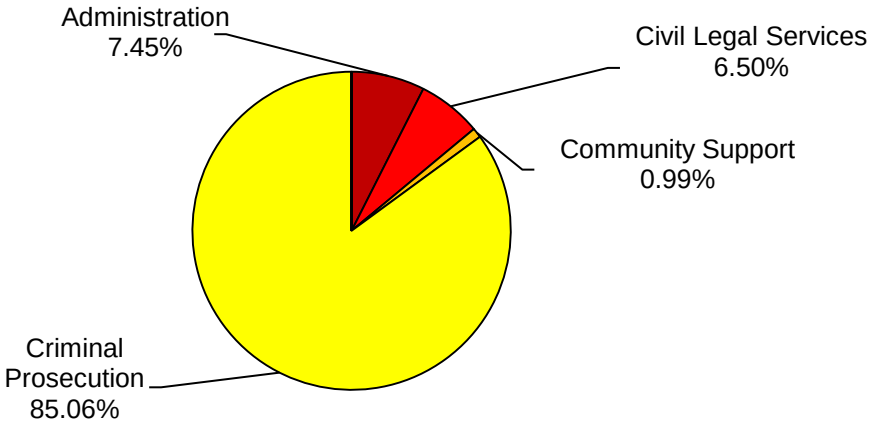
Expenditures: 40,034,438 **Revenues:** 10,611,635

FTEs 453.00

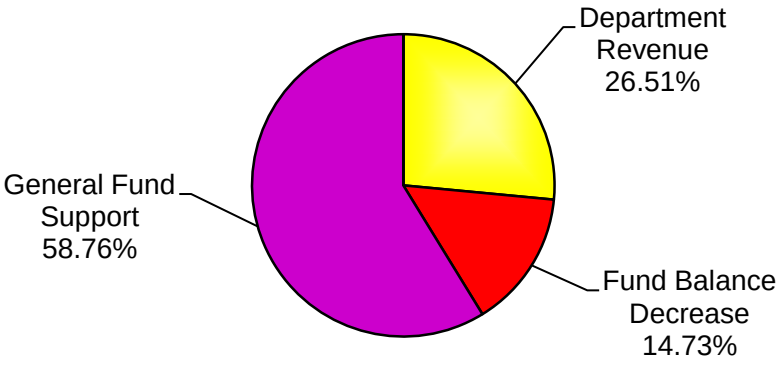
Function Statement: Represent the state in felony matters occurring throughout Pima County and in all misdemeanor cases occurring in unincorporated areas of Pima County. Provide legal advice and representation to the Board of Supervisors, County departments, and other entities. Provide advocacy and crisis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

Mandates: ARS Title 11, Chapter 3, Article 6: County Attorney; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **County Attorney**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Administration	2,803,060	3,004,432	2,983,193
Civil Legal Services	2,203,655	2,679,100	2,602,659
Community Support	219,837	400,086	398,259
Criminal Prosecution	25,002,604	34,996,629	34,050,327
Total Expenditures	**30,229,156**	**41,080,247**	**40,034,438**
Funding by Source			
Revenues			
Administration	276	-	-
Civil Legal Services	2,695	103,000	3,000
Community Support	45,548	164,300	150,300
Criminal Prosecution	9,459,365	10,011,408	10,458,335
Total Revenues	**9,507,884**	**10,278,708**	**10,611,635**
General Fund Support	21,537,009	23,366,262	23,526,583
Net Operating Transfers In/(Out)	(998,924)	-	-
Fund Balance Decrease/(Increase)	183,187	7,435,277	5,896,220
Other Funding Sources	-	-	-
Total Program Funding	**30,229,156**	**41,080,247**	**40,034,438**
Staffing (FTEs) by Program			
Administration	33.00	31.00	31.00
Civil Legal Services	63.00	61.00	55.00
Community Support	9.00	7.00	6.00
Criminal Prosecution	357.00	360.00	361.00
Total Staffing (FTEs)	**462.00**	**459.00**	**453.00**

Program Summary

Department: **County Attorney**
Program: **Administration**

Function Statement

Implement programs, procedures, and information technology consistent with the direction and priorities established by the Pima County Attorney. Provide administrative and technical support services in support of departmental missions.

Description of Services

Administer personnel, payroll, purchasing, budget and finance, grants management, information technology, and public information services for the department. Set priorities and provide direction for the department as a whole. Comply with Pima County Administrative Procedures and Board of Supervisors Policies. Coordinate activities with County Administration departments. Provide open communications between the Pima County Attorney's Office, other County departments, other governmental agencies, and the public. Provide attorneys and support staff with resources necessary to conduct the affairs of the office while constantly striving for positive returns on investment and ensure compliance with federal and state guidelines, laws, statutes, and local mandates (including Pima County Board of Supervisors Policies, Pima County Administrative Procedures, Pima County Merit System Rules & Personnel Policies, and departmental policies and procedures).

Program Goals & Objectives

- Complete at least 95% of the design, development, and implementation of departmental and non-departmental databases, applications, and reports within mutually established deadlines
- Perform research, statistical analysis, and auditing functions with at least a 95% customer satisfaction rate
- Efficiently install, upgrade, and maintain infrastructure components and peripherals with at least a 95% customer satisfaction rate
- Ensure at least 90% of travel arrangements for witnesses/victims are made in a timely cost effective manner
- Maintain at least a 96% uptime of the network infrastructure for the six departmental and non-departmental facilities from 7:00 AM to 6:00 PM, seven days a week
- Identify the needs of each program and attempt to increase the number of volunteers and interns to be recruited and trained for these programs for the purpose of supplementing the work force and to provide additional resources for each program area
- Comply with deadlines for financial reporting of various County, state, and federal funds
- Submit biweekly payroll to the Finance Department by established deadlines

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Biweekly payroll submitted on time	100%	100%	100%
Financial reports submitted on time	824	850	840
Witness travel and victim arrangements completed in a timely manner	100%	100%	100%
Increase in volunteers recruited/trained	151	160	165
Help desk ticket satisfaction (1: Bad - 5: Good)	5	5	5
Network infrastructure uptime (% of 7:00 AM to 6:00 PM / 7 days per week)	100%	100%	100%
Unscheduled network downtime (hours)	2	2	2
Software development schedule adherence	90%	95%	95%
Application training satisfaction (1:bad - 5:good)	5	5	5

Program Summary

Department: **County Attorney**
Program: **Administration**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	2,373,113	2,477,125	2,473,351
Operating Expenses	429,947	527,307	509,842
Total Program Expenditures	**2,803,060**	**3,004,432**	**2,983,193**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	276	-	-
Operating Revenue Sub-Total	**276**	**-**	**-**
General Fund Support	2,802,784	3,004,432	2,983,193
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,803,060**	**3,004,432**	**2,983,193**
Program Staffing FTEs	**33.00**	**31.00**	**31.00**

Program Summary

Department: **County Attorney**
Program: **Civil Legal Services**

Function Statement

In-house legal counsel to Pima County Government by providing legal advice to, and legal representation on behalf, of the Pima County Board of Supervisors, other Pima County Elected Officials (including the Assessor, County Attorney, Justices of the Peace, Constables, Recorder, School Superintendent, Sheriff and Treasurer) the Pima County Administrator, Deputy Pima County Administrators, all Pima County departments, boards, committees, commissions, hearing officers, and special taxing districts (including the Flood Control District, Stadium District, Library District, certain fire districts, etc.), collectively referred to hereinafter as Pima County.

Description of Services

Provide comprehensive legal services and representation to Pima County in diverse areas of law, including: employment, tort (personal injury, excessive force, negligent road design, and civil rights), bankruptcy (collecting taxes due), property tax appeals, environmental (defense of toxic tort and actions by state and federal environmental regulators, and prosecution of air quality, wildcat dumping, hazardous materials, and water quality violations), health care, Title 36 mental health commitments, elections, eminent domain, planning and zoning, the adoption and enforcement of building and zoning codes and other local ordinances, transportation, construction contracts, other types of contracts and inter-governmental agreements, real property, and telecommunications. Legal services provided include giving legal advice to Pima County client representatives, defending Pima County in all litigation filed against it, prosecuting violations of Pima County ordinances; representing and advising Pima County in administrative hearings; negotiating and drafting contracts, sale and purchase agreements, leases, and other legal documents; and drafting Pima County ordinances, resolutions, and regulations. Provide various legal services required of the Pima County Attorney by state statute, including initiating involuntary mental health commitment actions, enforcing elections laws, enforcing the open meetings law, enforcing conflicts of interest laws, and enforcing other similar regulatory laws relating to public officials and public entities. Where conflicts of interest or other circumstances prevent the civil division from representing Pima County in a particular matter, enlist the services of competent outside legal counsel and prepare and monitor contracts necessary to employ such outside counsel on behalf of Pima County.

Program Goals & Objectives

- Provide timely and thorough review of, and make necessary revisions to, contracts, inter-governmental agreements, ordinances, and resolutions
- Provide timely, accurate, and complete legal advice to Pima County
- Provide quality legal representation in legal actions brought against Pima County
- Provide timely, accurate, and complete education and training services to Pima County in order to promote the effectiveness of Pima County functions and to reduce liability
- Ensure that attorneys and staff receive training necessary to perform their required functions and remain current within their relevant areas of law
- Provide quality legal investigation and prosecution of violations of the employer sanctions law on behalf of Pima County
- Serve the public with integrity by fostering ethical, effective and efficient government through the provision of the highest quality legal services
- Provide quality legal prosecution of County code violations in civil and administrative actions brought on behalf of Pima County

Program Summary

Department: **County Attorney**
Program: **Civil Legal Services**

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Satisfactory or above ratings on client evaluations for defense of legal proceedings	99%	100%	100%
Revenues and/or fines collected for Pima County	$934,128	$375,000	$375,000
Cases in which the County prevails in obtaining requested relief	95%	95%	95%
Satisfactory or above ratings on client evaluations for prosecutions of civil actions	99%	100%	100%
Requests for reports/orders acted on within statutory or mutually established deadlines	100%	100%	100%
Hours spent providing legal representation at regularly scheduled meetings of County boards, commissions, departments where legal counsel is required to be present	272	300	300
Satisfactory or above ratings on client evaluations for legal advice and consultation	99%	100%	100%
Client education training hours provided	97	100	100
Satisfactory or above ratings on client evaluation forms for education and training programs and services	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	2,107,931	2,657,180	2,495,807
Operating Expenses	95,724	21,920	106,852
Total Program Expenditures	**2,203,655**	**2,679,100**	**2,602,659**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	1,568	-	-
Operating Revenue Sub-Total	**1,568**	**-**	**-**
Intergovernmental	-	100,000	-
Investment Earnings	1,127	3,000	3,000
Special Programs Revenue Sub-Total	**1,127**	**103,000**	**3,000**
General Fund Support	2,195,280	2,434,750	2,485,546
Net Operating Transfers In/(Out)	(1,000,000)	-	-
Fund Balance Decrease/(Increase)	1,005,680	141,350	114,113
Other Funding Sources	-	-	-
Total Program Funding	**2,203,655**	**2,679,100**	**2,602,659**
Program Staffing FTEs	**63.00**	**61.00**	**55.00**

Program Summary

Department: **County Attorney**
Program: **Community Support**

Function Statement

88-Crime program is the Pima County Attorney's Office anonymous tip line for citizens to report information to help solve major crimes. The information is provided to law enforcement to solve crimes and arrest criminals. This program provides the community an opportunity to assist in the fight against crime safely and confidentially. Assist Pima County residents and businesses by collecting payment for victims who have received bad checks. Ensure that defendants are held accountable and provide a pre-charging diversion option from prosecution via the Bad Check Program. Support and administer Juvenile diversion program which provides an alternative to prosecution for youth ages 8-17. Involve communities in reducing crime in their neighborhoods by establishing Community Justice Boards (CJBs) by holding Juvenile offenders accountable through early intervention strategy.

Description of Services

Provide law enforcement agencies with information that was received through the 88-CRIME programs anonymous tip line to help solve major crimes. Collect restitution for victims who have received bad checks and provide financial accountability services through the Bad Check Program. Provide programs designed to reduce trends in youth violence through partnerships with communities, public and private sector agencies, and government institutions. Engage and support the community by administering innovative programs to increase public safety and reduce costs to the community by holding individuals accountable in a cost effective and efficient manner.

Program Goals & Objectives

- Engage and support the community by administering innovative programs to increase public safety and reduce costs to the community by holding individuals accountable in a cost effective and efficient manner
- Maintain the amount of restitution returned to victims of bad checks submitted
- Bring the 88-CRIME Safe School Program into schools to educate the students and faculty about 88-CRIME and to provide them with a resource to help keep them, their school, and community safe.
- Coordinate the Community Justice Board Program that holds juvenile offenders accountable to the victim and community through the use of community volunteers who provide consequences via family conferences
- Increase the number of participants in the Bad Check Program
- Provide training on the Community Justice Board to agency staff, volunteers, partner organizations and community members
- Increase community use of anonymous tip line
- Increase the amount of community partners who distribute gun locks to the community to promote gun safety and decrease accidental shootings
- Provide and increase the number of Communities Addressing Responsible Gun Ownership (CARGO) presentations and events designed to promote gun safety awareness
- Increase participation by 88-Crime at community events

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Anonymous tips	3,048	3,350	4,500
Contacts at community events	24,000	25,500	27,000
Presentations and media outreach	49	55	60
Bad Check Program participants	9,402	9,420	9,436
Restitution collected	$129,165	$126,000	$122,000
CARGO events	29	30	30
Gun locks donated	10,493	8,000	8,500
CJB/staff training programs	65	65	68
Community Justice Boards	18	18	19

Program Summary

Department: **County Attorney**
Program: **Community Support**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	180,076	357,961	360,244
Operating Expenses	39,761	42,125	38,015
Total Program Expenditures	**219,837**	**400,086**	**398,259**
Program Funding by Source			
Revenues			
Fines & Forfeits	45,326	164,000	150,000
Investment Earnings	222	300	300
Special Programs Revenue Sub-Total	**45,548**	**164,300**	**150,300**
General Fund Support	166,030	180,365	249,817
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	8,259	55,421	(1,858)
Other Funding Sources	-	-	-
Total Program Funding	**219,837**	**400,086**	**398,259**
Program Staffing FTEs	**9.00**	**7.00**	**6.00**

Program Summary

Department: **County Attorney**
Program: **Criminal Prosecution**

Function Statement

Represent the state in felony and juvenile matters occurring throughout Pima County and all misdemeanor cases occurring in unincorporated areas of Pima County. Provide advocacy and crisis intervention for victims and witnesses via the Victim Services Division.

Description of Services

Prosecute in the court systems those individuals charged with felony, misdemeanor, and juvenile crimes. Review all felony cases presented by law enforcement to determine whether or not the admissible evidence is sufficient to file criminal charges. Present all felony filings for probable cause determination either to a magistrate at a preliminary hearing or to a grand jury. Review all juvenile physical and paper referrals presented by law enforcement to determine whether or not the admissible evidence is sufficient to file criminal charges. Investigate and prosecute racketeering crime and administer resources for all Pima County law enforcement agencies via the Antiracketeering Program. Offer diversion programs to low level offenders as an alternative to prosecution. Maintain a unit specifically designed for the purpose of victim notification to ensure that all victims are notified of all criminal proceedings as mandated by Arizona Revised Statutes. Serve and protect the rights of the citizens of Pima County to life, liberty, personal security, and security of property by enforcing the criminal laws of the state of Arizona.

Program Goals & Objectives

- Ensure the rights of victims as dictated by the Arizona Constitution are upheld
- Provide crisis intervention and victimology training to citizens, volunteers, and prosecutors
- Support and assist victims and witnesses at legal proceedings, hearings, and trials
- Target dangerous, violent, and repetitive criminal defendants for trial
- Hold criminals accountable for violations of the law by investigating and prosecuting criminal cases in a manner that maximizes public safety
- Administer and distribute Crime Victim Compensation Fund monies to victims in a timely manner
- Provide 24 hour/7 day a week call out services to law enforcement for legal advice in homicides, sex crimes, gang, and narcotic investigations
- Provide specialized domestic violence response, including intervention services for victims and their children, and comprehensive advocacy services for these victims in the dedicated Pima County Domestic Violence Court
- Prosecute all misdemeanor cases filed by law enforcement in Justice Courts
- Sustain a viable volunteer crisis advocate program that provides 24 hour response to all victims of crime and their families
- Provide courtroom support and assistance to victims and witnesses at legal proceedings, hearings, and trials
- Review all felony cases presented by law enforcement to determine whether or not the admissible evidence is sufficient to file criminal charges
- Prevent re-victimization by creating an environment where victims are treated with dignity, compassion, and respect
- Maximize Victim Compensation funds available to victims by pursuing negotiated rates with providers and requesting restitution to recover expenses paid to victims
- Provide 24 hour/7 day a week crisis response to victims as requested by law enforcement
- Ensure victim compensation claims are processed within 60 days of the receipt of claim
- Provide attorney for day and night initial appearances 365 days a year to ensure appropriate release conditions are recommended to maximize public safety
- Process all requests for subpoenas, arrest warrants, interviews, and investigations

Program Summary

Department: **County Attorney**
Program: **Criminal Prosecution**

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Felony cases presented for review by law enforcement	10,997	11,000	11,000
Percent of violent, dangerous, repetitive alleged offenders tried	64%	70%	70%
Juvenile cases presented for review by law enforcement	4,221	4,000	4,000
Requests for investigative services	10,571	11,000	11,000
Felony written victim notifications	64,929	71,223	74,784
Victim restitutions processed within guidelines	100%	100%	100%
Initial appearances hearings (two per day) attended	730	730	730
Total number of services provided to victims by victim advocates	86,148	88,000	90,000
Cost savings achieved by using a volunteer force to help provide victim services	$421,260	$440,000	$450,000
Average number of days to process claims	40	35	35
Victim Compensation claims processed within 60 days	100%	100%	100%
Total Victim Compensation claims processed	288	300	300
Total volunteer hours	21,063	22,000	22,500
Legal reviews and corresponding disbursements of funds to local law enforcement agencies	109	85	100
Total number of victim contacts by advocates	42,026	44,000	45,000
Total number of victims served by victim advocates	9,256	10,000	11,000

Program Summary

Department: **County Attorney**
Program: **Criminal Prosecution**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	18,187,453	23,179,929	23,468,579
Operating Expenses	6,697,277	11,530,100	10,429,148
Capital Equipment > $5,000	117,874	286,600	152,600
Total Program Expenditures	**25,002,604**	**34,996,629**	**34,050,327**
Program Funding by Source			
Revenues			
Intergovernmental	34,082	24,900	24,900
Fines & Forfeits	119,317	60,000	60,000
Miscellaneous Revenue	10,970	-	-
Investment Earnings	(3,339)	-	-
Operating Revenue Sub-Total	**161,030**	**84,900**	**84,900**
Intergovernmental	1,370,167	1,088,573	1,314,908
Fines & Forfeits	4,221,116	2,830,000	2,830,000
Miscellaneous Revenue	253,865	1,104,000	604,000
Investment Earnings	62,629	59,800	78,200
Special Programs Revenue Sub-Total	**5,907,777**	**5,082,373**	**4,827,108**
Intergovernmental	3,390,441	4,844,135	5,546,327
Miscellaneous Revenue	117	-	-
Grant Revenue Sub-Total	**3,390,558**	**4,844,135**	**5,546,327**
General Fund Support	16,372,915	17,746,715	17,808,027
Net Operating Transfers In/(Out)	1,076	-	-
Fund Balance Decrease/(Increase)	(830,752)	7,238,506	5,783,965
Other Funding Sources	-	-	-
Total Program Funding	**25,002,604**	**34,996,629**	**34,050,327**
Program Staffing FTEs	**357.00**	**360.00**	**361.00**

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Justice Court Ajo

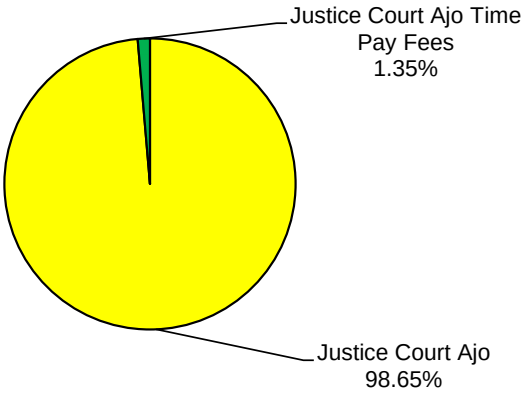
Expenditures: 739,886 **Revenues:** 168,952

FTEs 11.00

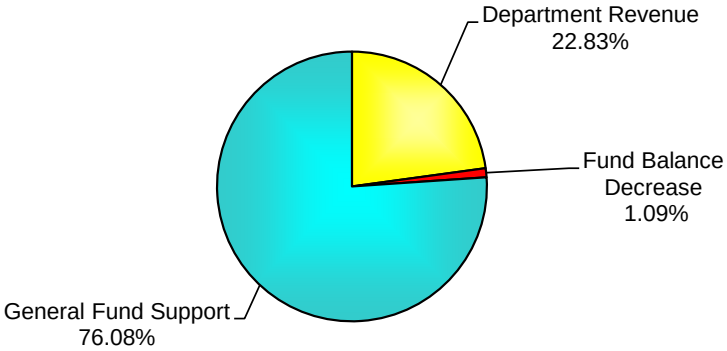
Function Statement: Provide prompt and consistent delivery of services to the public, litigants, and attorneys within the judicial precinct in compliance with court mandates. Provide prompt and orderly disposition of civil, criminal, and traffic cases. Maintain orderly, complete, and accurate records.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

Mandates: ARS Title 22: Justices of the Peace and Other Courts Not of Record; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries; ARS Title 28, Chapter 3: Traffic and Vehicle Regulation, Chapter 4: Driving Under the Influence, Chapter 5: Penalties and Procedures for Vehicle Violations

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Justice Court Ajo**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Justice Court Ajo	611,597	711,399	729,886
Justice Court Ajo Time Pay Fees	-	10,000	10,000
Total Expenditures	**611,597**	**721,399**	**739,886**
Funding by Source			
Revenues			
Justice Court Ajo	161,587	248,455	163,952
Justice Court Ajo Time Pay Fees	3,594	7,000	5,000
Total Revenues	**165,181**	**255,455**	**168,952**
General Fund Support	458,745	459,944	562,934
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(12,329)	6,000	8,000
Other Funding Sources	-	-	-
Total Program Funding	**611,597**	**721,399**	**739,886**
Staffing (FTEs) by Program			
Justice Court Ajo	11.00	11.00	11.00
Total Staffing (FTEs)	**11.00**	**11.00**	**11.00**

Program Summary

Department: **Justice Court Ajo**
Program: **Justice Court Ajo**

Function Statement

Provide prompt and consistent delivery of services to the public, litigants, and attorneys within the judicial precinct in compliance with court mandates.

Description of Services

Comply with court policies, procedures, rules, and Arizona Revised Statutes. Act as liaison between Ajo Justice Court and the Pima County Sheriff Department. Provide information to the public regarding other County agencies. Maintain orderly, complete, and accurate records. Collect and disburse monies in accordance with statutes, County ordinances, and court orders. Prepare monthly statistical reports pertaining to case filings, domestic violence hearings, and orders of protection. Provide administrative support to the Justice of the Peace pertaining to records, case management, courtroom services, and judicial operations. Provide interpreter services, services of counsel, and jurors for jury trial. Collect restitution and fees from probationers. Screen probationers for needs and risk to the community and provide appropriate services. Provide drug and alcohol treatment programs for probationers. Provide prompt and orderly disposition of civil, criminal, and traffic cases.

Program Goals & Objectives

- Supervise DUI and domestic violence probationers to ensure compliance with court orders
- Initiate court action of debtors that have not paid by their payment due date
- Maintain court ledgers along with the computer system and ensure that monies are being distributed to the appropriate accounts and agencies
- Dispense/exonerate bonds and overpayments in a timely manner as set forth by minimum accounting standards
- Complete docketing and minute entries prior to the conclusion of courtroom proceedings
- Hold probationers accountable and offer rehabilitative services designed to reduce or eliminate future criminal activity
- Comply with court policies and County policies and procedures
- Comply with the minimum accounting standards for the State Auditor General and Supreme Court
- Provide prompt, courteous, and expeditious service to the public while processing cases in a timely manner

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Delinquent cases to be entered into collections	170	256	216
Court staff compliant with all state mandated training	100%	100%	100%
Minimum accounting standards compliant	90%	100%	100%
Minute entries filed	738	620	679
Bonds exonerated and refunded	100%	100%	100%
Probationers requiring court assessment	100%	100%	100%

Program Summary

Department: **Justice Court Ajo**
Program: **Justice Court Ajo**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	491,125	559,518	567,661
Operating Expenses	120,472	151,881	162,225
Total Program Expenditures	**611,597**	**711,399**	**729,886**
Program Funding by Source			
Revenues			
Intergovernmental	15,647	15,352	7,824
Charges for Services	16,297	26,914	4,529
Fines & Forfeits	120,761	195,839	126,526
Miscellaneous Revenue	147	350	73
Operating Revenue Sub-Total	**152,852**	**238,455**	**138,952**
Charges for Services	8,735	9,000	9,000
Fines & Forfeits	-	1,000	1,000
Special Programs Revenue Sub-Total	**8,735**	**10,000**	**10,000**
Miscellaneous Revenue	-	-	15,000
Grant Revenue Sub-Total	**-**	**-**	**15,000**
General Fund Support	458,745	459,944	562,934
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(8,735)	3,000	3,000
Other Funding Sources	-	-	-
Total Program Funding	**611,597**	**711,399**	**729,886**
Program Staffing FTEs	**11.00**	**11.00**	**11.00**

Program Summary

Department: **Justice Court Ajo**
Program: **Justice Court Ajo Time Pay Fees**

Function Statement

Collect and record time payment fees assessed on each person who pays (on a time payment basis) a court ordered penalty, fine, or sanction.

Description of Services

Assess a fee when a fine/civil sanction is imposed and the fine/civil sanction is not paid in full.

Program Goals & Objectives

- Comply with ARS Title 12, Chapter 116: Time Payment Fee
- Collect all Justice Court time payment fees

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Cases assessed time payment fee	330	267	299

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Operating Expenses	-	10,000	10,000
Total Program Expenditures	**-**	**10,000**	**10,000**
Program Funding by Source			
Revenues			
Charges for Services	2,936	7,000	5,000
Investment Earnings	658	-	-
Special Programs Revenue Sub-Total	**3,594**	**7,000**	**5,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(3,594)	3,000	5,000
Other Funding Sources	-	-	-
Total Program Funding	**-**	**10,000**	**10,000**

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Justice Court Green Valley

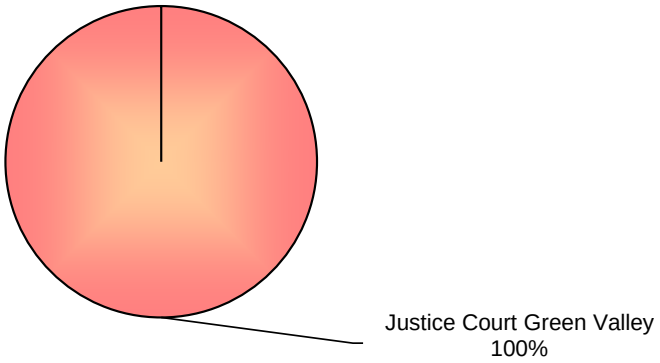
Expenditures: 587,020 **Revenues:** 208,541

FTEs 8.50

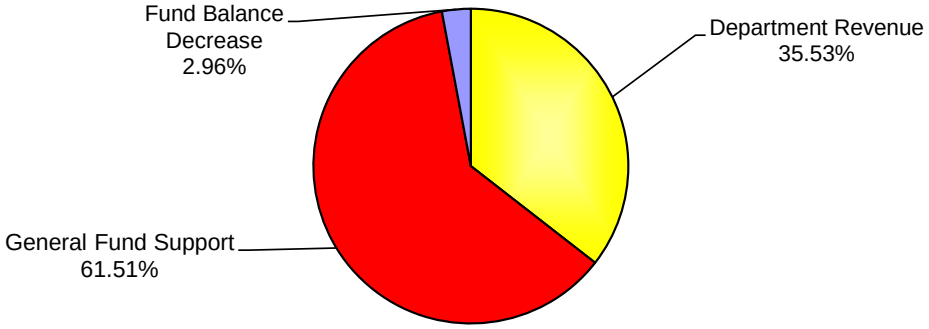
Function Statement: Provide prompt and consistent delivery of judicial services according to law with respect and fairness to all parties. Coordinate the prompt and orderly disposition of civil, criminal, and traffic cases. Manage court services efficiently and effectively. Collect and disburse fees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

Mandates: ARS Title 22: Justices of the Peace and Other Courts Not of Record; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries; ARS Title 28, Chapter 3: Traffic and Vehicle Regulation, Chapter 4: Driving Under the Influence, Chapter 5: Penalties and Procedures for Vehicle Violations

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Justice Court Green Valley**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Justice Court Green Valley	577,864	624,856	587,020
Total Expenditures	**577,864**	**624,856**	**587,020**
Funding by Source			
Revenues			
Justice Court Green Valley	231,455	215,101	208,541
Total Revenues	**231,455**	**215,101**	**208,541**
General Fund Support	288,636	331,193	361,131
Net Operating Transfers In/(Out)	(9,030)	-	-
Fund Balance Decrease/(Increase)	66,803	78,562	17,348
Other Funding Sources	-	-	-
Total Program Funding	**577,864**	**624,856**	**587,020**
Staffing (FTEs) by Program			
Justice Court Green Valley	8.50	9.50	8.50
Total Staffing (FTEs)	**8.50**	**9.50**	**8.50**

Program Summary

Department: **Justice Court Green Valley**
Program: **Justice Court Green Valley**

Function Statement

Serve public, litigants, and attorneys by the prompt and orderly disposition of civil, criminal, and traffic cases. Maintain orderly, complete and accurate records. Prepare statistical reports and other reports as prescribed by law. Collect, record and disburse fees and fines in accordance with statutes, court orders and policies. Follow court performance guidelines set by court rules, statutes, administrative orders and guidelines established by the Administrative Office of the Supreme Court. Meet ethical standards for court staff and judges as written and enforced by the Commission on Judicial Conduct. Follow financial management practices that meet the minimum accounting standards set and enforced by the State Auditor General. Adhere to operational guidelines prescribed by Court Services Division of the Arizona Supreme Court.

Description of Services

Establish and administer policies and procedures in compliance with court mandates. Collect and disburse fees in compliance with the minimum accounting standards. Coordinate the prompt and orderly disposition of criminal, traffic, and civil cases. Adhere to court performance guidelines established in court rules, statutes, administrative orders, and guidelines of the Administrative Office of the Courts. Adhere to ethical standards established by the Commission of Judicial Conduct. Provide financial management according to minimum accounting standards set by the Supreme Court, Pima County Financial Control and Reporting and the State Auditor General. Monitor court performance, and conduct internal court performance reviews and maintain statistics.

Program Goals & Objectives

- Strengthen the administration of justice and improve communication
  - Use technology effectively
  - Implement online payments in the new case management system
  - Improve website and access to forms in accordance with Federal mandates
  - Provide more comprehensive information about court processes for self-represented litigants in English & Spanish
  - Provide wireless connectivity
  - Implement a computer in the public lobby for online collection payments
- Maintain court security
  - Provide full-time security for the protection and safety of staff, attorneys, and users of the court system.
- Maintain a professional workforce and improve operational efficiencies
  - Foster and encourage ongoing and cross-training staff
  - Ensure staff compliance with state mandatory Council on Judicial Education and Training (COJET) requirements
  - Implement document imaging

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Adjudicate cases within newly adopted Supreme Court case processing standards	98%	98%	98%
Continue to cross-train staff on court functions	yes	yes	yes
Develop and update desk procedure manuals	yes	yes	yes
Scan all new case filings	NA	3,500	3,500
Submit deliquent collections to FARE	100%	100%	100%
Work with the AOC to implement online payments within the new case management system	n/a	yes	yes
Conduct desk audits to ensure work is being performed accurately and in accordance with court procedures	25%	100%	100%

Program Summary

Department: **Justice Court Green Valley**
Program: **Justice Court Green Valley**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	464,306	528,181	524,090
Operating Expenses	113,558	96,675	62,930
Total Program Expenditures	**577,864**	**624,856**	**587,020**
Program Funding by Source			
Revenues			
Intergovernmental	19,476	21,060	21,060
Charges for Services	52,454	47,721	50,172
Fines & Forfeits	130,730	119,520	115,887
Operating Revenue Sub-Total	**202,660**	**188,301**	**187,119**
Intergovernmental	774	-	-
Charges for Services	25,766	24,800	20,422
Fines & Forfeits	-	2,000	1,000
Investment Earnings	2,255	-	-
Special Programs Revenue Sub-Total	**28,795**	**26,800**	**21,422**
General Fund Support	288,636	331,193	361,131
Net Operating Transfers In/(Out)	(9,030)	-	-
Fund Balance Decrease/(Increase)	66,803	78,562	17,348
Other Funding Sources	-	-	-
Total Program Funding	**577,864**	**624,856**	**587,020**
Program Staffing FTEs	**8.50**	**9.50**	**8.50**

Justice Courts Tucson

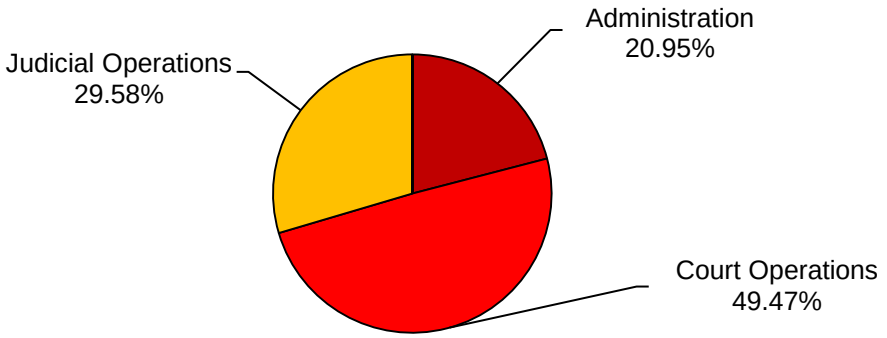
Expenditures: 8,707,594 **Revenues:** 7,681,692

FTEs 132.00

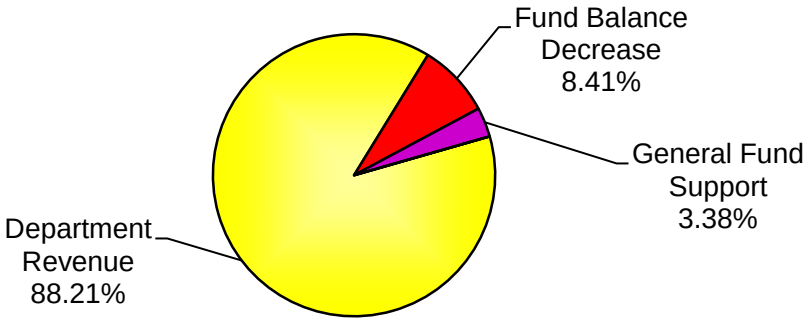
Function Statement: Serve the public, litigants, and attorneys by providing prompt and orderly disposition of civil, criminal, and traffic cases. Maintain orderly, complete, and accurate records. Prepare statistical reports and other reports as prescribed by law. Collect, record, and disburse fees and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

Mandates: ARS Title 22: Justices of the Peace and Other Courts Not of Record; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries; ARS Title 28, Chapter 3: Traffic and Vehicle Regulation, Chapter 4: Driving Under the Influence, Chapter 5: Penalties and Procedures for Vehicle Violations

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Justice Court Tucson**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Administration	1,928,633	1,921,940	1,824,563
Court Operations	3,625,767	4,276,484	4,307,187
Judicial Operations	2,130,664	2,546,594	2,575,844
Total Expenditures	**7,685,064**	**8,745,018**	**8,707,594**
Funding by Source			
Revenues			
Administration	5,022,582	4,918,692	4,917,012
Court Operations	923,324	1,145,000	1,145,000
Judicial Operations	1,529,845	1,618,000	1,619,680
Total Revenues	**7,475,751**	**7,681,692**	**7,681,692**
General Fund Support	202,188	243,628	294,007
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	7,125	819,698	731,895
Other Funding Sources	-	-	-
Total Program Funding	**7,685,064**	**8,745,018**	**8,707,594**
Staffing (FTEs) by Program			
Administration	29.00	28.00	27.00
Court Operations	87.50	89.00	88.00
Judicial Operations	15.00	17.00	17.00
Total Staffing (FTEs)	**131.50**	**134.00**	**132.00**

Program Summary

Department: **Justice Court Tucson**
Program: **Administration**

Function Statement

Coordinate all non-judicial court activities. Provide, administer, and execute state and local court policies and procedures. Maintain accurate financial records. Collect, deposit, and disburse monies. Prepare monthly statistical reports pertaining to case filings, domestic violence hearings and orders of protection, and monthly judicial productivity numbers. Identify and report monthly collection of revenues by account. Comply with employment law and accounting procedures. Provide and coordinate internal and external training to meet Administrative Office of the Courts (AOC) and Council on Judicial Education and Training (COJET) requirements. Maintain and enhance automated systems and website for court personnel and the general public.

Description of Services

Coordinate all non-judicial activities of the court, including but not limited to personnel, budget, security, technology, staff training and education, facilities management, and all services related to case processing and administrative support to eight justices of the peace and judges pro tem.

Program Goals & Objectives

- Increase collections of court ordered fines and assessments
- Maintain the court building in a manner that ensures that court proceedings are conducted in an atmosphere that reflects the dignity and professionalism of the third branch of government
- Enhance customer service and the public's access to court services and information
- Provide reliable, effective, and up-to-date technology services to the court in a timely manner in an effort to create greater efficiency and responsiveness
- Maintain customer trust and confidence in the expenditure of taxpayer dollars
- Ensure that the court maintains competitive salaries to attract and retain the most qualified and knowledgeable applicants
- Ensure safety of judiciary, staff, and users of the court system

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Total funds collected by the court	$15,202,184	$15,300,000	$15,300,000
Total Pima County revenues collected by the court	$6,639,455	$6,566,692	$6,566,692
Number of positions managed	131.5	134	132
Public usage of buildings by number of individuals	416,109	460,000	500,000
Contraband discovered and confiscated	13,695	14,000	14,500

Program Summary

Department: **Justice Court Tucson**
Program: **Administration**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,734,139	1,700,017	1,586,428
Operating Expenses	194,494	221,923	238,135
Total Program Expenditures	**1,928,633**	**1,921,940**	**1,824,563**
Program Funding by Source			
Revenues			
Intergovernmental	45,254	-	-
Charges for Services	2,502,139	2,150,500	2,150,500
Fines & Forfeits	2,432,913	2,712,192	2,710,512
Miscellaneous Revenue	40,776	56,000	56,000
Investment Earnings	1,500	-	-
Operating Revenue Sub-Total	**5,022,582**	**4,918,692**	**4,917,012**
General Fund Support	(3,093,949)	(2,996,752)	(3,092,449)
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,928,633**	**1,921,940**	**1,824,563**
Program Staffing FTEs	**29.00**	**28.00**	**27.00**

Program Summary

Department: **Justice Court Tucson**
Program: **Court Operations**

Function Statement

Process cases in compliance with statutes and rules of court to provide services to the public in cases for which the court has exclusive or concurrent jurisdiction as established by state constitution or statute.

Description of Services

Process all types of cases accurately, efficiently, and expediently. Provide service to the public, litigants, jurors, attorneys, and members of the bar; record case proceedings; and maintain case files and court records. Prepare and distribute court notices and minute entries. Respond to phone and internet questions and requests for information. Schedule and maintain records of court events.

Program Goals & Objectives

- Improve Department of Public Safety (DPS) disposition reporting
- Image court documents into electronic case files
- Continue training staff to improve their knowledge of court procedures and processing that will increase customer service as well as accuracy and efficiency in processing court documents
- Provide prompt and consistent delivery of services to the public, litigants, and attorneys
- Acquire new case management system

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Total case filings - All	120,070	126,000	125,000
Total telephone calls requesting information	89,844	100,000	100,000
Individuals assisted at window	89,780	92,000	92,000
Case images scanned	738,200	700,000	700,000

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	3,353,922	3,780,140	3,878,153
Operating Expenses	271,845	496,344	429,034
Total Program Expenditures	**3,625,767**	**4,276,484**	**4,307,187**
Program Funding by Source			
Revenues			
Charges for Services	582,296	780,000	780,000
Miscellaneous Revenue	200	-	-
Operating Revenue Sub-Total	**582,496**	**780,000**	**780,000**
Charges for Services	258,812	265,000	265,000
Fines & Forfeits	82,016	100,000	100,000
Special Programs Revenue Sub-Total	**340,828**	**365,000**	**365,000**
General Fund Support	2,747,552	2,878,541	2,949,039
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(45,109)	252,943	213,148
Other Funding Sources	-	-	-

Program Summary

Department: **Justice Court Tucson**
Program: **Court Operations**

Total Program Funding	**3,625,767**	**4,276,484**	**4,307,187**
Program Staffing FTEs	**87.50**	**89.00**	**88.00**

Program Summary

Department: **Justice Court Tucson**
Program: **Judicial Operations**

Function Statement
Adjudicate cases in which exclusive or concurrent jurisdiction has been established by state constitution or statute.

Description of Services
Adjudicate cases including misdemeanor and criminal offenses punishable by a fine not exceeding $2,500 or imprisonment in the County jail not to exceed six months or by both fine and imprisonment; felonies for the purpose of commencing action, issuing warrants, conducting preliminary hearings, and holding the defendant to answer to the Superior Court or dismissing charges for failure to show probable cause; initial appearances in compliance with Arizona Rules of Criminal Procedure 4.1; civil actions when the amount involved, exclusive of interest, costs, and awarded attorney fees when authorized by law, is $10,000 or less; domestic violence and harassment cases; concurrent jurisdiction with Superior Court in cases of eviction when the amount involved is less than $10,000; matters involving possession of, but not title to, real property; and small claims proceedings when the amount involved does not exceed $3,500.

Program Goals & Objectives
- Dispose of new cases in a timely manner
- Reduce the number of pending civil and small claims cases
- Adjudicate cases in a manner that is fair, impartial, and expeditious while upholding the integrity of the judiciary

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Disposition rate	106%	103%	103%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,592,092	1,902,367	1,886,544
Operating Expenses	530,695	494,227	539,300
Capital Equipment > $5,000	7,877	150,000	150,000
Total Program Expenditures	**2,130,664**	**2,546,594**	**2,575,844**
Program Funding by Source			
Revenues			
Intergovernmental	119,828	168,000	169,680
Charges for Services	913,023	1,000,000	1,000,000
Miscellaneous Revenue	1,528	-	-
Operating Revenue Sub-Total	**1,034,379**	**1,168,000**	**1,169,680**
Charges for Services	484,143	450,000	450,000
Investment Earnings	11,323	-	-
Special Programs Revenue Sub-Total	**495,466**	**450,000**	**450,000**
General Fund Support	548,585	361,839	437,417
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	52,234	566,755	518,747
Other Funding Sources	-	-	-

Program Summary

Department: **Justice Court Tucson**
Program: **Judicial Operations**

Total Program Funding	**2,130,664**	**2,546,594**	**2,575,844**
Program Staffing FTEs	**15.00**	**17.00**	**17.00**

Juvenile Court

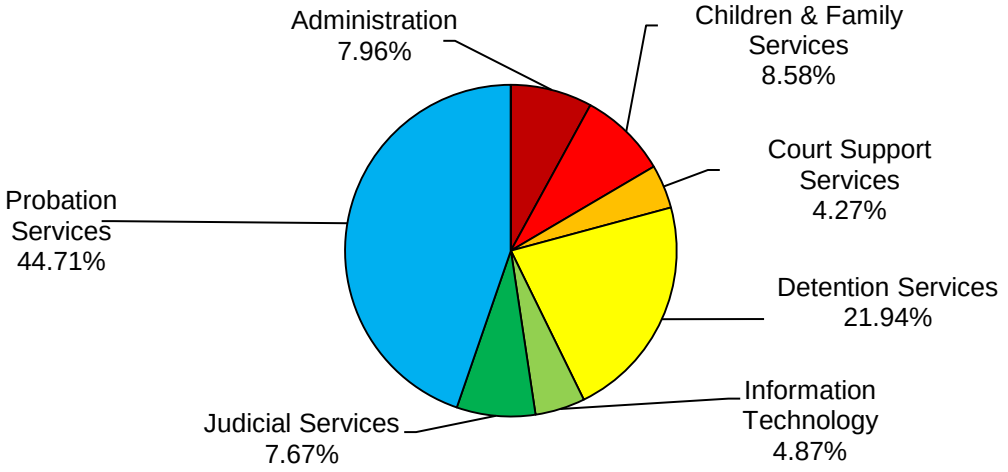
Expenditures: 33,313,986 **Revenues:** 9,019,509

FTEs 447.75

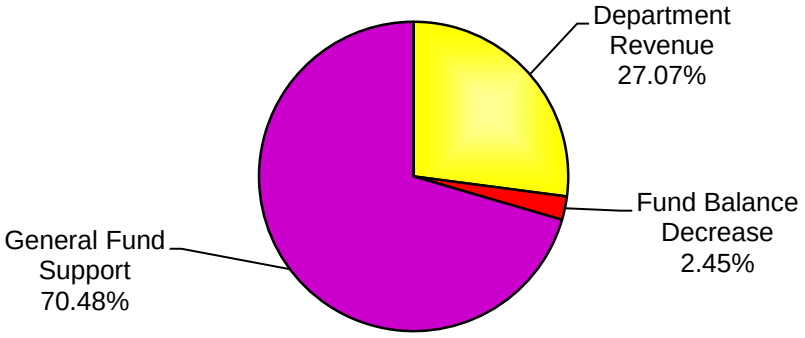
Function Statement: Exercise jurisdiction, under federal and state constitutions, laws, and Rules of the Court, over all children under the age of 18 years who are referred to the court for reasons of mental health, incorrigibility, or delinquency and for all families involved in matters of dependency,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

Mandates: ARS Title 8: Children; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries; ARS Title 25: Marital and Domestic Relations

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Juvenile Court**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Administration	2,482,250	2,640,542	2,652,152
Children & Family Svcs	2,214,076	2,515,593	2,859,038
Court Support Services	1,348,347	1,451,339	1,421,885
Detention Services	6,941,845	7,329,049	7,309,763
Information Technology	1,581,482	1,524,476	1,623,881
Judicial Services	2,307,026	2,502,606	2,555,675
Probation Services	13,045,649	15,236,071	14,891,592
Total Expenditures	**29,920,675**	**33,199,676**	**33,313,986**
Funding by Source			
Revenues			
Administration	321,146	439,334	371,864
Children & Family Svcs	828,149	1,058,621	1,331,590
Court Support Services	40	-	-
Detention Services	94,596	100,000	100,000
Information Technology	5	-	-
Judicial Services	1,460	-	-
Probation Services	6,542,030	7,585,150	7,216,055
Total Revenues	**7,787,426**	**9,183,105**	**9,019,509**
General Fund Support	22,211,764	23,158,493	23,476,811
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(78,515)	858,078	817,666
Other Funding Sources	-	-	-
Total Program Funding	**29,920,675**	**33,199,676**	**33,313,986**
Staffing (FTEs) by Program			
Administration	28.25	30.25	31.25
Children & Family Svcs	43.50	43.00	48.50
Court Support Services	21.00	21.00	21.00
Detention Services	136.00	135.00	134.50
Information Technology	15.00	15.00	15.00
Judicial Services	25.25	25.25	25.25
Probation Services	183.25	177.25	172.25
Total Staffing (FTEs)	**452.25**	**446.75**	**447.75**

Program Summary

Department: **Juvenile Court**
Program: **Administration**

Function Statement

Provide executive level leadership and support services required to manage and operate the programs of the Juvenile Court.

Description of Services

Coordinate the work activity and all operations of multiple juvenile court divisions. Provide financial management, including budgeting, accounting, grant management, and fee collection functions. Maintain facility, warehousing, and motor pool operations. Provide clinical services to juvenile delinquency cases.

Program Goals & Objectives

- Based on availability of Administrative Office of the Courts (AOC) training, recruit additional providers to perform competency exams and improve scheduling
- Provide preventive maintenance for all department equipment and vehicles in accordance with manufacturer
- Provide oversight of court budget to ensure that expenditures are authorized and charged to the appropriate funding source and do not exceed budgetary limits
- Correct deficiencies in life and safety building inspections within ten days of citing
- Ensure compliance with federal, state, and County laws and ordinances pertaining to facility management and safety

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Percentage of financial reports submitted on time	99%	100%	100%
Budget compliance	100%	100%	100%
Compliance with national, state, and local life safety standards	95%	100%	100%
Deficiencies in life and safety building inspections corrected within 10 days of citing	100%	100%	100%
Competency evaluations scheduled within 30 days from order	88%	88%	90%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,735,412	1,889,363	1,963,356
Operating Expenses	746,838	751,179	688,796
Total Program Expenditures	**2,482,250**	**2,640,542**	**2,652,152**
Program Funding by Source			
Revenues			
Intergovernmental	3,517	-	-
Miscellaneous Revenue	2,077	2,000	2,000
Investment Earnings	181	100	100
Operating Revenue Sub-Total	**5,775**	**2,100**	**2,100**
Intergovernmental	222,029	237,234	319,764
Miscellaneous Revenue	93,342	200,000	50,000
Grant Revenue Sub-Total	**315,371**	**437,234**	**369,764**
General Fund Support	2,171,006	2,173,991	2,241,306
Net Operating Transfers In/(Out)	12,973	27,217	38,868

Program Summary

Department: **Juvenile Court**
Program: **Administration**

Fund Balance Decrease/(Increase)	(22,875)	-	114
Other Funding Sources	-	-	-
Total Program Funding	**2,482,250**	**2,640,542**	**2,652,152**
Program Staffing FTEs	**28.25**	**30.25**	**31.25**

Program Summary

Department: **Juvenile Court**
Program: **Children & Family Svcs**

Function Statement
Oversee dependency case flow and compliance with state and federal statutes.

Description of Services
Perform intake of dependency cases; assign attorneys for all parties; set initial hearings within statutory timeframe; facilitate pre-hearing conferences; collect and report dependency case data; and recruit, train, mentor, oversee, and assign court appointed special advocates. Perform adoption and guardianship home studies, certifications, and reviews. Provide intensive case management for substance abusing parents in Family Drug Court (FDC). Mediate or facilitate contested matters utilizing alternative dispute resolution processes.

Program Goals & Objectives
- Mediate or facilitate contested dependency matters to avoid court litigation
- Family Drug Court parents graduation rate > 60%
- Comply with federal Adoptions and Safe Families Act (ASFA) timelines in 100% of dependency cases (ASFA standard is 1 year)
- Conduct preliminary protective hearings (PPH) and facilitate pre-hearing conferences within 7 business days of removal

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Average days to preliminary protective hearing	6	6	6
Number of mediation referrals	1,882	2,165	2,490
Cases resolved by full agreement through mediation	51%	50%	50%
FDC parents whose children are reunified	70%	80%	85%
FDC graduates with reactivated cases	10%	8%	8%
Average days to permanency hearing (ASFA standard is 1 year)	261	251	241

Program Summary

Department: **Juvenile Court**
Program: **Children & Family Svcs**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	2,034,933	2,322,635	2,667,651
Operating Expenses	179,143	192,958	191,387
Total Program Expenditures	**2,214,076**	**2,515,593**	**2,859,038**
Program Funding by Source			
Revenues			
Charges for Services	6,841	5,200	5,200
Miscellaneous Revenue	10	-	-
Investment Earnings	(35)	-	-
Operating Revenue Sub-Total	**6,816**	**5,200**	**5,200**
Intergovernmental	591,923	620,550	670,038
Miscellaneous Revenue	50	-	-
Investment Earnings	(16)	-	-
Special Programs Revenue Sub-Total	**591,957**	**620,550**	**670,038**
Intergovernmental	229,352	432,871	656,352
Miscellaneous Revenue	24	-	-
Grant Revenue Sub-Total	**229,376**	**432,871**	**656,352**
General Fund Support	1,344,831	1,484,189	1,565,069
Net Operating Transfers In/(Out)	(7,139)	(27,217)	(38,868)
Fund Balance Decrease/(Increase)	48,235	-	1,247
Other Funding Sources	-	-	-
Total Program Funding	**2,214,076**	**2,515,593**	**2,859,038**
Program Staffing FTEs	**43.50**	**43.00**	**48.50**

Program Summary

Department: **Juvenile Court**
Program: **Court Support Services**

Function Statement

Provide support services required to manage and operate the programs and facilitate the legal proceedings of the Juvenile Court.

Description of Services

Manage the court calendar, language services, mail, and financial assessments efficiently and effectively.

Program Goals & Objectives

- Maintain an assessment consumer satisfaction rating of at least 98%
- Provide language translations within legally required timelines
- Intra-department mail delivered promptly and accurately
- Assign language interpreters that meet all necessary qualifications

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Assessment consumer satisfaction rating	98%	98%	98%
Assign qualified language interpreters	99%	99%	99%
Provide language translations within the legally required timelines	100%	100%	100%
Intra-department mail delivered promptly and accurately	98%	98%	98%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,070,176	1,153,902	1,139,864
Operating Expenses	278,171	297,437	282,021
Total Program Expenditures	**1,348,347**	**1,451,339**	**1,421,885**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	40	-	-
Operating Revenue Sub-Total	**40**	**-**	**-**
General Fund Support	1,348,307	1,451,339	1,421,885
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,348,347**	**1,451,339**	**1,421,885**
Program Staffing FTEs	**21.00**	**21.00**	**21.00**

Program Summary

Department: **Juvenile Court**
Program: **Detention Services**

Function Statement

Provide the community a secure detention facility for youth where helpful programs of education, remediation, and skill development are available.

Description of Services

Provide detained juveniles basic care, including food, shelter, clothing, physical and mental health care, physical fitness activities, educational programs, and living skills development.

Program Goals & Objectives

- Provide youth with positive reinforcement through Positive Behavioral Intervention & Support (PBIS) program
- Increase number of youth completing GED
- Increase involvement of boys/girls in the Make a Change (MAC) program
- Prepare youth for more successful outcomes upon leaving detention
- Provide safety and security, educational services, food and medical care of detained youth
- Increase number of youth achieving job skill certification

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
PBIS is shown to be effective in increasing positive interactions with youth	70%	75%	75%
Youth participating in Culinary Program	12%	50%	70%
Youth achieving their GED/testing	10	20	30
Percentage of youth reporting they are learning pro-social skill building	66%	75%	80%
Percentage of youth reporting supportive relationships with Detention staff	48%	70%	75%
Percentage of youth reporting they have participated in goal setting	70%	80%	80%
Boys served by MAC Program	76	80	85
Girls served by MAC Program	17	21	25

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	6,148,925	6,545,509	6,559,683
Operating Expenses	792,920	783,540	750,080
Total Program Expenditures	**6,941,845**	**7,329,049**	**7,309,763**
Program Funding by Source			
Revenues			
Intergovernmental	91,079	100,000	100,000
Miscellaneous Revenue	3,517	-	-
Operating Revenue Sub-Total	**94,596**	**100,000**	**100,000**
General Fund Support	6,847,249	7,229,049	7,209,763
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-

Program Summary

Department: **Juvenile Court**
Program: **Detention Services**

Other Funding Sources	-	-	-
Total Program Funding	**6,941,845**	**7,329,049**	**7,309,763**
Program Staffing FTEs	**136.00**	**135.00**	**134.50**

Program Summary

Department: **Juvenile Court**
Program: **Information Technology**

Function Statement
Provide overall automation management and technical assistance to Juvenile Court and its divisions.

Description of Services
Determine specifications and procurement of computer systems and peripherals; conduct training; develop automated systems; provide reports of accurate data; create and maintain the infrastructure for the network; provide internet and intranet pages and presence; and maintain the technology necessary for the security of the Court building and the detention center.

Program Goals & Objectives
- Provide timely information to ensure that Court operations, including hearings and other court processes, occurs in the most efficient time frames
- Submit all mandated reports within set time frames
- Ensure that all necessary equipment, software, and systems are available to the Court departments to fulfill their mission

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Up time for mission critical systems	100%	100%	100%
Submission of mandated reports	100%	100%	100%
Provision and maintenance of all equipment, systems, and software	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,328,966	1,419,222	1,432,426
Operating Expenses	149,537	105,254	191,455
Capital Equipment > $5,000	102,979	-	-
Total Program Expenditures	**1,581,482**	**1,524,476**	**1,623,881**
Program Funding by Source			
Revenues			
Investment Earnings	5	-	-
Special Programs Revenue Sub-Total	**5**	**-**	**-**
General Fund Support	1,581,482	1,524,476	1,623,881
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(5)	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,581,482**	**1,524,476**	**1,623,881**
Program Staffing FTEs	**15.00**	**15.00**	**15.00**

Program Summary

Department: **Juvenile Court**
Program: **Judicial Services**

Function Statement
Provide judicial services to juveniles and families in the community.

Description of Services
Adjudicate all juvenile delinquency, dependency, severance, and mental health cases filed in Pima County.

Program Goals & Objectives
- Process all dependency hearings within mandated time frames
- Ensure all judicial officers will pass performance reviews (four officers are reviewed each year)
- Reduce the percentage of contested dependency trials and termination hearings

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Permanency hearings held within statutory time frames	82%	85%	86%
Hearings contested	8%	8%	8%
Judicial officers passing performance review	100%	100%	100%
Reactivated petitions	15%	14%	17%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	2,059,304	2,245,487	2,302,065
Operating Expenses	247,722	257,119	253,610
Total Program Expenditures	**2,307,026**	**2,502,606**	**2,555,675**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	1,460	-	-
Operating Revenue Sub-Total	**1,460**	**-**	**-**
General Fund Support	2,305,566	2,502,606	2,555,675
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,307,026**	**2,502,606**	**2,555,675**
Program Staffing FTEs	**25.25**	**25.25**	**25.25**

Program Summary

Department: **Juvenile Court**
Program: **Probation Services**

Function Statement

Ensure community safety by providing evidence-based supervision and diversion services to court referred juveniles in accordance with state mandates and statutes.

Description of Services

Receive and process juvenile delinquency referrals, develop and provide alternatives to detention, provide diversion services, complete investigations of petitioned cases and recommend appropriate services and supervision levels to the Court on adjudicated cases. Provide community supervision and monitoring of compliance with Court orders through a system of evidence-based practices and programs to include graduated responses.

Program Goals & Objectives

- Probationers' successful completion of standard probation
- Juveniles successfully complete contracts of diversion consequences within 90 days
- Probationers' successful completion of Juvenile Intensive Probation (JIPS)
- Restore victims through collection of restitution
- Victims satisfied with notification and service

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Successful completion of standard probation	85%	80%	80%
Successful completion of intensive probation	70%	70%	70%
Successful completion of diversion consequences within 90 days	90%	90%	90%
Diversion juveniles paying assigned restitution	70%	90%	90%
Standard probationers paying assigned restitution	100%	100%	100%
JIPS probationers paying assigned restitution	95%	95%	95%
Victim customer service satisfaction rating	78%	80%	80%

Program Summary

Department: **Juvenile Court**
Program: **Probation Services**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	8,641,610	10,333,609	10,157,164
Operating Expenses	4,404,039	4,902,462	4,734,428
Total Program Expenditures	**13,045,649**	**15,236,071**	**14,891,592**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	165	-	-
Operating Revenue Sub-Total	**165**	**-**	**-**
Intergovernmental	6,254,223	7,263,213	6,928,000
Charges for Services	199,390	227,929	188,111
Fines & Forfeits	4,935	8,000	7,000
Miscellaneous Revenue	(7,859)	(5,000)	(5,000)
Investment Earnings	14,317	12,039	13,559
Special Programs Revenue Sub-Total	**6,465,006**	**7,506,181**	**7,131,670**
Intergovernmental	76,859	78,969	84,385
Grant Revenue Sub-Total	**76,859**	**78,969**	**84,385**
General Fund Support	6,613,323	6,792,843	6,859,232
Net Operating Transfers In/(Out)	(5,834)	-	-
Fund Balance Decrease/(Increase)	(103,870)	858,078	816,305
Other Funding Sources	-	-	-
Total Program Funding	**13,045,649**	**15,236,071**	**14,891,592**
Program Staffing FTEs	**183.25**	**177.25**	**172.25**

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Public Defense Services

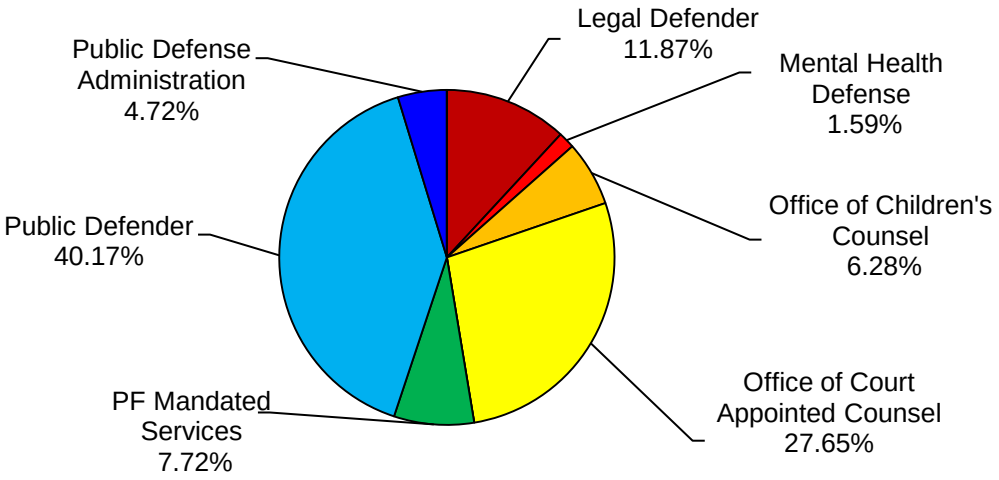
Expenditures: 33,116,349 **Revenues:** 1,674,230

FTEs 270.75

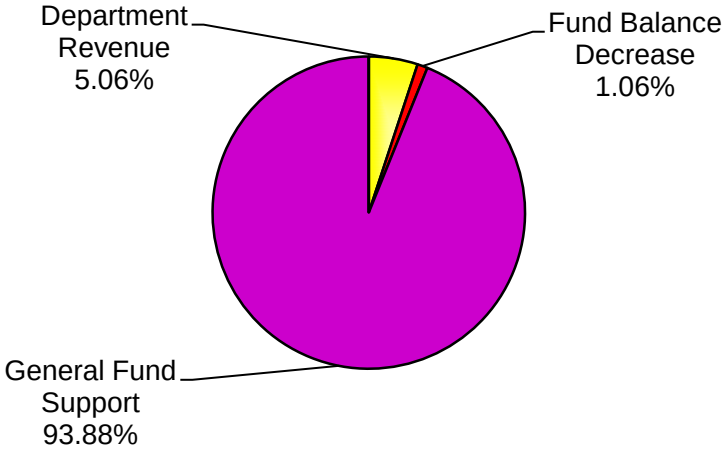
Function Statement: Provide quality legal representation in an efficient, cost effective manner for indigent individuals entitled to appointed counsel. Accept appointment by the Superior Court to serve as conservator, guardian, or personal representative for individuals. Maintain and administer insurance benefits to meet estate planning needs. Maintain and liquidate securities. Prepare taxes. Determine eligibility of and provide burial for indigent persons.

Mandates: The 6th and 14th Amendments of the US Constitution, Article 2, Section 24 of the Arizona Constitution, ARS Title 11, Chapter 3, Article 11: Public Defenders; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 8: Children. ARS Title 14, Chapter 5: Protection of Persons Under Disability and Their Property. ARS Title 14, Chapter 5, Article 6: Public Fiduciary

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Public Defense Services**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Legal Defender	3,959,447	4,337,841	3,931,635
Mental Health Defense	511,875	530,851	527,561
Office of Children's Counsel	1,782,971	2,006,832	2,078,620
Office of Court Appointed Counsel	10,228,890	9,034,200	9,157,257
PF Mandated Services	2,487,583	2,584,605	2,557,583
Public Defender	12,342,072	13,217,930	13,301,386
Public Defense Administration	1,046,724	1,728,501	1,562,307
Total Expenditures	**32,359,562**	**33,440,760**	**33,116,349**
Funding by Source			
Revenues			
Legal Defender	31,626	24,250	22,000
Office of Children's Counsel	3,271	7,800	5,200
Office of Court Appointed Counsel	1,090,596	885,200	838,500
PF Mandated Services	506,770	506,473	460,000
Public Defender	131,669	102,200	106,910
Public Defense Administration	259,025	253,200	241,620
Total Revenues	**2,022,957**	**1,779,123**	**1,674,230**
General Fund Support	30,351,322	31,244,871	31,090,468
Net Operating Transfers In/(Out)	2,669	-	-
Fund Balance Decrease/(Increase)	(17,386)	416,766	351,651
Other Funding Sources	-	-	-
Total Program Funding	**32,359,562**	**33,440,760**	**33,116,349**
Staffing (FTEs) by Program			
Legal Defender	44.00	42.50	40.50
Mental Health Defense	6.00	6.00	6.00
Office of Children's Counsel	21.00	24.50	26.50
Office of Court Appointed Counsel	10.00	9.00	9.00
PF Mandated Services	32.85	32.00	32.00
Public Defender	143.85	145.50	147.25
Public Defense Administration	9.00	8.00	9.50
Total Staffing (FTEs)	**266.70**	**267.50**	**270.75**

Program Summary

Department: **Public Defense Services**
Program: **Legal Defender**

Function
Provide quality legal representation to defendants entitled to court appointed counsel.

Description of Services
Represent adults charged with felonies and probation revocation petitions in the Pima County Superior Court. File appeals and other post-conviction petitions. Provide the highest quality legal representation by recruiting and retaining the most qualified and productive employees through a competitive pay plan, rewarding work environment, and comprehensive training opportunities.

Program Goals & Objectives
- Maintain attorney retention rate of at least 90%
- Provide quality legal representation to new indigent felony cases

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Attorney retention rate	83%	87%	90%
Felony cases appointed	2,025	2,560	2,660
Probation cases appointed	390	448	448
Appeal cases appointed	47	40	40
Rule 32 cases appointed	131	120	120

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	3,482,840	3,658,200	3,423,517
Operating Expenses	476,607	679,641	508,118
Total Program Expenditures	**3,959,447**	**4,337,841**	**3,931,635**
Program Funding by Source			
Revenues			
Intergovernmental	3,009	2,100	3,000
Miscellaneous Revenue	2,800	-	-
Operating Revenue Sub-Total	**5,809**	**2,100**	**3,000**
Intergovernmental	25,327	22,000	18,800
Miscellaneous Revenue	204	-	-
Investment Earnings	286	150	200
Special Programs Revenue Sub-Total	**25,817**	**22,150**	**19,000**
General Fund Support	3,927,910	4,310,741	3,899,635
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(89)	2,850	10,000
Other Funding Sources	-	-	-
Total Program Funding	**3,959,447**	**4,337,841**	**3,931,635**

Program Summary

Department: **Public Defense Services**
Program: **Legal Defender**

Program Staffing FTEs	**44.00**	**42.50**	**40.50**

Program Summary

Department: **Public Defense Services**
Program: **Mental Health Defense**

Function

Fulfill the duty of the Pima County Superior Court to promptly appoint counsel to individuals involuntarily hospitalized as a result of a court-ordered evaluation based on allegations that the person, as a result of a mental disorder, is either a danger to self (DTS), danger to others (DTO), persistently or acutely disabled (PAD) or gravely disabled (GD) as defined in Title 36, Chapter 5 of the Arizona Revised Statutes.

Description of Services

Provide quality representation to adults who, because of their mental illness are either unable or unwilling to participate in treatment on a voluntary basis and meet one of the four standards as detailed in Title 36: mental disorder of the person's emotional processes, thought, cognition, or memory; danger to self (DTO); danger to others (DTO); persistently or acutely disabled (PAD) or gravely disabled (GD). Work in the best interests of the patients and work with the Court and treatment facilities to recommend necessary services when available. Also, provide representation for all individuals petitioned for guardianship by Public Fiduciary and serves as guardians ad litem to adults needing assistance understanding court proceedings.

Program Goals & Objectives

- Provide quality legal representation to Title 36 clients in Pima County in cases which are initiated by emergency application or involuntary application, non-emergent or pre-petition screening

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Title 36 cases appointed	1,907	1,968	2,000

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	466,735	481,568	489,867
Operating Expenses	45,140	49,283	37,694
Total Program Expenditures	**511,875**	**530,851**	**527,561**
General Fund Support	511,875	530,851	527,561
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**511,875**	**530,851**	**527,561**
Program Staffing FTEs	**6.00**	**6.00**	**6.00**

Program Summary

Department: **Public Defense Services**
Program: **Office of Children's Counsel**

Function

Represent children in dependency and severance cases before the Pima County Juvenile Court. Follow the cases of children that continue under court supervision, i.e. continuation cases. Represent child victims/witnesses at the request of the Pima County Attorney's Office and provide child-related representation to the Bench and Bar of the Domestic Relations Division of the Pima County Superior Court when the family qualifies pursuant to statute and rules relating to family law.

Description of Services

Provide children in foster care and out-of-home placements with quality representation to ensure that necessary services are provided to these children and that their voices are heard in court proceedings. Provide effective, quality representation to individuals eligible for court appointed counsel in Pima County and adhere to the applicable standards of conduct and representation as set forth in the Arizona Rules of Professional Conduct, American Bar Association Guidelines for the Appointment and National Council of Juvenile and Family Court Judges Resource Guidelines, American Bar Association Standards of Practice for Lawyers Who Represent Children in Abuse and Neglect Cases, and Arizona Statewide Standards and Training Guidelines for Attorneys in Dependency Cases. Provide cost efficient representation for individuals eligible for court appointed counsel in Pima County.

Program Goals & Objectives

- Provide quality representation to eligible children in dependency cases

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Juvenile dependency and severances cases appointed	1,184	1,172	1,200

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,571,626	1,740,463	1,836,413
Operating Expenses	211,345	266,369	242,207
Total Program Expenditures	**1,782,971**	**2,006,832**	**2,078,620**
Program Funding by Source			
Revenues			
Intergovernmental	2,682	7,800	5,200
Miscellaneous Revenue	589	-	-
Operating Revenue Sub-Total	**3,271**	**7,800**	**5,200**
General Fund Support	1,779,700	1,999,032	2,073,420
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,782,971**	**2,006,832**	**2,078,620**
Program Staffing FTEs	**21.00**	**24.50**	**26.50**

Program Summary

Department: **Public Defense Services**
Program: **Office of Court Appointed Counsel**

Function

Provide representation through contracted private attorneys and ancillary service providers for indigent and quasi-indigent individuals (those with incomes between total indigence and those who are ineligible for any public representation) who qualify for court appointed counsel.

Description of Services

Provide contract attorney representation to indigent and quasi-indigent persons in the following criminal and civil proceedings: felony, first degree murder, death penalty, misdemeanor, probation violation, appeals and other post-conviction matters, sexually violent persons, guardianship and witness representation, as well as juvenile proceedings for delinquency, dependency, severance, and mental health commitments. Administer a Qualified Consultant List for ancillary service providers (paralegals, investigators, and mitigation specialists) who are part of the criminal defense team. Provide effective, quality representation to individuals eligible for court appointed counsel in Pima County and adhere to the applicable standards of conduct and representation as set forth in the Arizona Rules of Professional Conduct, American Bar Association Guidelines for the Appointment and Performance of Defense Counsel in Death Penalty Cases, National Legal Aid and Defender Association Guidelines for Criminal Defense Representation, National Council of Juvenile and Family Court Judges Resource Guidelines, American Bar Association Standards of Practice for Lawyers Who Represent Children in Abuse and Neglect Cases, and Arizona Statewide Standards and Training Guidelines for Attorneys in Dependency Cases. Provide cost efficient representation for individuals eligible for court appointed counsel in Pima County. Follow the procedures for extraordinary fees and ancillary expenses set forth in their contracts with Pima County. Follow the procedures set forth in the Pima County Guidelines for Payment.

Program Goals & Objectives

- Ensure that appropriate office (Public Defender, Legal Defender, Office of Children's Counsel) or contract attorney is appointed to represent qualifying defendants at all levels of representation in the juvenile and criminal justice area

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Eligible individuals receiving qualified contract attorney representation for felony, first degree murder, and death penalty proceedings	100%	100%	100%
Eligible individuals receiving qualified contract attorney representation for dependency and severance proceedings in Juvenile Court	100%	100%	100%
Eligible individuals receiving qualified contract attorney representation for misdemeanor cases in Justice Court	100%	100%	100%
Felony cases appointed to contract counsel	730	996	900
Misdemeanor cases appointed to contract counsel	1,966	2,800	2,800
Probation cases appointed to contract counsel	207	206	206
Appeal cases appointed to contract counsel	35	44	60
Rule 32 cases appointed to contract counsel	186	172	120
Death penalty appeal cases appointed to contract counsel	1	0	0
Death penalty Rule 32 cases appointed to contract counsel	5	1	0
Dependency/GAL/severance cases appointed to contract counsel	3,578	3,156	2,716
Juvenile delinquency cases appointed to contract counsel	167	428	428

Program Summary

Department: **Public Defense Services**
Program: **Office of Court Appointed Counsel**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	487,362	585,777	539,121
Operating Expenses	9,741,528	8,448,423	8,618,136
Total Program Expenditures	**10,228,890**	**9,034,200**	**9,157,257**
Program Funding by Source			
Revenues			
Intergovernmental	64,338	-	10,000
Charges for Services	1,025,251	885,200	828,500
Miscellaneous Revenue	1,007	-	-
Operating Revenue Sub-Total	**1,090,596**	**885,200**	**838,500**
General Fund Support	9,138,294	8,149,000	8,318,757
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**10,228,890**	**9,034,200**	**9,157,257**
Program Staffing FTEs	**10.00**	**9.00**	**9.00**

Program Summary

Department: **Public Defense Services**
Program: **PF Mandated Services**

Function

Accept Superior Court appointment to serve as conservator, guardian, and/or personal representative for decedent probates where there is no person or corporation qualified or willing to act. Determine eligibility and arrange burial service for indigent persons. Coordinate with community agencies, the Office of the Medical Examiner, and health care facilities in locating next of kin and gathering vital statistics.

Description of Services

Respond to inquiries from the public, receive and investigate referrals, determine eligibility for services, gather information and determine if adjudication proceedings are warranted, locate family and/or friends of proposed wards, protected persons and decedents. Upon appointment, ensure that wards and protected persons reside in the least restrictive environment available, protect and manage wards' and protected persons' assets, income and disbursements, seek income supplements, and investigate the availability of public benefits on behalf of wards and protected persons. Monitor care and medical treatment of wards. File mandatory reports with the Court. Maintain or liquidate estate assets. Maintain the Pima County Cemetery, including the two columbaria on site. Follow the appropriate procurement procedures to contract with one local funeral home to provide mortuary services for indigent burial recipients, and maintain decedent records.

Program Goals & Objectives

- Process applications for indigent burials and determine eligibility within 72 hours
- File Annual Guardianship Reports and Conservator Account Forms to Superior Court as scheduled
- Close indigent burial cases within 60 days of interment
- Develop client budgets within 90 days of appointment as conservator and file with the Court
- Complete a detailed inventory of assets and file the inventory report to the Court within 90 days of appointment on conservatorship and decedent probate appointments
- Conduct quarterly inspections of the Pima County Cemetery grounds to ensure proper maintenance
- Complete case investigations regarding guardianship, conservatorship and decedent probate referrals within 30 days of receipt of all documents

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Probate investigations completed within 30 days of receipt of referral	52%	75%	90%
Annual reports to Superior Court filed on time	100%	100%	100%
Client budgets developed within 90 days of court appointment	83%	86%	95%
Inventories filed with Superior Court within 90 days of appointment	100%	100%	100%
Applications for indigent burial services processed and eligibility determined within 72 hours	49%	56%	70%
Cases closed within 90 days of interment	24%	60%	75%
Quarterly inspections of cemetery to ensure proper maintenance of grounds	100%	100%	100%

Program Summary

Department: **Public Defense Services**
Program: **PF Mandated Services**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	2,028,841	2,059,669	2,036,320
Operating Expenses	458,742	524,936	521,263
Total Program Expenditures	**2,487,583**	**2,584,605**	**2,557,583**
Program Funding by Source			
Revenues			
Charges for Services	501,382	506,473	460,000
Miscellaneous Revenue	5,388	-	-
Operating Revenue Sub-Total	**506,770**	**506,473**	**460,000**
General Fund Support	1,980,813	2,078,132	2,097,583
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,487,583**	**2,584,605**	**2,557,583**
Program Staffing FTEs	**32.85**	**32.00**	**32.00**

Program Summary

Department: **Public Defense Services**
Program: **Public Defender**

Function
Provide quality legal representation to defendants entitled to court appointed counsel.

Description of Services
Represent adults charged with felonies. Handle post conviction relief matters and probation revocation cases. Represent juveniles charged with delinquencies and those facing transfer to adult court. Provide the highest quality legal representation by recruiting and retaining the most qualified and productive employees through a competitive pay plan, rewarding work environment, and comprehensive training opportunities.

Program Goals & Objectives
- Maintain attorney retention rate of 90%
- Provide quality legal representation to indigent citizens charged with felonies and represent parents in dependency cases

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Attorney retention rate	84%	90%	90%
Felony cases appointed	5,862	7,628	7,628
Probation cases appointed	1,085	1,596	1,596
Appeals cases appointed	54	60	60
Rule 32 cases appointed	13	20	50
Juvenile delinquency cases appointed	977	1,624	1,624
Adult dependency cases appointed	0	320	400

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	10,608,592	11,177,860	11,493,113
Operating Expenses	1,733,480	2,040,070	1,808,273
Total Program Expenditures	**12,342,072**	**13,217,930**	**13,301,386**
Program Funding by Source			
Revenues			
Intergovernmental	70,607	44,500	51,000
Miscellaneous Revenue	525	1,000	510
Operating Revenue Sub-Total	**71,132**	**45,500**	**51,510**
Intergovernmental	58,496	56,000	55,200
Miscellaneous Revenue	1,683	500	-
Investment Earnings	358	200	200
Special Programs Revenue Sub-Total	**60,537**	**56,700**	**55,400**
General Fund Support	12,212,847	13,106,430	13,183,876
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(2,444)	9,300	10,600
Other Funding Sources	-	-	-

Program Summary

Department: **Public Defense Services**
Program: **Public Defender**

Total Program Funding	**12,342,072**	**13,217,930**	**13,301,386**
Program Staffing FTEs	**143.85**	**145.50**	**147.25**

Program Summary

Department: **Public Defense Services**
Program: **Public Defense Administration**

Function

Ensure quality legal representation for defendants entitled to court appointed counsel. Oversee budgets, planning, human resources and other administrative functions.

Description of Services

Provide quality legal representation in an efficient, cost effective manner for indigent individuals entitled to appointed counsel. Provide representation in the Superior Court, Juvenile Court, Justice Courts, the Arizona Court of Appeals, Arizona Supreme Court and, in certain circumstances, the federal courts. Provide eligibility screening and recommend attorney assessments for legal representation of out-of-custody defendants charged with criminal offenses in Superior, Juvenile, and Justice Courts. Represent children and parents in dependency and severance cases and court proceedings for children in foster care and other out-of-home placements. Provide legal services for adults who have mental illnesses and are unwilling or unable to voluntarily participate in treatment. Provide administrative support by reviewing contract compliance and reviewing and processing claims submitted by contract attorneys and other defense related professional services in seven functional areas including misdemeanor, felony, first degree murder, Title 36, Rule 32, Juvenile Court and the Court of Appeals.

Program Goals & Objectives

- Reduce cost per case by 2%
- Reduce total PDS expenditures by 2%
- Reduce adult dependency cost per case by 5%
- Meet all mandated reporting requirements
- Increase PDS efficiencies by reviewing policies, consolidating resources and ensuring compliance
- Hold regular meetings with program management

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Mandated reports completed	yes	yes	yes
Procedures reviewed to increase efficiency	yes	yes	yes
Hold regular meetings with program management	yes	yes	yes
Felony (including probation) average PDS cost per case	$1,693	$1,401	$1,373
Death penalty PDS average cost per case	$50,924	$43,608	$43,608
Post-Conviction PDS average cost per case	$10,362	$9,611	$9,419
Death penalty post-conviction PDS average cost per case	$52,806	$50,432	$50,432
Juvenile delinquency PDS average cost per case	$1,350	$1,350	$1,323
Juvenile dependency (all types) PDS average cost per case	$1,338	$1,098	$1,043
Mental health PDS average cost per case	$268	$284	$278
Misdemeanors PDS average cost per case	$521	$500	$500

Program Summary

Department: **Public Defense Services**
Program: **Public Defense Administration**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	848,413	850,423	937,750
Operating Expenses	198,311	878,078	624,557
Total Program Expenditures	**1,046,724**	**1,728,501**	**1,562,307**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	40	-	20
Operating Revenue Sub-Total	**40**	**-**	**20**
Intergovernmental	255,954	252,000	240,000
Miscellaneous Revenue	114	-	-
Investment Earnings	2,917	1,200	1,600
Special Programs Revenue Sub-Total	**258,985**	**253,200**	**241,600**
General Fund Support	799,883	1,070,685	989,636
Net Operating Transfers In/(Out)	2,669	-	-
Fund Balance Decrease/(Increase)	(14,853)	404,616	331,051
Other Funding Sources	-	-	-
Total Program Funding	**1,046,724**	**1,728,501**	**1,562,307**
Program Staffing FTEs	**9.00**	**8.00**	**9.50**

Sheriff

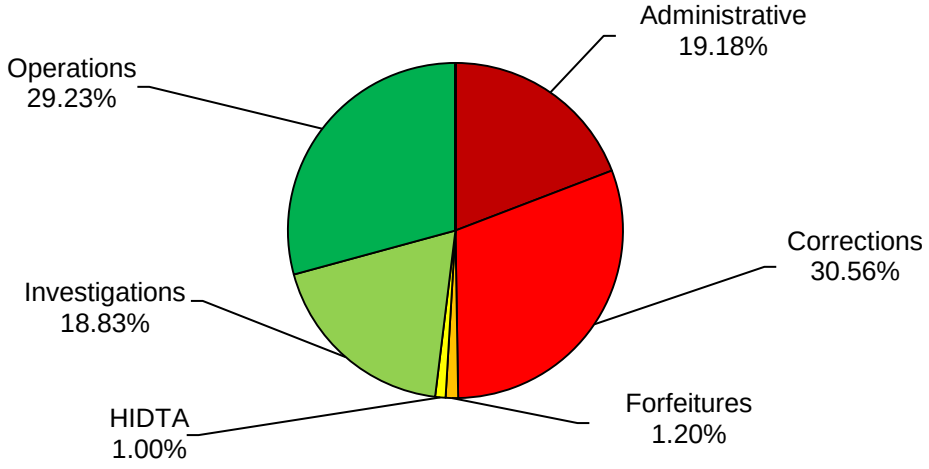
Expenditures: 163,297,184 **Revenues:** 17,990,625

FTEs 1,532.25

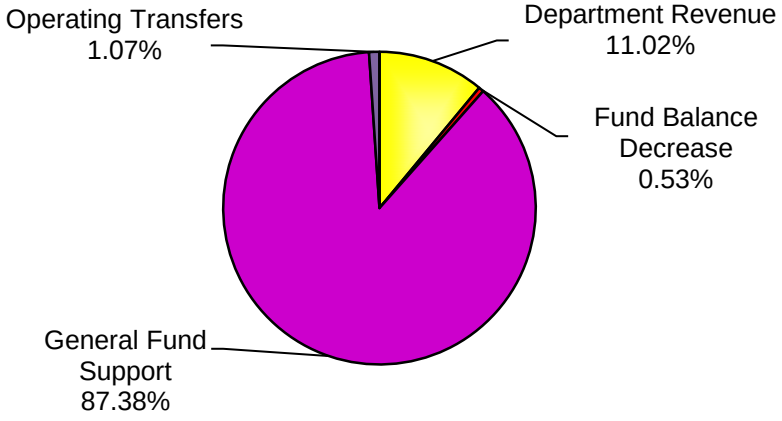
Function Statement: Provide law enforcement and public safety services for Pima County. Provide safe and secure detainment of inmates. Provide support services for law enforcement and corrections personnel.

Mandates: ARS Title 11, Chapter 3, Article 2: Sheriff; ARS Title 13: Criminal Code; and ARS Title 31: Prisons and Prisoners

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Sheriff**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Administrative	29,004,487	29,116,375	31,315,916
Corrections	46,903,256	50,066,405	49,893,699
Forfeitures	(81,708)	1,960,000	1,960,000
HIDTA	1,482,971	2,087,947	1,640,419
Investigations	28,425,702	28,565,465	30,753,098
Operations	44,368,908	45,971,123	47,734,052
Total Expenditures	**150,103,616**	**157,767,315**	**163,297,184**
Funding by Source			
Revenues			
Administrative	619,279	827,448	699,025
Corrections	10,811,042	12,344,319	10,982,744
Forfeitures	31,589	100,000	100,000
HIDTA	1,478,624	2,087,947	1,640,419
Investigations	2,877,497	3,458,590	4,115,908
Operations	855,708	627,400	452,529
Total Revenues	**16,673,739**	**19,445,704**	**17,990,625**
General Fund Support	133,865,410	135,767,282	142,703,212
Net Operating Transfers In/(Out)	(1,144,247)	1,515,000	1,740,000
Fund Balance Decrease/(Increase)	708,714	1,039,329	863,347
Other Funding Sources	-	-	-
Total Program Funding	**150,103,616**	**157,767,315**	**163,297,184**
Staffing (FTEs) by Program			
Administrative	299.50	301.25	288.00
Corrections	605.50	606.50	593.00
HIDTA	25.00	25.00	25.00
Investigations	287.50	279.00	274.00
Operations	362.50	359.25	352.25
Total Staffing (FTEs)	**1,580.00**	**1,571.00**	**1,532.25**

Program Summary

Department: **Sheriff**
Program: **Administrative**

Function

Provide administrative, information technology, special investigations, civil enforcement, and other services in support of the department mission.

Description of Services

Provide a comprehensive menu of administrative, technical, investigative, and other services in support of the Sheriff Department mission. Compile, process, and analyze financial transactions including accounts payable, payroll, travel, petty cash, contracts, purchasing cards, intergovernmental agreements, state and federal grants, and revenues. Provide relevant, reliable, and timely financial information to staff, management, Pima County, outside law enforcement agencies, and the federal government. Prepare the annual departmental budget. Handle personnel related actions including hiring, terminations, promotions, demotions, transfers, and pay adjustments while ensuring compliance with Equal Employment Opportunity requirements. Provide basic, advanced, and in-service training for law enforcement, corrections, and civilian personnel. Coordinate all operational and training activities conducted at the shooting range. Provide for the acquisition, receiving, distribution, maintenance, and disposal (if necessary) of all assets (fixed and consumable). Initiate, schedule, and manage facility projects, contracts, and maintenance. Perform all duties associated with fleet distribution, assessment, and collision tracking. Maintain auxiliary communication equipment distribution, tracking, and service. Provide various services and resources to the community such as public information officer, crime prevention programs, and Sheriff auxiliary volunteers. Research, identify, and complete application of state and federal grants. Implement risk management procedures to reduce work related injuries, vehicle collisions, and ensure compliance with OSHA rules. Deploy and maintain voice and data networks and systems that support the telephone and information resource needs of the administrative, civil, corrections, and law enforcement functions. Provide all information technology functions such as maintenance, support, storage, and training for network servers, hardware, software, and Internet functions. Deploy and maintain a fleet of mobile data computers that provide criminal justice information, computer aided dispatch, and mobile reporting solutions to enhance delivery and efficiency of law enforcement services. Maintain and support the department's fourteen-node telephone network and voice messaging systems. Develop, maintain, and support administrative records management systems to support the personnel, financial, and other business requirements of the department, including Sheriff's Management and Records Tracking System, and IAPro. Maintain the record keeping functions associated with arrest warrants, court orders, stolen/stored vehicles, missing persons, and stolen property. Coordinate extradition between the Pima County Attorney's office and various law enforcement agencies across the country, and victims' rights notifications required by Arizona law. Receive and report non-priority civil and criminal activity without direct intervention of a peace officer. Maintain records of 9-1-1 and law enforcement dispatch activities that reflect accurately the types of services requested and the services deployed in response. Provide comprehensive training to new staff to develop highly skilled public safety telecommunications specialists. Conduct thorough, unbiased investigations of all complaints that the department deem to be of a significant nature to warrant a formal investigation. Process all minor complaints referred to the district/division level for investigation and follow up to ensure appropriate action was taken. Maintain a computerized tracking system of all complaints and a system for secure storage of internal affairs records and periodically purge of files according to established criteria. Provide quarterly and annual statistical reports which include the number and types of complaints received, findings and dispositions, and summaries of all sustained cases. Perform operational audits to evaluate the efficiency and effectiveness of departmental operations. Review internal controls for sensibility and compliance, the means of safeguarding assets and verifying their existence, and the reliability and integrity of financial information. Provide financial or operating data to management for decision making purposes. Serve or return to the court common legal process (summons, subpoena, citation, order, notice, etc.) that is received by the Sheriff for service. Collect delinquent tax or clear delinquent tax warrants issued to the Sheriff for collection. Transcribe law enforcement reports, enter physical and out of custody arrest records into the Spillman Law Enforcement Database, and disseminate reports to law enforcement investigations and criminal justice processes. Provide instructional services for new employee introduction to the dictation system. Perform quality control and make corrections to incident reports per deputy instructions. Collect, process, maintain, and disseminate criminal and traffic information generated by the department. Disseminate law enforcement records as requested by entitled public persons and criminal justice agencies. Provide courtroom testimony as required by subpoena. Process and distribute incoming documents as required by other agencies. Maintain an audit trail of financial transactions. Administer document transfer and retention schedules. Submit Uniform Crime Reports to Arizona Department of Public Safety (AZ DPS).

Program Summary

Department: **Sheriff**
Program: **Administrative**

Program Goals & Objectives

- Successfully pass annual record audits by the FBI and AZ DPS
- Provide reliable, professional, timely responses to 9-1-1 calls, dispatch law enforcement personnel and resources, and provide communications support to field units to assure effective and timely completion of their tasks
- Maintain and support the department's law enforcement records management and retrieval systems including the Spillman application, COPLINK, and InSight, which provide 24 hour access to criminal justice information
- Respond to requests for confirmations of computer entries within designated time frames established by National Crime Information Center
- Enter arrest warrant data within the following time lines: felony warrants and court orders within 6 hours of receipt, misdemeanor warrants within one week of receipt
- Maintain 24 hours per day, 7 days per week interface to the Arizona Criminal Justice Information System (ACJIS), fully complying with the most current ACJIS security policy
- Maintain 100% accuracy of all computer entries
- Dispatch all priority one calls within one minute of receipt and all other calls as soon as field resources are available

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Communications logged calls for service (PCSD & Sahuarita PD)	138,554	138,373	140,171
9-1-1 calls	212,700	212,111	214,868
Average pre-dispatch time on priority one calls (in seconds)	44	45	45
Average elapsed time for felony warrant entry (in hours)	6	6	6
ACJIS transactions completed	13,098	13,100	13,100
10 minute warrant confirmations	9,984	10,300	10,300
Results from state & federal audits (low risk rating)	yes	yes	yes
Access to law enforcement database (24/7)	yes	yes	yes
Telephone services to all SD facilities (24/7)	yes	yes	yes
Telephone service availability	100%	100%	100%
Access to Spillman Law Enforcement Database	yes	yes	yes

Program Summary

Department: **Sheriff**
Program: **Administrative**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	17,436,036	19,771,365	21,747,342
Operating Expenses	11,383,739	9,124,497	9,558,574
Capital Equipment > $5,000	24,200	60,000	10,000
Debt Service	160,512	160,513	-
Total Program Expenditures	**29,004,487**	**29,116,375**	**31,315,916**
Program Funding by Source			
Revenues			
Intergovernmental	8,297	-	-
Charges for Services	175,298	176,500	175,500
Miscellaneous Revenue	179,373	130,000	185,000
Investment Earnings	547	-	-
Operating Revenue Sub-Total	**363,515**	**306,500**	**360,500**
Intergovernmental	255,764	520,948	338,525
Grant Revenue Sub-Total	**255,764**	**520,948**	**338,525**
General Fund Support	28,178,354	28,128,415	30,616,891
Net Operating Transfers In/(Out)	160,512	160,512	-
Fund Balance Decrease/(Increase)	46,342	-	-
Other Funding Sources	-	-	-
Total Program Funding	**29,004,487**	**29,116,375**	**31,315,916**
Program Staffing FTEs	**299.50**	**301.25**	**288.00**

Program Summary

Department: **Sheriff**
Program: **Corrections**

Function

Provide custodial supervision of incarcerated persons for Pima County, the state of Arizona, and contracted municipalities under intergovernmental agreements. Provide inmate services and other administrative support for the Corrections Bureau.

Description of Services

Provide safe and secure detention of pretrial defendants, sentenced inmates, juveniles, and in-custody inmates awaiting transfer to their institutions or remanded to Pima County. Perform inmate records management, inmate booking, inmate food services, commissary operations, inmate laundry and supplies, facilities maintenance and improvements, environmental services, fire safety, construction coordination, judicial security, and inmate transportation to court and to Arizona Department of Correction facilities. Provide intelligence information gathering, administrative segregation, identification, inmate religious and educational programs, and inmate classification. Furnish a medical/mental health liaison, infirmary, Return to Competency program, custodial care for juvenile inmates, and custodial care for inmates on suicide watch and/or diagnosed as mentally ill. Maintain all administrative planning, policies, and procedures. Meet basic human needs and maintain the rights of all inmates.

Program Goals & Objectives

- Provide safe and secure housing of inmates, while maintaining the rights of inmates at all times
- Transport inmates to court and to other detention facilities in a safe, efficient manner
- Prevent suicides of individuals in custody
- Ensure that there are no inmate escapes
- Provide necessary and timely medical evaluation and care to inmates

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Inmates booked	30,601	32,000	32,000
Average daily inmate population	1,862	1,900	1,900
Inmate court transports	32,539	33,500	34,000
Escapes (not failures to return)	2	0	0
Serious injuries to staff	7	3	0
Suicides	2	0	0
Erroneous releases	5	3	0
Failure to release (cases)	1	1	0

Program Summary

Department: **Sheriff**
Program: **Corrections**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	37,929,995	39,824,782	39,575,374
Operating Expenses	8,910,860	9,241,623	9,318,325
Capital Equipment > $5,000	62,401	1,000,000	1,000,000
Total Program Expenditures	**46,903,256**	**50,066,405**	**49,893,699**
Program Funding by Source			
Revenues			
Intergovernmental	762,009	1,000,000	925,000
Charges for Services	7,310,693	8,445,000	7,300,000
Miscellaneous Revenue	59,511	55,000	50,000
Operating Revenue Sub-Total	**8,132,213**	**9,500,000**	**8,275,000**
Intergovernmental	376,088	400,000	300,000
Charges for Services	1,588,047	1,520,000	1,520,000
Miscellaneous Revenue	575,330	730,000	730,000
Investment Earnings	12,908	9,000	8,400
Special Programs Revenue Sub-Total	**2,552,373**	**2,659,000**	**2,558,400**
Intergovernmental	126,456	185,319	149,344
Grant Revenue Sub-Total	**126,456**	**185,319**	**149,344**
General Fund Support	36,690,668	37,186,269	38,167,608
Net Operating Transfers In/(Out)	(1,143,595)	(345,000)	(120,000)
Fund Balance Decrease/(Increase)	545,141	880,817	863,347
Other Funding Sources	-	-	-
Total Program Funding	**46,903,256**	**50,066,405**	**49,893,699**
Program Staffing FTEs	**605.50**	**606.50**	**593.00**

Program Summary

Department: **Sheriff**
Program: **Forfeitures**

Function
Enhance law enforcement and public safety services through forfeiture proceeds.

Description of Services
Receive allocations of seized antiracketeering monies from the state and various federal agencies as ordered by the courts. (Note: The County Attorney Law Enforcement Antiracketeering Fund and Sheriff Racketeer Influenced and Corrupt Organizations Act (RICO) Funds, each have a pool of antiracketeering dollars. These funds are received and recorded in the County Attorney's subfund. Incurred expenses are offset by revenues recorded in the County Attorney's subfund. For information purposes only, this summary shows the operating transfer from the County Attorney's subfund.)

Program Goals & Objectives
- Enhance law enforcement and public safety services through the use of forfeiture proceeds

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
None submitted	n/a	n/a	n/a

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Operating Expenses	(128,568)	960,000	960,000
Capital Equipment > $5,000	46,860	1,000,000	1,000,000
Total Program Expenditures	**(81,708)**	**1,960,000**	**1,960,000**
Program Funding by Source			
Revenues			
Intergovernmental	30,624	100,000	100,000
Miscellaneous Revenue	955	-	-
Investment Earnings	10	-	-
Special Programs Revenue Sub-Total	**31,589**	**100,000**	**100,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(160,088)	1,699,488	1,860,000
Fund Balance Decrease/(Increase)	46,791	160,512	-
Other Funding Sources	-	-	-
Total Program Funding	**(81,708)**	**1,960,000**	**1,960,000**

Program Summary

Department: **Sheriff**
Program: **HIDTA**

Function

Request and receive High Intensity Drug Trafficking Area (HIDTA) grants awarded by the federal government.

Description of Services

Account for the federal funds awarded by HIDTA grant. Allocate HIDTA funds to supplement law enforcement operations to combat drug trafficking in the southwest border areas.

Program Goals & Objectives

- Use HIDTA funds to pay for salaries, overtime, law enforcement equipment, and other investigative costs to combat drug trafficking in the southwest border areas
- Prepare annual budgets to request HIDTA funds for the department
- Comply with federal rules and guidelines regarding allowable costs and proper accounting procedures for the HIDTA funds

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
None submitted	n/a	n/a	n/a

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	764,435	1,736,647	1,605,969
Operating Expenses	718,536	351,300	34,450
Total Program Expenditures	**1,482,971**	**2,087,947**	**1,640,419**
Program Funding by Source			
Revenues			
Intergovernmental	1,478,605	2,087,947	1,640,419
Miscellaneous Revenue	19	-	-
Grant Revenue Sub-Total	**1,478,624**	**2,087,947**	**1,640,419**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	4,347	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,482,971**	**2,087,947**	**1,640,419**
Program Staffing FTEs	**25.00**	**25.00**	**25.00**

Program Summary

Department: **Sheriff**
Program: **Investigations**

Function

Provide criminal investigations, homeland security, narcotics and special investigations, and other technical support functions for the department.

Description of Services

Investigate violations of Arizona Revised Statutes with the goal of identifying the offenders and presenting accurate and sufficient relevant information to the County Attorney to facilitate prosecution, if deemed appropriate. Provide investigative services for homicide, robbery/assault, Fugitive Investigations Strike Team (FIST), domestic violence, cold case, night detectives, burglary, community problems, crimes against children, adult sex crimes, auto theft, arson, fraud, narcotics, border interdiction and other economic crimes. Coordinate and serve as liaison with other local, state, and federal groups and agencies to plan for and manage homeland security emergencies. Apply for and obtain state and federal funds to procure emergency response equipment. Transcribe law enforcement reports. Perform quality control and make corrections to incident reports per deputy instructions. Provide expert technical crime scene processing and evidence gathering services. Provide electronic fingerprint identification services, on behalf of the state, for local law enforcement agencies to aid in the identification of suspects and prisoners. Process departmental requests for public relations photography services. Provide fingerprint services as an Arizona Automated Fingerprint Identification System (AZ AFIS), Full Access System Terminal site (services involve fingerprint preparation, electronic submission to the state database, and comparison services). Positively identify inmates booked into the Pima County Adult Detention Center by agencies served under the AZ AFIS intergovernmental agreement prior to their release. Provide statutorily mandated sex offender registration services. Maintain a system of secure, safe, and efficient storage of property and evidence coming into possession of the department by providing laboratory evidence analysis services, maintaining accurate records, allowing lawful access to evidence, and providing for lawful disposal of unneeded property. Barcode all new and existing property and evidence inventory to improve the department's ability to manage warehouse inventory operations, and to provide real time information to detectives and other personnel about the status of individual pieces of evidence. Dispose of unnecessary marijuana inventory. Develop and implement a property disposal policy consistent with state law that will emphasize sale of property authorized for disposal to benefit the General Fund. Develop and implement a disposal policy for firearms which may permit trading weapons authorized for disposal to a distributor that will credit the department with the value of the lot toward the purchase of duty weapons and equipment.

Program Goals & Objectives

- Improve calendar year clearance rates for both violent and property crimes
- Provide crime scene processing and evidence gathering 24 hours a day, 7 days a week
- Provide timely customer service to internal and external clients either by appointment, or at the public counter
- Provide investigative services and support to the department and Pima County
- Reduce the volume of manual records associated with the chain-of-custody by converting to automated, electronic records to allow faster, more convenient review of evidence item descriptions

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Clearance rate - violent crimes	72%	75%	75%
Clearance rate - property crimes	29%	37%	40%
Clearance rate- special investigations	94%	90%	90%

Program Summary

Department: **Sheriff**
Program: **Investigations**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	25,173,468	25,368,981	26,744,101
Operating Expenses	2,971,853	3,196,484	3,173,997
Capital Equipment > $5,000	280,381	-	835,000
Total Program Expenditures	**28,425,702**	**28,565,465**	**30,753,098**
Program Funding by Source			
Revenues			
Charges for Services	524,929	557,000	475,000
Licenses & Permits	18,816	25,000	25,000
Miscellaneous Revenue	46,079	110,000	110,000
Investment Earnings	2,688	-	-
Operating Revenue Sub-Total	**592,512**	**692,000**	**610,000**
Intergovernmental	2,284,985	2,766,590	3,505,908
Grant Revenue Sub-Total	**2,284,985**	**2,766,590**	**3,505,908**
General Fund Support	25,473,920	25,106,875	26,637,190
Net Operating Transfers In/(Out)	(1,076)	-	-
Fund Balance Decrease/(Increase)	75,361	-	-
Other Funding Sources	-	-	-
Total Program Funding	**28,425,702**	**28,565,465**	**30,753,098**
Program Staffing FTEs	**287.50**	**279.00**	**274.00**

Program Summary

Department: **Sheriff**
Program: **Operations**

Function

Provide emergency, non-emergency, and other public safety services to the unincorporated areas of Pima County.

Description of Services

Deploy commissioned deputies to preserve the peace, arrest criminals, and prevent/suppress breaches of the peace. Implement community policing initiatives to improve interaction with the service population, identifying problem areas, and responding accordingly. Provide specially trained deputies for support operations such as Motorcycle Enforcement, Traffic Investigations, DUI, Park Enforcement, Search and Rescue, School Resource, Air Unit, Bomb Squad, Canine, Hostage Negotiations, and Special Weapons and Tactics.

Program Goals & Objectives

- Investigate all traffic incidents
- Answer emergency and non-emergency calls for services from the public as quickly as possible
- Conduct proactive patrols 24 hours a day, 7 days a week
- Enforce Arizona state laws and County ordinances
- Provide specialized law enforcement support and services to unincorporated Pima County

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Calls for service	131,030	131,960	132,000
Arrests	10,592	9,100	9,100
On-site calls	12,810	10,160	10,200
Response time in minutes (metro)	4	4	4
Response time in minutes (County wide)	5	5	5

Program Summary

Department: **Sheriff**
Program: **Operations**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	36,988,674	38,604,905	40,494,629
Operating Expenses	7,371,592	7,366,218	7,187,423
Capital Equipment > $5,000	8,642	-	52,000
Total Program Expenditures	**44,368,908**	**45,971,123**	**47,734,052**
Program Funding by Source			
Revenues			
Charges for Services	406	-	-
Fines & Forfeits	1,391	-	-
Miscellaneous Revenue	59,555	-	-
Operating Revenue Sub-Total	**61,352**	**-**	**-**
Intergovernmental	205,780	300,000	200,000
Miscellaneous Revenue	110,274	-	-
Investment Earnings	1,878	-	-
Special Programs Revenue Sub-Total	**317,932**	**300,000**	**200,000**
Intergovernmental	476,424	327,400	252,529
Grant Revenue Sub-Total	**476,424**	**327,400**	**252,529**
General Fund Support	43,522,468	45,345,723	47,281,523
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(9,268)	(2,000)	-
Other Funding Sources	-	-	-
Total Program Funding	**44,368,908**	**45,971,123**	**47,734,052**
Program Staffing FTEs	**362.50**	**359.25**	**352.25**

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Superior Court

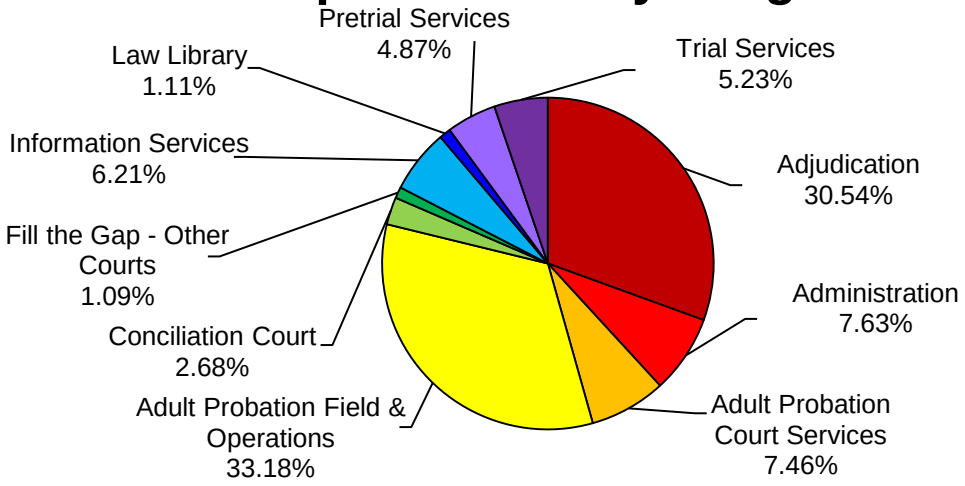
Expenditures: 49,857,765 **Revenues:** 17,914,530

FTEs 643.90

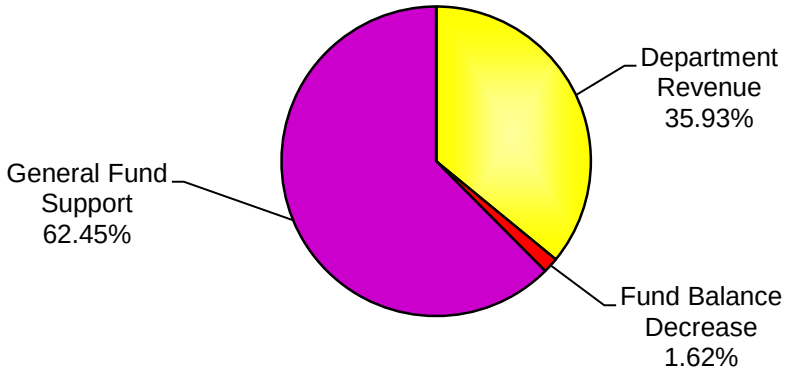
Function Statement: Adjudicate cases in which exclusive jurisdiction is not vested in another court. Provide administrative services and automated information systems to the court. Provide interpreting services to non-English speaking and hearing impaired plaintiffs, defendants, witnesses, and victims.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

Mandates: ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries; ARS Title 25: Marital and Domestic Relations; ARS Title 31: Prisons and Prisoners; and ARS Title 41: State Government

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Superior Court**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Adjudication	13,684,896	14,496,081	15,224,689
Administration	3,658,359	3,771,165	3,803,570
Adult Probation Court Services	3,343,004	3,332,024	3,719,374
Adult Probation Field And Operations	15,825,342	16,528,249	16,545,055
Conciliation Court	1,369,418	1,347,022	1,335,311
Fill The Gap - Other Courts	502,928	527,453	541,542
Information Services	2,904,537	2,744,058	3,097,971
Law Library	492,113	497,337	555,416
Pretrial Services	2,325,142	2,533,849	2,426,002
Trial Services	2,732,508	2,722,086	2,608,835
Total Expenditures	**46,838,247**	**48,499,324**	**49,857,765**
Funding by Source			
Revenues			
Adjudication	2,032,983	2,143,986	2,218,418
Administration	5,117	-	-
Adult Probation Court Services	1,685,426	1,720,000	1,717,000
Adult Probation Field And Operations	11,052,806	12,053,528	12,648,698
Conciliation Court	631,751	670,158	637,923
Information Services	370,871	391,196	389,819
Law Library	288,557	302,600	302,672
Pretrial Services	125,377	100,917	-
Total Revenues	**16,192,888**	**17,382,385**	**17,914,530**
General Fund Support	30,074,424	31,018,577	31,135,364
Net Operating Transfers In/(Out)	(3,699)	-	-
Fund Balance Decrease/(Increase)	574,634	98,362	807,871
Other Funding Sources	-	-	-
Total Program Funding	**46,838,247**	**48,499,324**	**49,857,765**
Staffing (FTEs) by Program			
Adjudication	164.25	163.50	161.75
Administration	48.75	48.75	48.75
Adult Probation Court Services	57.00	55.35	56.50
Adult Probation Field And Operations	233.75	231.25	227.00
Conciliation Court	23.00	20.30	18.15
Fill The Gap - Other Courts	4.00	4.00	4.00
Information Services	24.00	24.00	24.00

Department Summary by Program

Law Library	4.00	4.00	4.00
Pretrial Services	46.00	46.00	57.00
Trial Services	45.75	42.75	42.75
Total Staffing (FTEs)	**650.50**	**639.90**	**643.90**

Program Summary

Department: **Superior Court**
Program: **Adjudication**

Function
Adjudicate all cases filed in the Superior Court.

Description of Services
Adjudicate cases in which exclusive jurisdiction is not vested in another court, cases of equity and of law which involve title to or possession of real property, cases involving the legality of any tax imposed or assessment, cases involving the legality of any toll or municipal ordinance, cases in which the demand or value of property in controversy amounts to $1,000 or more, and criminal felony and misdemeanor cases not otherwise provided for by law.

Program Goals & Objectives
- Provide for the timely, fair, and efficient administration of justice under the law in a manner that instills and sustains the public's confidence in the judicial system
- Maintain the clearance rate of dispositions to filings at or above 100%

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Cases filed	20,670	19,824	19,205
Cases pending	21,816	21,157	20,725
Cases disposed	20,392	20,483	19,637
Clearance rate of dispositions to filings	99%	103%	102%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	11,539,213	12,440,257	12,678,806
Operating Expenses	2,145,683	2,055,824	2,545,883
Total Program Expenditures	**13,684,896**	**14,496,081**	**15,224,689**
Program Funding by Source			
Revenues			
Intergovernmental	477,896	450,000	495,000
Charges for Services	133,090	145,000	150,000
Miscellaneous Revenue	212,974	190,000	215,000
Operating Revenue Sub-Total	**823,960**	**785,000**	**860,000**
Intergovernmental	1,042,598	1,200,000	1,203,007
Investment Earnings	9,390	100	9,425
Special Programs Revenue Sub-Total	**1,051,988**	**1,200,100**	**1,212,432**
Intergovernmental	157,035	158,886	145,986
Grant Revenue Sub-Total	**157,035**	**158,886**	**145,986**
General Fund Support	12,218,638	12,987,589	13,225,169
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(566,725)	(635,494)	(218,898)
Other Funding Sources	-	-	-

Program Summary

Department: **Superior Court**
Program: **Adjudication**

Total Program Funding	**13,684,896**	**14,496,081**	**15,224,689**
Program Staffing FTEs	**164.25**	**163.50**	**161.75**

Program Summary

Department: **Superior Court**
Program: **Administration**

Function
Provide administrative support to the presiding judge, the court, and its operational and judicial divisions.

Description of Services
Provide overall administration, mental health coordination, human resources management, training and education, facility and resource management, and financial management to all court departments. Ensure the security of citizens and staff occupying or visiting court facilities. Continue efforts to obtain outside funding in support of court operations. Ensure all mandated services are provided. Establish protocols for achieving mandates with continuing efforts. Enhance responsiveness to the needs of the judicial divisions. Maintain suitable facilities in which to hold court. Procure necessary goods and services for Superior, Juvenile, and Justice Courts. Provide clinical advice and assessments to ensure that the court is receiving mental health reports and evaluations that are of the highest quality.

Program Goals & Objectives
- Assist employees with annual Administrative Office of the Courts and Council on Judicial Education and Training (COJET) and local educational compliance
- Maintain a safe environment by ensuring adequate security for courthouse users and court employees
- Provide information to facilitate optimum use of court funds
- Support judicial and administrative divisions by recruiting for various classifications (involving multiple individual openings per classification); process sufficient applications to fill all openings as needed
- Improve inventory management through integrating purchases of supplies and warehouse management through the use of Navision (inventory management software)
- Assist in the development, implementation, and maintenance of court classification and compensation plans

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Recruiting/selection	70	75	85
Supply orders processed and delivered in 2 hours	518	550	550
Background checks completed	750	699	724
Job analysis activities - job descriptions	52	55	65
Compliance rate of employees with COJET requirements	100%	100%	100%
Financial reports filed timely	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	3,373,448	3,494,442	3,516,116
Operating Expenses	284,911	276,723	287,454
Total Program Expenditures	**3,658,359**	**3,771,165**	**3,803,570**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	5,117	-	-
Operating Revenue Sub-Total	**5,117**	**-**	**-**
General Fund Support	3,653,047	3,771,165	3,803,570
Net Operating Transfers In/(Out)	195	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-

Program Summary

Department: **Superior Court**
Program: **Administration**

Total Program Funding	**3,658,359**	**3,771,165**	**3,803,570**
Program Staffing FTEs	**48.75**	**48.75**	**48.75**

Program Summary

Department: **Superior Court**
Program: **Adult Probation Court Services**

Function
Provide information to the court to assist in sentencing decisions.

Description of Services
Complete and deliver presentence reports to the court. Conduct investigations and compile comprehensive background reports on defendants. Prepare presentence reports which include a comprehensive statement of the offense, the impact on any victim, an assessment of the defendant's risk factors and criminogenic needs, and other information relevant to the sentencing process.

Program Goals & Objectives
- Use evidence-based criminogenic factors to shorten presentence reports and reduce time required to prepare reports
- Maintain annual cost savings to the County on jail reduction cases and increase those savings through planned technology enhancements (automation of Sentencing Notification Form)
- Deliver presentence reports to the court two days prior to sentencing

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Number of presentence reports	4,389	4,557	4,725
On-time delivery of reports	99%	99%	99%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	3,197,036	3,047,334	3,457,607
Operating Expenses	145,968	284,690	261,767
Total Program Expenditures	**3,343,004**	**3,332,024**	**3,719,374**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	22	-	-
Operating Revenue Sub-Total	**22**	**-**	**-**
Charges for Services	1,684,705	1,717,000	1,715,000
Investment Earnings	699	3,000	2,000
Special Programs Revenue Sub-Total	**1,685,404**	**1,720,000**	**1,717,000**
General Fund Support	2,007,443	2,235,760	2,228,368
Net Operating Transfers In/(Out)	232	-	-
Fund Balance Decrease/(Increase)	(350,097)	(623,736)	(225,994)
Other Funding Sources	-	-	-
Total Program Funding	**3,343,004**	**3,332,024**	**3,719,374**
Program Staffing FTEs	**57.00**	**55.35**	**56.50**

Program Summary

Department: **Superior Court**

Program: **Adult Probation Field And Operations**

Function

Serve the court to actively promote community safety, facilitate positive behavioral change in probationers, and respect victim rights.

Description of Services

Assess the probationers' risk to the community and provide appropriate supervision. Address the probationers' identified needs by implementing outcome-based supervision plans designed to bring about lasting behavioral change. Improve services by participating in the research, development, and advancement of community supervision through evidence-based practices.

Program Goals & Objectives

- Implement medication assisted treatment pilot
- Provide the appropriate level of service to those that present a risk to the community utilizing evidence based practices that enhance successful probation completion
- Continue community restitution involvement to reduce crime in targeted areas
- Continue association with the Fugitive Investigative Strike Team and maintain our superior rate of absconder apprehension
- Institutionalize Project SAFE (Swift, Accountable, Fair Enforcement) as a response to illegal drug use by probationers
- Provide specialized services, including Drug Court, that address specific offender populations, chronic DUI offenders, the special learning needs population, those with severe mental health issues, those that abuse illegal substances, those convicted of sex or sex-related crimes, and domestic violence offenders

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Percent of successful exits from probation	79%	79%	79%
Percent of Court-ordered restitution paid	18%	21%	21%
Percent of Court-ordered restitution hours completed	63%	62%	66%
Percent negative drug samples	95%	95%	95%
Absconders arrested as a percentage of warrants issued	90%	90%	85%
Total collections	$4,719,174	$4,351,993	$4,500,000

Program Summary

Department: **Superior Court**
Program: **Adult Probation Field And Operations**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	13,388,879	13,784,763	14,176,048
Operating Expenses	2,436,463	2,743,486	2,369,007
Total Program Expenditures	**15,825,342**	**16,528,249**	**16,545,055**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	2,156	-	-
Operating Revenue Sub-Total	**2,156**	**-**	**-**
Intergovernmental	9,871,739	10,649,531	11,409,630
Charges for Services	445,339	447,623	764,882
Miscellaneous Revenue	2,600	48,511	3,000
Investment Earnings	898	2,000	3,000
Special Programs Revenue Sub-Total	**10,320,576**	**11,147,665**	**12,180,512**
Intergovernmental	730,074	905,863	468,186
Grant Revenue Sub-Total	**730,074**	**905,863**	**468,186**
General Fund Support	4,106,528	3,848,609	3,667,960
Net Operating Transfers In/(Out)	(5,672)	-	-
Fund Balance Decrease/(Increase)	671,680	626,112	228,397
Other Funding Sources	-	-	-
Total Program Funding	**15,825,342**	**16,528,249**	**16,545,055**
Program Staffing FTEs	**233.75**	**231.25**	**227.00**

Program Summary

Department: **Superior Court**
Program: **Conciliation Court**

Function

Provide a continuum of alternative dispute resolution services in a safe, neutral setting, that can help mitigate the financial and emotional costs imposed by ongoing litigation to families involved in pre-decree, post-decree, or paternity family law cases. Provide accurate and timely services and information to the family law bench to assist the court in making custody/parenting time decisions which are in the best interests of children and which can substantially reduce time and expenses to the Superior Court.

Description of Services

Provide mandatory parent education classes, conciliation counseling, custody/parenting time mediation, custody/parenting time evaluation services, parenting coordination, and community education to parties involved in family law cases. Supply all services in English and/or Spanish. Assist parties to resolve their custody and parenting time disputes through a negotiated settlement process in a safe, neutral setting. Provide assistance and information to the family law bench through ongoing contract management, billing, and referral information of the Judicial Supervision Program and Substance Abuse Testing Services, as well as billing and referral information on subsidized services ordered for low income families through the Court's expedited fund.

Program Goals & Objectives

- Conduct mandatory parent education classes for divorcing and never-married parents involved in family law cases
- Assist parties to resolve their custody and parenting time disputes through a negotiated settlement processes in a safe, neutral setting
- Provide a continuum of alternative dispute resolution services to those involved in family law cases in the Superior Court in Pima County
- Provide ongoing program oversight to ensure the proper and timely performance of all in-house and contract services
- Provide accurate and timely information to the family law bench in order to assist the judges in making legal decision-making/parenting time decisions for families

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Conciliation and counseling cases served	118	120	120
Mediation cases served	1,985	1,985	1,980
Domestic Violence/Appropriateness screenings conducted	100%	100%	100%
Evaluation, child interviews, and parenting coordination cases served	316	332	348
Mandatory parent education and community information programs conducted	124	120	120

Program Summary

Department: **Superior Court**
Program: **Conciliation Court**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,152,052	1,129,138	1,164,451
Operating Expenses	217,366	217,884	170,860
Total Program Expenditures	**1,369,418**	**1,347,022**	**1,335,311**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	36	-	-
Operating Revenue Sub-Total	**36**	**-**	**-**
Charges for Services	594,594	635,500	608,202
Miscellaneous Revenue	2,332	2,000	1,100
Investment Earnings	735	1,650	1,750
Special Programs Revenue Sub-Total	**597,661**	**639,150**	**611,052**
Intergovernmental	34,054	31,008	26,871
Grant Revenue Sub-Total	**34,054**	**31,008**	**26,871**
General Fund Support	666,941	664,543	671,766
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	70,726	12,321	25,622
Other Funding Sources	-	-	-
Total Program Funding	**1,369,418**	**1,347,022**	**1,335,311**
Program Staffing FTEs	**23.00**	**20.30**	**18.15**

Program Summary

Department: **Superior Court**

Program: **Fill The Gap - Other Courts**

Function

Provide criminal case processing assistance to participating courts in Pima County. (Note: This program contains Fill the Gap budgets for all courts except Superior Court. The Superior Court Fill the Gap budget is included in the Adjudication program.)

Description of Services

Continue the ongoing Criminal Case Reduction and Process Improvement Project that was initially funded by Fill the Gap in fiscal year 2001/2002. (Note: This project is a multifaceted approach to improving criminal case processing and to streamline workflow.)

Program Goals & Objectives

- Provide probation supervision for Justice Courts
- Provide criminal document images within six hours of receiving document/minute entry distribution

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Justice Court probationers supervised	769	603	625
Criminal document images available six hours after receipt	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	478,654	495,087	502,472
Operating Expenses	24,274	32,366	39,070
Total Program Expenditures	**502,928**	**527,453**	**541,542**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	502,928	527,453	541,542
Other Funding Sources	-	-	-
Total Program Funding	**502,928**	**527,453**	**541,542**
Program Staffing FTEs	**4.00**	**4.00**	**4.00**

Program Summary

Department: **Superior Court**
Program: **Information Services**

Function

Provide coordinated long range information technology system analysis, planning, development, and maintenance services in support of all court programs. Provide reliable, effective, and consistent high quality systems and services to the court and the public.

Description of Services

Conduct day-to-day system and equipment installation, maintenance, operation, and administrative support for the court's data networking system, computers, and software application programs. Coordinate and provide technology related purchasing advice, customer support, and desktop application support services. Provide the court's presence on the Internet. Services include software requirement analysis, design, and development; hardware and software implementation; network connectivity installation and service; system operations and maintenance scheduling; security functions and backup/recovery procedures; and response to customer service requests for problem resolution.

Program Goals & Objectives

- Support the statewide move to the new e-filing engine, Public Access, Bench Automation (aiSmartBench rollout at Juvenile) and Administrative Office of the Courts minimum security standards
- Provide reliable, effective, and consistently high quality technology systems and services to the court in a timely manner
- Continue development of the Court's case management system (AGAVE)
- Continue efforts replacing legacy systems based upon technology such as Microsoft Access, DotNetNuke, and end-of-life hardware and software
- Enable and enhance public access to court information

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Help Desk calls resolved	7,336	8,500	8,500
Implement aiSmartBench for Juvenile bench judicial staff	no	yes	yes
Implement new e-filing engine	no	yes	yes
Implement new AOC security standards	no	yes	yes

Program Summary

Department: **Superior Court**
Program: **Information Services**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,838,003	2,136,311	2,197,494
Operating Expenses	1,057,908	467,747	851,477
Capital Equipment > $5,000	8,626	140,000	49,000
Total Program Expenditures	**2,904,537**	**2,744,058**	**3,097,971**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	54	-	-
Investment Earnings	(4)	-	-
Operating Revenue Sub-Total	**50**	**-**	**-**
Charges for Services	342,442	361,162	360,043
Investment Earnings	3,379	4,700	4,700
Special Programs Revenue Sub-Total	**345,821**	**365,862**	**364,743**
Intergovernmental	25,000	25,334	25,076
Grant Revenue Sub-Total	**25,000**	**25,334**	**25,076**
General Fund Support	2,325,454	2,214,218	2,356,628
Net Operating Transfers In/(Out)	804	-	-
Fund Balance Decrease/(Increase)	207,408	138,644	351,524
Other Funding Sources	-	-	-
Total Program Funding	**2,904,537**	**2,744,058**	**3,097,971**
Program Staffing FTEs	**24.00**	**24.00**	**24.00**

Program Summary

Department: **Superior Court**
Program: **Law Library**

Function

Provide access to current legal materials and information per Arizona Revised Statute 12-305 as well as reference services and self-service access to court approved forms.

Description of Services

Provide a variety of constituents with an up-to-date collection of core legal material and assistance in the retrieval of information. Answer reference questions using best available resources, print or electronic. Offer assistance in selection and use of best electronic resources. Acquire, process, maintain, and inventory judicial collections. Offer alternative ways to access forms as well as resources for forms not offered in the self service center. Offer referrals to appropriate legal advice agencies. Support twice weekly Domestic Relations Clinic offered by Southern Arizona Legal Aid.

Program Goals & Objectives

- Ensure adequate supply of forms are available to all patrons
- Maintain up-to-date judicial collections
- Provide respectful and competent customer service
- Enrich and enhance law library's collection within budget
- Maintain library and research information on the Superior Court Law Library website

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Patrons entering Law Library	56,295	55,000	59,000
Westlaw sessions provided (estimated)	6,276	6,500	7,000
Packets of forms sold	26,917	28,000	29,000
Reference questions	6,096	5,000	6,000
Telephone contacts	7,531	7,000	8,000
Forms-related questions answered	29,881	28,000	31,000

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	188,842	246,211	257,295
Operating Expenses	303,271	251,126	298,121
Total Program Expenditures	**492,113**	**497,337**	**555,416**
Program Funding by Source			
Revenues			
Charges for Services	241,107	260,000	255,072
Miscellaneous Revenue	44,022	40,000	44,000
Investment Earnings	3,428	2,600	3,600
Special Programs Revenue Sub-Total	**288,557**	**302,600**	**302,672**
General Fund Support	138,686	141,675	147,171
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	64,870	53,062	105,573
Other Funding Sources	-	-	-

Program Summary

Department: **Superior Court**
Program: **Law Library**

Total Program Funding	**492,113**	**497,337**	**555,416**
Program Staffing FTEs	**4.00**	**4.00**	**4.00**

Program Summary

Department: **Superior Court**
Program: **Pretrial Services**

Function

Ensure the initial appearance court has accurate and timely information regarding release suitability for each felony, justice precinct misdemeanor, and domestic violence arrestees from Oro Valley, Marana, Sahuarita, Tucson, and South Tucson. Ensure the justice precinct misdemeanor arrestees are screened for release eligibility, and when appropriate, affect their immediate release. Eliminate any unnecessary pretrial detention for defendants receiving behavioral health treatment through Cenpatico. Reduce the issuance of bench warrants from the arraignment court to 50% of the level prior to the inception of this program. Arrange the self-surrender to the Court for Superior Court defendants who fail to appear at post arraignment hearings. Ensure that court-ordered conditions of release are being adhered to and violations are brought to the Court's attention in a timely manner for defendants the Court releases under the supervision of Pretrial Services,

Description of Services

Interview each felony and County misdemeanor defendant and verify their stated community ties, research criminal history, and contact other third parties who might have information relevant to the release decision. Assess each defendant's risk for failure to appear and re-arrest, if released. Prepare a written report for the court of the findings and make a recommendation for release suitability. Screen County misdemeanor arrestees for eligibility for pre-release and release those suitable. Follow-up with those pre-released misdemeanor arrestees to remind them of their court date and monitor compliance of conditions of release for each defendant. Prepare for the court an updated report and recommendation on all motions to modify conditions of release initiated by the defense attorney. Minimize the issuance of warrants out of the arraignment court and arrange for self-surrender in Superior Court for those who unintentionally fail to appear. Reduce unnecessary pretrial detention by supervising defendants who have been granted non-financial release.

Program Goals & Objectives

- Provide release alternatives to the court (goal is to interview 99% of the felony arrestees booked into the jail and provide a written report to the court at the time of the scheduled initial appearance)
- Ensure at least 80% of those defendants released by Pretrial Services make their next scheduled court appearance
- Reduce the rate of bench warrants issued from the arraignment hearing by half of the prior warrant issue rate
- Reduce unnecessary pretrial detention by supervising defendants who have been granted non-financial release (help alleviate risk factors by monitoring the defendant and referring the individual to treatment for any self-identified substance abuse, mental health, or behavioral health issues)
- Release at least 50% of the judicial precinct misdemeanor arrests eligible for post-booking release
- Enter initial appearance information into department database by noon of the next business day (data entry error rate remains less than 3%)

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Felony defendants presented at the jail	8,312	9,087	9,360
Misdemeanor release rates	53%	50%	50%
Misdemeanor appearance rates	70%	75%	75%
Initial appearance interview/reports	8,312	9,582	9,869
Percent of municipal misdemeanor mental health defendants screened	99%	99%	99%

Program Summary

Department: **Superior Court**
Program: **Pretrial Services**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	2,245,047	2,467,194	2,358,631
Operating Expenses	80,095	66,655	67,371
Total Program Expenditures	**2,325,142**	**2,533,849**	**2,426,002**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	377	-	-
Operating Revenue Sub-Total	**377**	**-**	**-**
Intergovernmental	125,000	100,917	-
Grant Revenue Sub-Total	**125,000**	**100,917**	**-**
General Fund Support	2,225,613	2,432,932	2,425,897
Net Operating Transfers In/(Out)	308	-	-
Fund Balance Decrease/(Increase)	(26,156)	-	105
Other Funding Sources	-	-	-
Total Program Funding	**2,325,142**	**2,533,849**	**2,426,002**
Program Staffing FTEs	**46.00**	**46.00**	**57.00**

Program Summary

Department: **Superior Court**
Program: **Trial Services**

Function

Provide services to the judicial divisions of the court including case management information, interpretation services, jurors, court reporting, and statistical reports.

Description of Services

Provide a verbatim record of court proceedings via the use of specialized equipment and training, and provide transcripts from those hearings as requested. Deliver oral interpreting, written translation, and language services to over 46 court divisions and departments of Superior Court in 65 languages. Provide judges with technical assistance as required. Maintain and update Master Jury List, which consists of registered Pima County voters and persons licensed by the Arizona Department of Transportation. Summon enough prospective jurors to meet the needs of the Superior Court, Pima County Consolidated Justice Court, Green Valley Justice Court, and Arizona State and Pima County Grand Juries. Provide prospective jurors with information about dates of jury service, rules of jury service, and jury service procedures. Provide orientation for jurors and oversee them in the jury assembly room. Assist the public with directions, case status, and court procedures. Schedule a variety of hearings and process paperwork needed by the division. Review imaged documents and perform required data entry. Print and review calendars to assure documents are as error free as possible. Coordinate court activities with other court departments. Process all arbitration cases. Monitor and dispose of cases on the inactive calendar. Review caseloads for compliance and update database as required. Reassign cases or events as needed. Write and implement policy and procedures to achieve efficient case flow management. Design and conduct qualitative and quantitative research projects and surveys necessary to measure the effectiveness and efficiencies of selected court operations and departments or procedures. Record, maintain, and report all relevant statistical data needed to comply with federal and state grant requirements for annual reports. Establish and monitor quality control policies and procedures to ensure that the court's case management system (AGAVE) is managed effectively and efficiently.

Program Goals & Objectives

- Provide accurate oral interpretation for limited and non-English speaking court users
- Provide effective customer service by answering the court's internal and external in-bound phone calls
- Provide the required number of qualified jurors for all jury trials in Arizona Superior Court in Pima County, Pima County Consolidated Justice Court, Green Valley Justice Court, and for State and County grand juries
- Maintain ratio of jurors reporting to jurors empanelled to the extent possible in order to minimize the number of jurors required to report
- Provide court reporter coverage for all hearings statutorily requiring a court reporter
- Provide for interpretation and translation services in 100% of cases

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Jurors reporting	22,619	23,000	23,000
Jurors drawn on panels as a percentage of jurors reporting	86%	85%	85%
Events per interpreter	1,468	1,453	1,475
Percentage of total interpreter events complete	100%	100%	100%
External and internal in-bound phone calls answered	75,085	69,289	72,753
Mandated court reporter hearing coverage	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	2,696,170	2,652,995	2,544,932
Operating Expenses	36,338	69,091	63,903
Total Program Expenditures	**2,732,508**	**2,722,086**	**2,608,835**

Program Summary

Department: **Superior Court**
Program: **Trial Services**

General Fund Support	2,732,074	2,722,086	2,608,835
Net Operating Transfers In/(Out)	434	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,732,508**	**2,722,086**	**2,608,835**
Program Staffing FTEs	**45.75**	**42.75**	**42.75**

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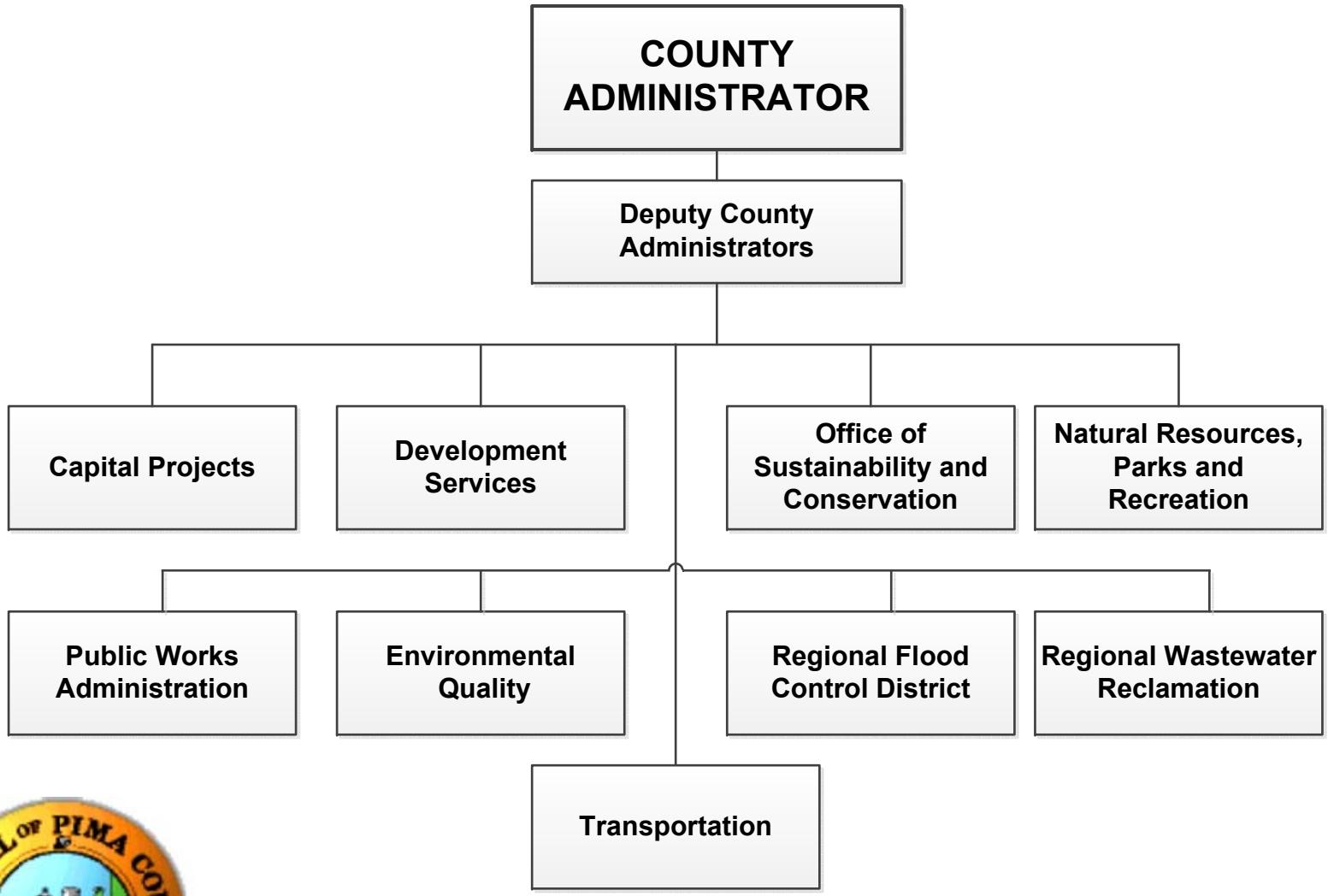
PUBLIC WORKS ORGANIZATION CHART



Public Works Organization Chart July 01, 2017

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SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Expenditures
PUBLIC WORKS						
Capital Projects						
PW Capital Projects	-	-	-	131,287,852	-	131,287,852
Total Capital Projects	**-**	**-**	**-**	**131,287,852**	**-**	**131,287,852**
Development Services						
Permitting	-	-	-	-	3,853,718	3,853,718
Planning	-	-	-	-	2,561,982	2,561,982
Support	-	-	-	-	502,470	502,470
Total Development Services	**-**	**-**	**-**	**-**	**6,918,170**	**6,918,170**
Environmental Quality						
Administration	-	456,575	-	-	-	456,575
Air	-	2,520,530	-	-	-	2,520,530
Communications and Outreach	-	649,328	-	-	-	649,328
Enforcement	-	372,216	-	-	-	372,216
Solid Waste Management	1,361,280	-	-	-	-	1,361,280
Tire Recycling Program	-	1,308,000	-	-	-	1,308,000
Water and Waste	-	791,368	-	-	-	791,368
Total Environmental Quality	**1,361,280**	**6,098,017**	**-**	**-**	**-**	**7,459,297**
Natural Resources, Parks & Recreation						
Departmental Services	2,636,685	138,800	-	-	-	2,775,485
Natural Resource Parks	2,430,560	1,696,834	-	-	-	4,127,394
Operations	6,471,206	-	-	-	-	6,471,206
Planning	178,432	969,146	-	-	-	1,147,578
Recreation	4,449,979	-	-	-	-	4,449,979
Special Projects/Trades Division	1,439,921	16,000	-	-	-	1,455,921
Total Natural Resources, Parks & Recreation	**17,606,783**	**2,820,780**	**-**	**-**	**-**	**20,427,563**
Ofc of Sustainability & Conservation						
Conservation Science	480,051	-	-	-	-	480,051
Cultural Resources and Historic Preservation	358,754	-	-	-	-	358,754
Office of Sustainability and Conservation	516,426	-	-	-	-	516,426
Sustainability Programs	215,061	-	-	-	-	215,061
Water Policy Office	59,595	-	-	-	-	59,595
Total Ofc of Sustainability & Conservation	**1,629,887**	**-**	**-**	**-**	**-**	**1,629,887**

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Expenditures
Public Works Administration						
Administration	1,352,974	-	-	-	-	1,352,974
Project Management	277,662	-	-	-	-	277,662
Real Property	1,311,078	-	-	-	-	1,311,078
Total Public Works Administration	**2,941,714**	**-**	**-**	**-**	**-**	**2,941,714**
Regional Flood Control District						
Canoa Ranch In-Lieu Fee	-	840,500	-	-	-	840,500
Capital Improvement	-	1,266,996	-	-	-	1,266,996
Flood Control Support	-	4,519,632	-	-	-	4,519,632
Hazard Mitigation	-	1,215,951	-	-	-	1,215,951
Infrastructure	-	7,183,923	-	-	-	7,183,923
Regulatory	-	1,585,639	-	-	-	1,585,639
Riparian Protection	-	884,137	-	-	-	884,137
Total Regional Flood Control District	**-**	**17,496,778**	**-**	**-**	**-**	**17,496,778**
Regional Wastewater Reclamation						
Administration	-	-	-	-	55,605,515	55,605,515
Conveyance System	-	-	-	-	17,717,125	17,717,125
Planning & Engineering	-	-	-	-	6,732,741	6,732,741
Treatment Operations	-	-	-	-	71,524,922	71,524,922
Total Regional Wastewater Reclamation	**-**	**-**	**-**	**-**	**151,580,303**	**151,580,303**
Transportation						
Support Services Group	-	10,199,353	-	-	-	10,199,353
System Ops and Maintenance	-	29,565,935	-	-	-	29,565,935
Transportation - Infrastructure	-	3,728,284	-	-	-	3,728,284
Transportation Grants	-	322,463	-	-	-	322,463
Total Transportation	**-**	**43,816,035**	**-**	**-**	**-**	**43,816,035**
TOTAL PUBLIC WORKS	**23,539,664**	**70,231,610**	**-**	**131,287,852**	**158,498,473**	**383,557,599**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Revenues
PUBLIC WORKS						
Capital Projects						
PW Capital Projects	-	-	-	20,564,097	-	20,564,097
Total Capital Projects	**-**	**-**	**-**	**20,564,097**	**-**	**20,564,097**
Development Services						
Permitting	-	-	-	-	7,438,844	7,438,844
Planning	-	-	-	-	303,277	303,277
Support	-	-	-	-	15,954	15,954
Total Development Services	**-**	**-**	**-**	**-**	**7,758,075**	**7,758,075**
Environmental Quality						
Administration	-	31,890	-	-	-	31,890
Air	-	1,969,980	-	-	-	1,969,980
Communications and Outreach	-	649,328	-	-	-	649,328
Tire Recycling Program	-	1,108,000	-	-	-	1,108,000
Water and Waste	-	880,273	-	-	-	880,273
Total Environmental Quality	**-**	**4,639,471**	**-**	**-**	**-**	**4,639,471**
Natural Resources, Parks & Recreation						
Natural Resource Parks	170,500	434,000	-	-	-	604,500
Operations	295,050	-	-	-	-	295,050
Recreation	524,000	-	-	-	-	524,000
Total Natural Resources, Parks & Recreation	**989,550**	**434,000**	**-**	**-**	**-**	**1,423,550**
Ofc of Sustainability & Conservation						
Cultural Resources and Historic Preservation	250	-	-	-	-	250
Total Ofc of Sustainability & Conservation	**250**	**-**	**-**	**-**	**-**	**250**
Regional Flood Control District						
Canoa Ranch In-Lieu Fee	-	1,000,000	-	-	-	1,000,000
Capital Improvement	-	40,000	-	-	-	40,000
Flood Control Support	-	23,041,893	-	-	-	23,041,893
Hazard Mitigation	-	45,000	-	-	-	45,000
Riparian Protection	-	30,000	-	-	-	30,000
Total Regional Flood Control District	**-**	**24,156,893**	**-**	**-**	**-**	**24,156,893**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Revenues
Regional Wastewater Reclamation						
Administration	-	-	-	-	172,471,432	172,471,432
Total Regional Wastewater Reclamation	**-**	**-**	**-**	**-**	**172,471,432**	**172,471,432**
Transportation						
Support Services Group	-	79,952,725	-	-	-	79,952,725
System Ops and Maintenance	-	338,200	-	-	-	338,200
Transportation - Infrastructure	-	1,250,200	-	-	-	1,250,200
Transportation Grants	-	2,137,638	-	-	-	2,137,638
Total Transportation	**-**	**83,678,763**	**-**	**-**	**-**	**83,678,763**
TOTAL PUBLIC WORKS	**989,800**	**112,909,127**	**-**	**20,564,097**	**180,229,507**	**314,692,531**

SUMMARY OF FULL TIME EQUIVALENTS BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total FTEs
PUBLIC WORKS						
Development Services						
Permitting	-	-	-	-	33.00	33.00
Planning	-	-	-	-	20.00	20.00
Support	-	-	-	-	3.00	3.00
Total Development Services	**-**	**-**	**-**	**-**	**56.00**	**56.00**
Environmental Quality						
Administration	-	5.00	-	-	-	5.00
Air	-	20.00	-	-	-	20.00
Enforcement	-	7.00	-	-	-	7.00
Solid Waste Management	3.00	-	-	-	-	3.00
Water and Waste	-	7.00	-	-	-	7.00
Total Environmental Quality	**3.00**	**39.00**	**-**	**-**	**-**	**42.00**
Natural Resources, Parks & Recreation						
Departmental Services	19.60	-	-	-	-	19.60
Natural Resource Parks	27.50	3.00	-	-	-	30.50
Operations	118.40	-	-	-	-	118.40
Planning	2.00	1.50	-	-	-	3.50
Recreation	81.85	-	-	-	-	81.85
Special Projects/Trades Division	30.00	-	-	-	-	30.00
Total Natural Resources, Parks & Recreation	**279.35**	**4.50**	**-**	**-**	**-**	**283.85**
Ofc of Sustainability & Conservation						
Conservation Science	4.90	-	-	-	-	4.90
Cultural Resources and Historic Preservation	3.00	-	-	-	-	3.00
Multi-Species Conservation Plan Section 10	1.00	-	-	-	-	1.00
Office of Sustainability and Conservation	4.00	-	-	-	-	4.00
Sustainability Programs	3.00	-	-	-	-	3.00
Water Policy Office	2.00	-	-	-	-	2.00
Total Ofc of Sustainability & Conservation	**17.90**	**-**	**-**	**-**	**-**	**17.90**
Public Works Administration						
Administration	10.00	-	-	-	-	10.00
Project Management	5.00	-	-	-	-	5.00
Real Property	15.00	-	-	-	-	15.00
Total Public Works Administration	**30.00**	**-**	**-**	**-**	**-**	**30.00**
Regional Flood Control District						
Capital Improvement	-	6.00	-	-	-	6.00
Flood Control Support	-	9.00	-	-	-	9.00

SUMMARY OF FULL TIME EQUIVALENTS BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total FTEs
Hazard Mitigation	-	4.00	-	-	-	4.00
Infrastructure	-	14.20	-	-	-	14.20
Regulatory	-	21.00	-	-	-	21.00
Riparian Protection	-	5.00	-	-	-	5.00
Total Regional Flood Control District	**-**	**59.20**	**-**	**-**	**-**	**59.20**
Regional Wastewater Reclamation						
Administration	-	-	-	-	105.00	105.00
Conveyance System	-	-	-	-	112.00	112.00
Planning & Engineering	-	-	-	-	76.00	76.00
Treatment Operations	-	-	-	-	164.00	164.00
Total Regional Wastewater Reclamation	**-**	**-**	**-**	**-**	**457.00**	**457.00**
Transportation						
Support Services Group	-	23.50	-	-	-	23.50
System Ops and Maintenance	-	185.50	-	-	-	185.50
Transportation - Infrastructure	-	77.00	-	-	-	77.00
Total Transportation	**-**	**286.00**	**-**	**-**	**-**	**286.00**
TOTAL PUBLIC WORKS	**330.25**	**388.70**	**-**	**-**	**513.00**	**1,231.95**

Capital Projects

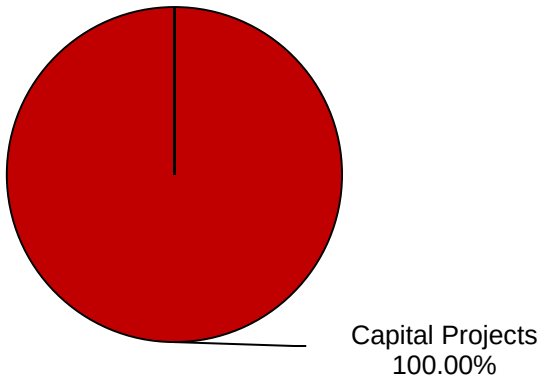
Expenditures: 131,287,852 **Revenues:** 20,564,097

FTEs 0.00

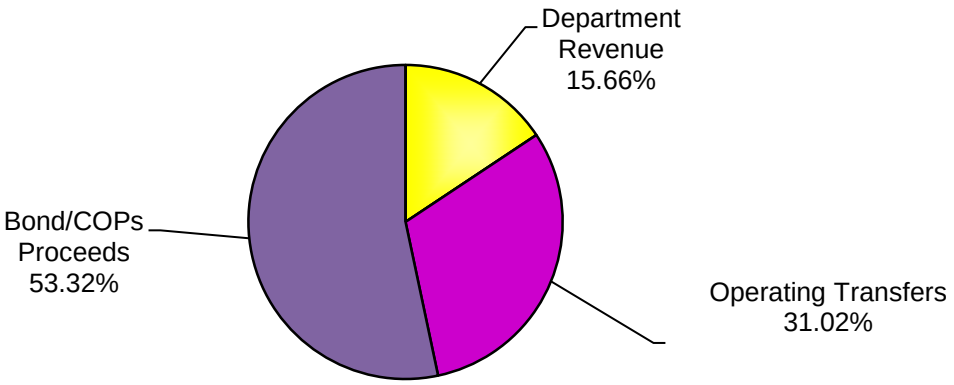
Function Statement: The Capital Projects budget reflects anticipated funding for the construction of Pima County capital improvement projects with a value of $100,000 or more (excluding Wastewater Reclamation enterprise fund projects and internal service fund projects for Parking Garages, Fleet Services and Telecommunications), as detailed in the proposed Fiscal Year 2017/21 Five Year Capital Improvement Plan.

Mandates: Pima County Code Title 3: Revenue and Finance, Chapter 3.06: Bonding Disclosure, Accountability, and Implementation

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Capital Projects**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
PW Capital Projects	70,472,957	105,479,169	131,287,852
Total Expenditures	**70,472,957**	**105,479,169**	**131,287,852**
Funding by Source			
Revenues			
PW Capital Projects	32,939,477	31,122,589	20,564,097
Total Revenues	**32,939,477**	**31,122,589**	**20,564,097**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(21,509,536)	(9,423,264)	42,061,494
Fund Balance Decrease/(Increase)	23,858,016	48,098,844	(1,337,739)
Other Funding Sources	35,185,000	35,681,000	70,000,000
Total Program Funding	**70,472,957**	**105,479,169**	**131,287,852**

Staffing (FTEs) by Program

Total Staffing (FTEs)

Program Summary

Department: **Capital Projects**
Program: **PW Capital Projects**

Function

Account for financial resources to be used for the acquisition and/or construction of major capital assets including land, buildings, roads and streets, drainage ways, libraries, and parks (including those financed by Proprietary Funds), as detailed in the five-year Capital Improvement Plan and the one-year Capital Improvement Budget. Activities are performed by the Project Management Office and the Finance Management Division.

Program Goals & Objectives

- Provide project/program oversight through the gate process
- Deliver individual projects on schedule and within budget

Financial Highlights

The budgeted amount of $131,287,852 has been based on the following:

Capital Projects Fund Expenditures

Transportation	70,170,380
Facilities Management	40,094,909
Regional Flood Control District	13,212,097
Community Development	3,974,888
Natural Resources, Parks and Recreation	1,735,000
Office of Sustainability and Conservation	1,300,476
Environmental Quality	538,102
Information Technology	262,000
	131,287,852

(Note: Beginning fiscal year 2015/16, the expenditures of Project Management Office (PMO) appear in the General Fund. PMO expenses of prior fiscal years appear in the Capital Project Fund.)

Program Performance Measures	**FY 2015/2016 Actual**	**FY 2016/2017 Estimated**	**FY 2017/2018 Planned**
None Submitted	n/a	n/a	n/a

	FY 2015/2016 Actual	**FY 2016/2017 Adopted**	**FY 2017/2018 Adopted**
Program Expenditures by Object			
Personnel Services	3,608,870	-	-
Operating Expenses	46,749,861	-	-
Capital Equipment > $5,000	20,114,226	105,479,169	131,287,852
Total Program Expenditures	**70,472,957**	**105,479,169**	**131,287,852**
Program Funding by Source			
Revenues			
Intergovernmental	27,249,553	27,435,634	16,324,513
Charges for Services	3,988,016	3,186,670	3,552,000
Miscellaneous Revenue	890,000	217,209	305,313
Investment Earnings	811,908	283,076	382,271
Operating Revenue Sub-Total	**32,939,477**	**31,122,589**	**20,564,097**

Program Summary

Department: **Capital Projects**
Program: **PW Capital Projects**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(21,509,536)	(9,423,264)	42,061,494
Fund Balance Decrease/(Increase)	23,858,016	48,098,844	(1,337,739)
Other Funding Sources	35,185,000	35,681,000	70,000,000
Total Program Funding	**70,472,957**	**105,479,169**	**131,287,852**

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2017/2018

For a comprehensive list of the active and future projects comprising the Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects, Fiscal Years 2017/2018 - 2021/2022 and Beyond.

Project	FY 2017/18
Transportation	
Local Roads - Pavement Repair & Rehabilitation	19,526,525
Broadway Blvd. Euclid to Campbell RTA17	10,000,000
Cortaro Farms Road Camino de Oeste to Thornydale	9,668,476
Valencia Road Wade Road to Ajo Highway	5,288,962
Aerospace Parkway Nogales Hwy to Vicinity of World View Entry	4,005,000
South Houghton Road Capacity and Drainage Improvements	3,250,000
Arterial/Collector - Pavement Repair & Rehabilitation	3,000,000
Houghton Road I-10 to Golf Links Road	2,750,000
Kolb Road Sabino Road to Sunrise Drive	2,012,500
Colossal Cave Road Success Drive & Ruthrauff Culvert	1,399,055
La Cholla Blvd. Overton Road to Tangerine Road	1,000,000
Wilmot Road North of Sahuarita Road	949,039
Sign Panel Replacement	865,000
Bopp Road Sarasota Boulevard at Kinney Road Improvements	603,000
Durable Pavement Marking Upgrade Project	530,000
HSIP Matching Federal Safety Funds	500,000
Sunset Road Silverbell Road to I-10 to River Road	427,089
Tanque Verde Road at Tanque Verde Loop Road	383,000
Annual HAWK Installation Program	350,000
Pantano Riverpath: Craycroft to Glenn	350,000
Rillito Riverpath & Camino de la Tierra Bicycle & Pedestrian	310,000
El Paso Southwest Greenway	295,003
Kinney Road Improvements	295,000
Intelligent Transport System Signals Coord & Cab Upgrade	250,000
Guard Rail Program	240,000
Speedway Blvd. Painted Hills Road to Camino Del Oeste	240,000
Benson Highway at Drexel Road Intersection Improvements	219,000
Thornydale Road Cortaro Farms Road to Sumter Drive	200,000
Ina Road Sidewalks Shannon Road to La Cholla Blvd.	194,367
Curtis Road Traffic Safety Improvements	175,158
Craycroft Road Improvements	158,000
White Pistor	150,000
Systematic Bike and Pedestrian Crossing Improvement Plan	130,000
Benson Highway at Columbus Blvd. Intersection Improvements	113,000
South Camino De La Tierra - Highway Drive-Curtis Road Pave	103,000
Square Tube Breakaway Sign Posts	100,000
Cactus Forest Drive & Old Spanish Trail, Left Turn Lane	70,350
King Canyon Trailhead Parking	28,000
Old Vail Middle School Safe Route to School	19,356
La Canada River Road to Ina Road	10,000
Summit View Elementary Safe Routes to School	5,000
Valencia Road Mark Road to Wade Road	5,000
Alvernon Hughes Access Bike Lanes	2,500
Transportation Total	70,170,380

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2017/2018

For a comprehensive list of the active and future projects comprising the Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects, Fiscal Years 2017/2018 - 2021/2022 and Beyond.

Project	FY 2017/18
Facilities Management	
New Pima Animal Care Center	13,600,244
Old Courthouse - Core & Shell	6,856,000
Old Court House Renovations & Tenant Improvements	5,531,000
Flowing Wells Branch Library Addition	2,770,000
Administration East Bldg 10th and 11th Floors, Demolition and Abatement	1,650,000
Legal Services Building Chiller and Pump Replacement	1,600,000
Southeast Library - UA Tech Park	1,400,000
Banner UA Medical Center Improvements	1,200,000
110/130/150 W Congress Building Exterior Facade Upgrades	1,040,000
Legal Services Building Improvements	1,000,000
Utility Tunnel Expansion Joint & Transformer Replacement	553,778
Legal Services Building Lighting Retrofit	500,000
Sam Lena-South Tucson Library Remodel	390,000
Superior Courts Restroom	360,000
Silverbell Archaeology Project	331,000
Juvenile Courts Cooling Towers Replacement	325,000
Public Works Energy Management System	300,000
Repave Non-Park Facility Parking Lots	300,000
Superior Courts Common Area Flooring Replacement	200,000
220 N. Stone PC Print Shop Tenant Improvements	167,887
Linda Avenue House Restoration	20,000
Facilities Management Total	40,094,909
Regional Flood Control District	
Pantano Wash Ft. Lowell Park to Tanque Verde Road	2,680,000
Santa Cruz River Maintenance	2,464,113
El Corazon de los Tres Rios Del Norte	2,010,000
Roger Road & I-10 Drainage Improvement	1,774,470
Tohono O'Odham Nation Drainage	893,511
Floodprone Land Acquisition Program	500,000
Riparian Mitigation Project	500,000
Canoa Ranch Restoration	400,000
Catalina Ridge Drainage Channel Improvements	350,000
Green Valley Drainage Way 6 Repairs	350,000
Ruthrauff, Gardner Lane UPRR Culvert	340,000
Airport Wash - El Vado Wash Drainage Improvements	200,000
Rillito River Maintenance Projects	200,000
Property Rights Assessments for Rillito River	150,003
Santa Cruz River Living River Management Plan	150,000
Property Rights Assessments for Santa Cruz River	100,000
Continental Ranch Bank Protection	100,000
Tres Rios del Norte USACOE Study	50,000
Regional Flood Control District Total	13,212,097
Community Development & Neighborhood Conservation	
TMM Family Services Senior-Veteran Rental Housing	1,103,000
The Ontario Rental Housing Project	722,282
The Marist on Cathedral Square	451,171
5 Points Business Coalition	309,447
Santa Cruz Pedestrian Safety Improvements	282,788
Naylor-Changemaker Sidewalks & Improvements	202,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2017/2018

For a comprehensive list of the active and future projects comprising the Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects, Fiscal Years 2017/2018 - 2021/2022 and Beyond.

Project	FY 2017/18
Country Club-Glenn Treat Avenue Improvements	181,300
City of South Tucson Land Acquisition	171,875
Midvale Park - Oak Tree Drive Lighting	127,025
St. John's/Sunset Villa Park Restroom	108,000
Sunnyside Airport Wash Walking Path	100,500
Elvira Neighborhood Solar Lighting System	80,000
The Sonora Rehab Project	65,500
Barrios Santa Rosa & Viejo Shade Structures & Basketball	55,000
Menlo Park Exercise Stations	15,000
Community Development & Neighborhood Conservation Total	3,974,888
Natural Resources, Parks & Recreation	
Sports Park Upgrades 2017	751,000
Manzanita Splash Pad	539,000
Historic Jelks House and Stable Restoration	175,000
SE Community Park	100,000
Natural Resources, Parks & Recreation	1,565,000
Office of Sustainability and Conservation	
Anza Trail - Llano Grande Campsite	1,018,820
Sunset Campus Archaeology	250,000
Anza Trail - Los Morteros Campsite	31,656
Office of Sustainability and Conservation Total	1,300,476
Environmental Quality	
Environmental Remediation - El Camino del Cerro Landfill	538,102
Environmental Quality Total	538,102
Information Technology	
Library Network Lifecycle	262,000
Information Technology Total	262,000
Open Spaces	
Open Space Davis Monthan MIF Grant	170,000
Open Spaces Total	170,000
Parking Garages	
El Presidio Parking Garage Lighting Retrofit	165,000
Legal Services Building Garage ADA & Lighting Upgrades	73,761
Parking Garages Total	238,761
Fleet Services	
Houghton Road Fuel Island	1,520,000
Ajo Way Fuel Island	151,500
Building 12 Demolition and Electric Services Improvements	150,000
Fleet Services Total	1,821,500
Regional Wastewater Reclamation	
Minor Rehabilitation Projects fiscal year 2017/18	9,995,000
SE Interceptor Augmentation	6,867,213
CRRPS Facility Modifications	5,456,100
Tres Rios WRF Nutrient Recovery Project	3,925,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2017/2018

For a comprehensive list of the active and future projects comprising the Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects, Fiscal Years 2017/2018 - 2021/2022 and Beyond.

Project	FY 2017/18
Old Nogales Interceptor Aug - New Aerospace Corridor Sewer	2,467,326
Tres Rios Sludge Holding Tank	2,410,000
System-wide Rehabilitation Program (formerly Tres Rios WRF)	2,000,000
Sewer Manhole Rehabilitation #8	1,599,000
ADOT West Ruthrauff Road & I-10 Sewer Modifications	1,100,000
Avra Valley WRF New Influent Emergency Overflow Basin	879,754
Tres Rios WRF Additional Sludge Screens (2)	855,000
System-Wide Conveyance Rehabilitation Program	820,000
Speedway Boulevard Area Capacity Augmentation Alignment Study	773,000
ADOT West Ajo Way & I-19 Sewer Modifications	649,067
SCADA WAN Infrastructure Upgrade	646,539
SCADA Emergency Operations Center	630,000
State Prison Pump Station Rehabilitation fiscal year 2013/14	600,000
Northwest Outfall Siphon at the Santa Cruz River Rehabilitation	537,347
Silverado Pump Station Rehabilitation	514,000
Broadway Boulevard Augmentation North Chantilly to North Craycroft	508,000
Tres Rios WRF Headworks Odor Control Improvements	500,000
Ina Road Existing Plant SCADA Upgrades	500,000
Twin Peaks - Blue Bonnet Road Gravity Sewer	456,000
Tres Rios WRF - Headworks Fine Screen Replacement	430,000
Green Valley WRF - Future Development Plan FY13/14	400,000
Principal Pump Station	393,861
North Rillito Interceptor Rehabilitation	364,000
Pima County Fairgrounds Connection to Existing Conveyance System	347,000
North Rillito Interceptor Rehabilitation-Campbell to 1st	283,000
ADOT Ina Road & I-10 Sewer Modifications	280,241
Green Valley WRF - Disk Filter Cover & Crane	280,000
Green Valley WRF - Grit Removal System Replacement & Upgrade	250,000
City of Tucson DOT Downtown Links Phases 2 & 3	238,000
Prince Road Sewer Replacement - Oracle Road West	210,000
Corona de Tucson WRF - Air Distribution System Upgrade	200,000
Grant Road Corridor Improvement Sewer Utility	186,000
Tres Rios WRF - Bldg 9, Expand Laboratory Floor Space	180,000
ADOT SR86 Valencia Road to Kinney Road	156,870
City of Tucson DOT Houghton Road Broadway Blvd. Intersection Improvement	154,000
Sewer Utility Minor Modification Projects 2017/2018	100,000
Tres Rios WRF - Bldg 84, 13.8 KV Emergency Generator Connection	60,000
Sabino Creek Pump Station	34,417
City of Tucson DOT 22nd Street I-10 to Tucson Blvd. Sewer Utility	15,000
Minor Rehabilitation Projects fiscal year 2016/17	5,000
Sewer Manhole Rehabilitation #7	1,000
System Wide Treatment Rehabilitation & Enhancement	1,000
Regional Wastewater Reclamation Total	49,257,735
Total Capital Improvement Projects	**182,605,848**
Less: Parking Garages	**(238,761)**
Less: Fleet Services	**(1,821,500)**
Less: Regional Wastewater Reclamation	**(49,257,735)**
Total FY 2017/18 Recommended Capital Projects Fund	**131,287,852**

Development Services

Expenditures: 6,918,170 **Revenues:** 7,758,075

FTEs 56.00

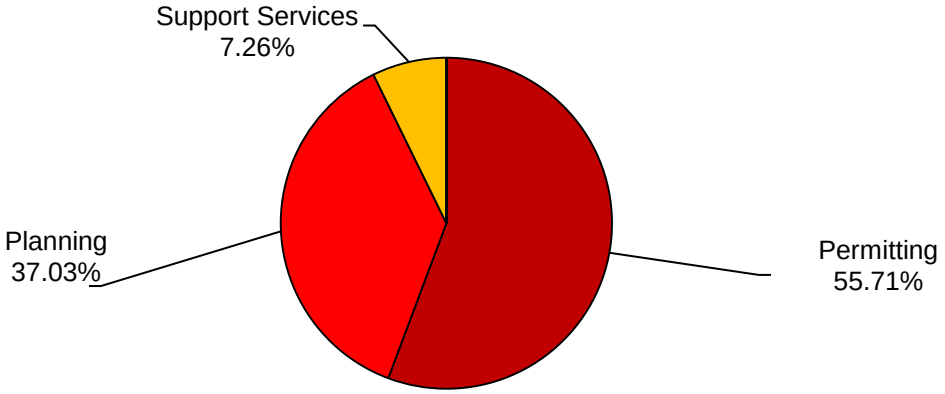
Function

Provide land use planning, development, and permitting services. Administer the rezoning, comprehensive plan amendment, and land use appeals processes. Review subdivision plats and plans for commercial development for compliance with zoning and development regulations. Review plans, issue permits and perform inspections. Enforce zoning and building codes complaints. Assign addresses, approve new street names, and process street name changes. Provide green building/sustainability review and permitting services.

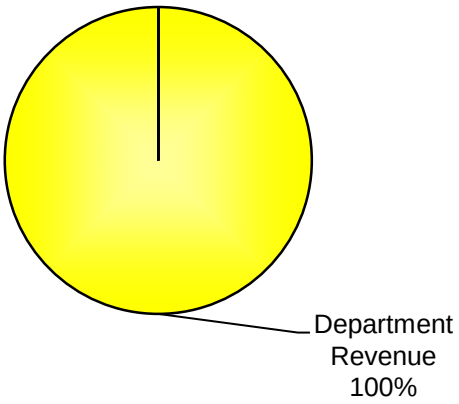
Mandates:

ARS Title 11, Chapter 2: Board of Supervisors, Article 9: Building Permits; Chapter 6: County Planning and Zoning; Chapter 8: Development Fees; and Chapter 9: Protected Development Rights; and Pima County Code Title 15: Buildings and Construction; and Title 18: Zoning

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Development Services**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Permitting	3,851,513	4,004,283	3,853,718
Planning	2,411,166	2,425,470	2,561,982
Support	427,469	504,469	502,470
Total Expenditures	**6,690,148**	**6,934,222**	**6,918,170**
Funding by Source			
Revenues			
Permitting	5,841,446	7,193,773	7,438,844
Planning	417,064	379,530	303,277
Support	15,717	15,000	15,954
Total Revenues	**6,274,227**	**7,588,303**	**7,758,075**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(570,438)	(515,955)	(767,735)
Fund Balance Decrease/(Increase)	986,359	(138,126)	(72,170)
Other Funding Sources	-	-	-
Total Program Funding	**6,690,148**	**6,934,222**	**6,918,170**
Staffing (FTEs) by Program			
Permitting	36.00	35.00	33.00
Planning	19.00	20.00	20.00
Support	3.00	3.00	3.00
Total Staffing (FTEs)	**58.00**	**58.00**	**56.00**

Program Summary

Department: **Development Services**
Program: **Permitting**

Function

Ensure building safety and sustainability through construction plan review and inspections. Ensure compliance with zoning code and other applicable regulations. Ensure conformity of subdivision plats, commercial development concept plans, and site construction plans with Pima County codes and standards.

Description of Services

Provide plan review and permitting services for commercial and residential structures projects. Make zoning determinations and verify permitted uses and adherence to adopted development standards. Assign addresses and street names. Review construction plans, issue permits, and collect fees. Schedule inspections and maintain construction records. Provide on site inspections for code compliance. Apply standards for hillside development, grading, landscaping, and native plant preservation. Provide green building and sustainability services. Review subdivision tentative and final plats, development concept plans, and site construction plans. Coordinate with other County agencies to ensure consistent, comprehensive, and timely implementation of flood control, wastewater, septic, and transportation requirements related to permitting. Implement processes and procedures to enforce rules, codes, and ordinances.

Program Goals & Objectives

- Provide timely plan review and inspection services
  - Achieve at least 80% of building plan reviews completed within 5 working days from the date of submittal
  - Achieve 99% of building inspections completed on the scheduled inspection date
  - Achieve at least 80% of subdivision plat, development concept, and site construction reviews completed within 5 working days from the date of submittal
- Provide helpful plan review and inspection services
  - Achieve at least 80% of building permit applicants who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)
  - Achieve at least 80% of building inspection customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)
  - Achieve at least 80% of subdivision plat, development concept, and site construction customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Building plan reviews completed within 5 working days from the date of submittal	99%	80%	80%
Building inspections completed on the scheduled inspection date	99%	99%	99%
Subdivision plat, development concept and site construction reviews completed within 5 working days from the date of submittal	83%	80%	80%
Building permit applicants who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)	n/a	80%	80%
Building inspection customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)	n/a	80%	80%
Subdivision plat, development concept and site construction customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)	n/a	80%	80%

Program Summary

Department: **Development Services**
Program: **Permitting**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	2,802,940	2,890,430	2,768,192
Operating Expenses	1,048,573	1,113,853	1,085,526
Total Program Expenditures	**3,851,513**	**4,004,283**	**3,853,718**
Program Funding by Source			
Revenues			
Charges for Services	309,076	333,110	549,907
Licenses & Permits	5,527,123	6,860,663	6,880,346
Miscellaneous Revenue	5,247	-	8,591
Operating Revenue Sub-Total	**5,841,446**	**7,193,773**	**7,438,844**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	(1,500)
Fund Balance Decrease/(Increase)	(1,989,933)	(3,189,490)	(3,583,626)
Other Funding Sources	-	-	-
Total Program Funding	**3,851,513**	**4,004,283**	**3,853,718**
Program Staffing FTEs	**36.00**	**35.00**	**33.00**

Program Summary

Department: **Development Services**
Program: **Planning**

Function

Provide land use planning services related to the comprehensive plan, rezonings, land use actions, board of adjustment and design review committee requests, hearing administrator cases, zoning code text amendments, and code enforcement actions.

Description of Services

Update, amend, and maintain the comprehensive plan. Participate in regional and inter-jurisdictional planning efforts. Conduct special planning area studies. Prepare reports, notifications, and analyses on rezonings, specific plans, and special actions. Review minor lot split requests. Coordinate land planning, infrastructure, and environmental policy with other Public Works departments and perform related work. Review plat note modifications, plat waivers, and other modification requests. Prepare Planning & Zoning Commission, Board of Adjustment, and Design Review Committee reports. Implement processes and procedures to apply and enforce adopted rules, codes, and ordinances. Oversee and coordinate zoning code text amendments. Administer and staff the hearing officer process for code enforcement and prepare hearing officer appeal cases.

Program Goals & Objectives

- Provide timely planning services
  - Achieve at least 80% of rezoning applications reviewed within 15 days of submittal
  - Achieve 100% of comprehensive plan amendment requests acted on by the Board of Supervisors by December 31st
- Provide helpful code enforcement services
  - Achieve at least 80% of the zoning, building and grading complaints and violators who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)
- Provide timely code enforcement services
  - Achieve at least 80% of code enforcement complaints closed, compliant, or a citation issued within 60 calendar days of the case opened
- Provide helpful planning services
  - Achieve at least 80% of the rezoning customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)
  - Achieve at least 80% of the comprehensive plan amendment customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Rezoning applications reviewed within 15 days of submittal	80%	80%	80%
Comprehensive plan amendment requests acted on by the Board of Supervisors by December 31st	100%	100%	100%
Rezoning customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)	n/a	80%	80%
Comprehensive plan amendment customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)	n/a	80%	80%
Code enforcement complaints closed, compliant or a citation issued within 60 calendar days of the case opened	85%	80%	80%
Zoning, building and grading complaints and violators who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)	n/a	80%	80%

Program Summary

Department: **Development Services**
Program: **Planning**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,681,424	1,719,903	1,792,782
Operating Expenses	729,742	705,567	769,200
Total Program Expenditures	**2,411,166**	**2,425,470**	**2,561,982**
Program Funding by Source			
Revenues			
Charges for Services	345,848	345,122	246,536
Licenses & Permits	29,858	29,408	43,186
Miscellaneous Revenue	41,358	5,000	13,555
Operating Revenue Sub-Total	**417,064**	**379,530**	**303,277**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1,994,102	2,045,940	2,258,705
Other Funding Sources	-	-	-
Total Program Funding	**2,411,166**	**2,425,470**	**2,561,982**
Program Staffing FTEs	**19.00**	**20.00**	**20.00**

Program Summary

Department: **Development Services**
Program: **Support**

Function

Provide strategic vision and leadership to the department. Ensure compliance with mandates and Pima County administrative and fiscal policy/procedures. Establish performance goals. Advance the automation and deployment of technology throughout the department and its processes.

Description of Services

Provide administrative, policy, financial, and organizational support and direction. Provide strategic planning and organizational development. Represent department to the public, customers, and the media. Set and lead efforts to achieve performance goals. Prepare and administer the budget for the department. Perform other functions as directed by the County Administrator and/or Deputy County Administrator. Ensure departmental operations have the needed information technology support.

Program Goals & Objectives

- Increase the number of core processes that achieve measurable process improvements in time, quality, and/or cost annually
  - Achieve at least 80% of core process which show measureable improvement from the prior year
- Provide excellent customer service
  - Achieve at least 80% of customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)
- Enhance financial stability
  - Achieve 100% of department operating costs covered annually by generated revenue

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Department operating costs covered annually by generated revenue	86%	100%	100%
Department customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)	n/a	80%	80%
Core process which show measureable improvement from the prior year	100%	80%	80%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	203,307	395,136	401,237
Operating Expenses	224,162	109,333	101,233
Total Program Expenditures	**427,469**	**504,469**	**502,470**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	1,210	-	954
Investment Earnings	14,507	15,000	15,000
Operating Revenue Sub-Total	**15,717**	**15,000**	**15,954**

Program Summary

Department: **Development Services**
Program: **Support**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(570,438)	(515,955)	(766,235)
Fund Balance Decrease/(Increase)	982,190	1,005,424	1,252,751
Other Funding Sources	-	-	-
Total Program Funding	**427,469**	**504,469**	**502,470**
Program Staffing FTEs	**3.00**	**3.00**	**3.00**

Environmental Quality

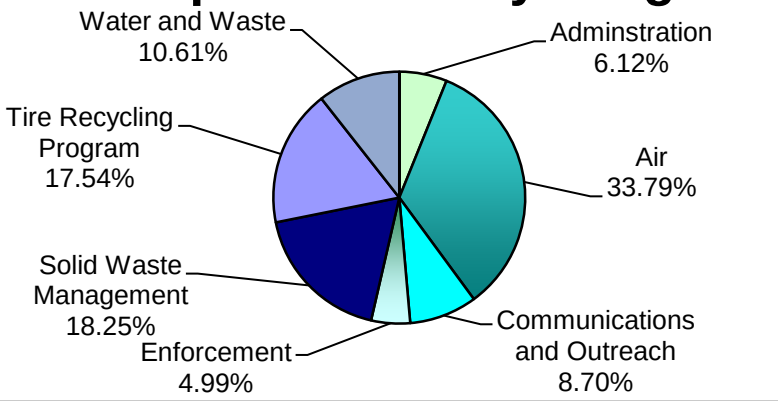
Expenditures: 7,459,297 **Revenues:** 4,639,471

FTEs 42.00

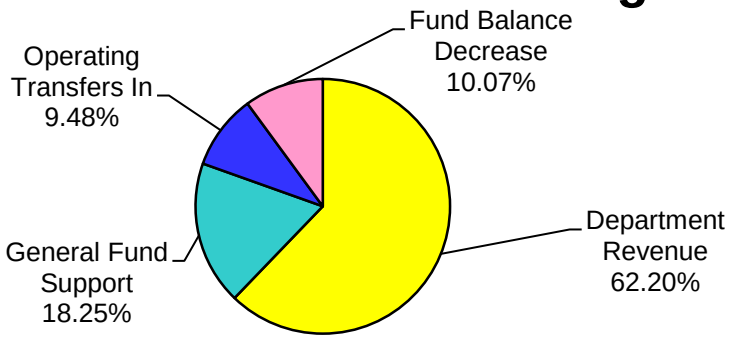
Function Statement: Preserve and protect the environment of Pima County for the long term benefit of the residents' health, welfare, safety, and quality of life. Identify and respond to environmental issues by providing services including monitoring, enforcement, information, and education. Solid Waste Management, Tire Program Management, and Wildcat Dumping Program have been added to the Environmental Quality Department.

Mandates: ARS Title 11, Chapter 2: Board of Supervisors, Article 4: Powers and Duties, 11-269: Recycling and Waste Reduction; Title 49, Chapter 3: Air Quality, Article 1: General Provisions, 49-402: State and County Control; Article 3: County Air Pollution Control; and Pima County Code Title 7: Environmental Quality; Title 13: Public Services; and Title 17: Air Quality Control; Title 49, Chapter 881, Administrative Rules R-18-13-201 through R18-13-2703; 40 CFR 258.1 through 258.75, Appendix I and Appendix II

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Environmental Quality**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Administration	383,834	379,687	456,575
Air	2,148,752	2,429,425	2,520,530
Communications and Outreach	191,843	192,000	649,328
Enforcement	254,655	315,533	372,216
Solid Waste Management	1,204,650	1,435,111	1,361,280
Tire Recycling Program	1,031,567	1,308,000	1,308,000
Water and Waste	754,765	862,758	791,368
Total Expenditures	**5,970,066**	**6,922,514**	**7,459,297**
Funding by Source			
Revenues			
Administration	24,269	15,870	31,890
Air	1,700,571	1,944,056	1,969,980
Communications and Outreach	168,729	192,000	649,328
Enforcement	1,125	7,700	-
Solid Waste Management	12,719	-	-
Tire Recycling Program	1,223,886	1,108,000	1,108,000
Water and Waste	879,356	851,460	880,273
Total Revenues	**4,010,655**	**4,119,086**	**4,639,471**
General Fund Support	1,204,645	1,435,111	1,361,280
Net Operating Transfers In/(Out)	589,225	680,470	707,060
Fund Balance Decrease/(Increase)	165,541	687,847	751,486
Other Funding Sources	-	-	-
Total Program Funding	**5,970,066**	**6,922,514**	**7,459,297**
Staffing (FTEs) by Program			
Administration	5.00	5.00	5.00
Air	22.00	18.00	20.00
Communications and Outreach	3.00	2.00	-
Enforcement	7.00	6.00	7.00
Solid Waste Management	3.00	3.00	3.00
Water and Waste	5.00	8.00	7.00
Total Staffing (FTEs)	**45.00**	**42.00**	**42.00**

Program Summary

Department: **Environmental Quality**
Program: **Administration**

Function
Plan, organize, and direct activities of the department.

Description of Services
Develop and implement all administrative and policy activities of the department. Provide the County Administrator's office and elected officials with briefings, presentations, and testimony regarding department operations and activities. Develop departmental monitoring, permitting, outreach, and enforcement priorities. Represent the department at workshops, public meetings, and public hearings.

Program Goals & Objectives
- Provide for the timely, efficient, and cost effective delivery of departmental services
  - Have knowledgeable and professional employees
  - Develop and improve new and existing processes to meet customers' needs

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Training and development plans updated for all employees	100%	100%	100%
Monthly briefings of department finances and revenue	yes	yes	yes

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	477,694	407,061	424,901
Operating Expenses	(93,860)	(27,374)	31,674
Total Program Expenditures	**383,834**	**379,687**	**456,575**
Program Funding by Source			
Revenues			
Licenses & Permits	75	-	-
Miscellaneous Revenue	4,982	2,500	12,680
Investment Earnings	19,212	13,370	19,210
Operating Revenue Sub-Total	**24,269**	**15,870**	**31,890**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	359,565	363,817	424,685
Other Funding Sources	-	-	-
Total Program Funding	**383,834**	**379,687**	**456,575**
Program Staffing FTEs	**5.00**	**5.00**	**5.00**

Program Summary

Department: **Environmental Quality**
Program: **Air**

Function
Implement federal, state, and local air quality regulations within Pima County.

Description of Services
Develop air management strategies, issue permits to regulated facilities, conduct compliance activities, and monitor air quality for compliance with national air quality standards.

Program Goals & Objectives
- Maintain and protect the air quality of Pima County through research and regulation
  - Meet the National Ambient Air Quality Standards (NAAQS) for air pollutants
  - Meet or exceed the required air monitoring data recovery rate of 75%

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Air monitoring sites operational	42	40	40
Average air monitoring data recovery rate	98%	97%	97%
Stationary source inspections	108	100	100
Stationary source permits issued with revisions	82	100	80
Activity permits issued	383	330	330

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,290,603	1,574,570	1,523,373
Operating Expenses	644,657	751,333	834,335
Capital Equipment > $5,000	213,492	103,522	162,822
Total Program Expenditures	**2,148,752**	**2,429,425**	**2,520,530**
Program Funding by Source			
Revenues			
Licenses & Permits	1,348,637	1,314,160	1,330,184
Miscellaneous Revenue	4,504	2,450	-
Operating Revenue Sub-Total	**1,353,141**	**1,316,610**	**1,330,184**
Intergovernmental	347,430	627,446	639,796
Grant Revenue Sub-Total	**347,430**	**627,446**	**639,796**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	409,670	434,955	456,545
Fund Balance Decrease/(Increase)	38,511	50,414	94,005
Other Funding Sources	-	-	-
Total Program Funding	**2,148,752**	**2,429,425**	**2,520,530**
Program Staffing FTEs	**22.00**	**18.00**	**20.00**

Program Summary

Department: **Environmental Quality**
Program: **Communications and Outreach**

Function

Assist in the implementation of federal, state, and local air quality, water quality, and waste management and disposal regulations in Pima County.

Description of Services

Develop and implement public education and outreach programs regarding mandated air quality, water quality, and waste reduction activities.

Program Goals & Objectives

- Maintain and protect the air quality of Pima County through business and community outreach and education events
- Maintain and protect the water quality of Pima County through business and community outreach and education events
- Encourage waste reduction and recycling through community outreach and education events
- Encourage use of Pima County DEQ webpages for information on environmental protection

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Community education events instituted	136	129	110
Informational materials distributed	49,252	36,762	45,000
PDEQ website page views	105,642	90,303	60,000

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	94,249	105,375	174,058
Operating Expenses	97,594	86,625	475,270
Total Program Expenditures	**191,843**	**192,000**	**649,328**
Program Funding by Source			
Revenues			
Intergovernmental	168,729	192,000	649,328
Grant Revenue Sub-Total	**168,729**	**192,000**	**649,328**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	23,114	-	-
Other Funding Sources	-	-	-
Total Program Funding	**191,843**	**192,000**	**649,328**
Program Staffing FTEs	**3.00**	**2.00**	**-**

Program Summary

Department: **Environmental Quality**
Program: **Enforcement**

Function

Enforce federal, state, and local air quality, water quality, and solid waste enforcement regulations within Pima County.

Description of Services

Develop and conduct enforcement activities for air quality, water quality, and solid waste. Perform enforcement activities including: tracking all violations; recommending, developing, and executing settlement agreements and consent orders; and developing requests for County Attorney action. Conduct investigations, surveillance, and enforcement activities regarding illegal dumping of solid waste within Pima County. Conduct illegal dumping remediation projects on public land when responsible party cannot be identified.

Program Goals & Objectives

- Initiate clean up and remediation on public lands affected by illegal dumping
- Investigate instances of illegal dumping in Pima County

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Illegal dumping sites investigated	310	300	300
Illegal waste removed from public lands (tons)	15	15	15

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	216,557	250,454	317,580
Operating Expenses	38,098	65,079	54,636
Total Program Expenditures	**254,655**	**315,533**	**372,216**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	1,125	7,700	-
Operating Revenue Sub-Total	**1,125**	**7,700**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	245,517	245,515	250,515
Fund Balance Decrease/(Increase)	8,013	62,318	121,701
Other Funding Sources	-	-	-
Total Program Funding	**254,655**	**315,533**	**372,216**
Program Staffing FTEs	**7.00**	**6.00**	**7.00**

Program Summary

Department: **Environmental Quality**
Program: **Solid Waste Management**

Function

Plan, manage, and perform solid waste compliance, closure, temporary closure and remediation activities. Comply with all environmental monitoring requirements for various permits. Remediation includes investigation, design, and construction for remedial activities associated with waste sites.

Description of Services

Ensure Pima County solid waste facilities are operated in accordance with environmental requirements and permit conditions. Manage the contract with the County solid waste operator, Tucson Recycling and Waste Service (TRWS). Conduct required environmental compliance activities at County solid waste facilities. Manage County response to Arizona Department of Environmental Quality Superfund/Water Quality Assurance Revolving Fund activities including environmental studies, monitoring and reporting at historic waste sites.

Program Goals & Objectives

- Provide the mandated solid waste disposal facilities for county residents and businesses while maintaining environmental compliance with permit conditions
- Perform remedial activities when necessary at historical sites

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Operating landfills	1	1	1
Operating transfer stations	3	3	3
Remediation landfills	1	1	1
Landfills in closure process	1	0	0
Landfills temporarily closed	2	2	2
Water wells sampled/monitored/maintained/reported	11	11	11
Leachate wells monitored/maintained	10	10	10
Landfill gas probes monitored/maintained/reported	54	53	53
Percent of ADEQ inspection compliance	100%	100%	100%
Percent of annual reports submitted to ADEQ	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	275,467	314,109	312,550
Operating Expenses	929,183	1,121,002	1,048,730
Total Program Expenditures	**1,204,650**	**1,435,111**	**1,361,280**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	12,719	-	-
Operating Revenue Sub-Total	**12,719**	**-**	**-**
General Fund Support	1,204,645	1,435,111	1,361,280
Net Operating Transfers In/(Out)	(12,714)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-

Program Summary

Department: **Environmental Quality**
Program: **Solid Waste Management**

Total Program Funding	**1,204,650**	**1,435,111**	**1,361,280**
Program Staffing FTEs	**3.00**	**3.00**	**3.00**

Program Summary

Department: **Environmental Quality**
Program: **Tire Recycling Program**

Function
Compliance with A.R.S. Title 44, Article 8, Waste Tire Disposal.

Description of Services
Provide the residents and businesses in Pima County with a facility for disposing of (recycle) their waste tires.

Program Goals & Objectives
- Provide long term waste tire recycling with the continued renewal of the CRM contract renewal options through 2028

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Waste tires received	743,516	750,000	750,000
Waste tires recycled	746,426	750,000	750,000
ADEQ inspection compliance	100%	100%	100%
Annual reports submitted to ADEQ	100%	100%	100%
Registered tire collection sites	5	5	5

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	6,577	11,531	11,851
Operating Expenses	1,024,990	1,296,469	1,296,149
Total Program Expenditures	**1,031,567**	**1,308,000**	**1,308,000**
Program Funding by Source			
Revenues			
Intergovernmental	1,215,296	1,100,000	1,100,000
Investment Earnings	8,590	8,000	8,000
Operating Revenue Sub-Total	**1,223,886**	**1,108,000**	**1,108,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(192,319)	200,000	200,000
Other Funding Sources	-	-	-
Total Program Funding	**1,031,567**	**1,308,000**	**1,308,000**

Program Summary

Department: **Environmental Quality**
Program: **Water and Waste**

Function

Implement federal, state, and local regulations regarding water, wastewater, onsite disposal systems, and solid waste within Pima County. Implement storm water management programs and conduct storm water sampling pursuant to Pima County's Municipal Separate Storm Sewer System (NPDES) permit.

Description of Services

Issue approvals for the construction or modification of water, wastewater, and onsite disposal systems and conduct compliance activities. Conduct compliance activities for solid and liquid waste haulers. Implement storm water management, monitoring, and education activities as required by Pima County's federal storm water permit. Conduct private well testing in the Environmental Protection Agency superfund area.

Program Goals & Objectives

- Educate and inform small privately owned water companies of water programs and water quality issues
- Comply with Arizona Department of Environmental Quality permit requirements for the Municipal Separate Storm Sewer System permit
- Ensure the proper construction and operation of water, wastewater, and onsite disposal systems

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Septic site suitability and final inspections performed	259	320	320
Water and wastewater plans reviewed	220	225	225
Plans reviewed within licensing timeframe	100%	100%	100%
Required number of samples obtained for storm water events	100%	100%	100%
Private wells in superfund area tested to meet funding conditions	6	6	6
Resource Conservation and Recovery Act inspections	37	45	45
Sanitary surveys conducted	33	50	50

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	526,699	659,780	587,335
Operating Expenses	228,066	202,978	204,033
Total Program Expenditures	**754,765**	**862,758**	**791,368**
Program Funding by Source			
Revenues			
Charges for Services	500	-	-
Licenses & Permits	867,430	833,950	862,673
Miscellaneous Revenue	11,426	17,510	17,600
Operating Revenue Sub-Total	**879,356**	**851,460**	**880,273**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(53,248)	-	-
Fund Balance Decrease/(Increase)	(71,343)	11,298	(88,905)
Other Funding Sources	-	-	-
Total Program Funding	**754,765**	**862,758**	**791,368**

Program Summary

Department: **Environmental Quality**
Program: **Water and Waste**

Program Staffing FTEs	**5.00**	**8.00**	**7.00**

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Natural Resources, Parks & Recreation

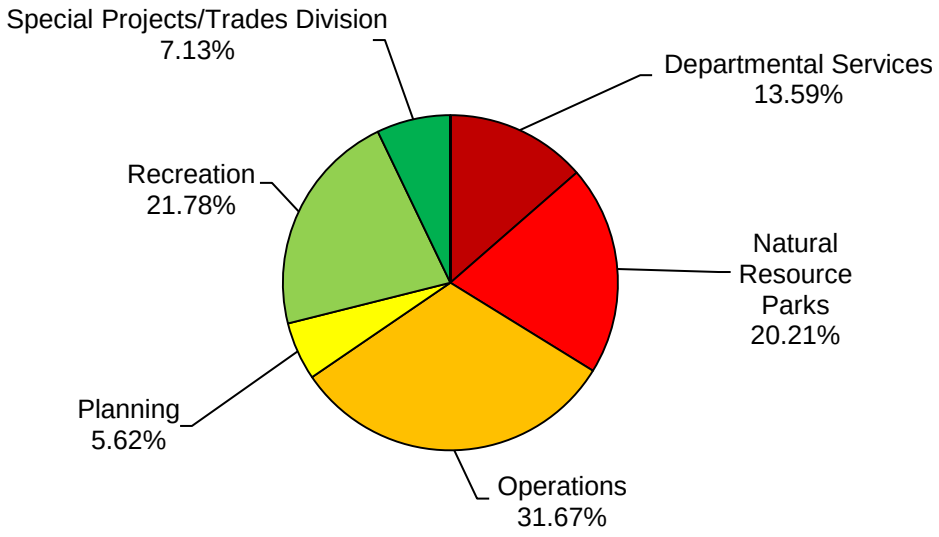
Expenditures: 20,427,563 **Revenues:** 1,423,550

FTEs 283.85

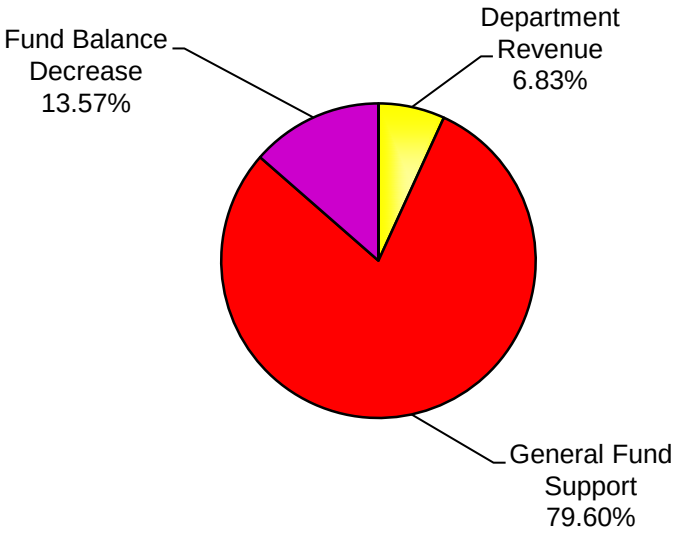
Function Statement: Manage Pima County natural resources, urban parks, and recreational programs; lead community efforts to conserve the Sonoran Desert and enhance the urban environment and quality of life; provide quality recreation experiences, open space conservation, community education programs, and leisure activities while supporting Pima County's Sustainability Programs such as water conservation, green building, and recycling.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Natural Resources, Parks & Recreation**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Departmental Services	2,285,514	2,874,515	2,775,485
Natural Resource Parks	2,595,010	5,730,942	4,127,394
Operations	6,356,496	6,480,956	6,471,206
Planning	271,267	941,260	1,147,578
Recreation	4,417,887	4,411,547	4,449,979
Special Projects/Trades Division	1,324,700	1,370,246	1,455,921
Total Expenditures	**17,250,874**	**21,809,466**	**20,427,563**
Funding by Source			
Revenues			
Departmental Services	102,025	-	-
Natural Resource Parks	1,213,259	1,382,791	604,500
Operations	321,484	256,600	295,050
Planning	76,370	-	-
Recreation	683,859	570,950	524,000
Special Projects/Trades Division	16,883	2,500	-
Total Revenues	**2,413,880**	**2,212,841**	**1,423,550**
General Fund Support	15,369,086	16,459,327	16,587,791
Net Operating Transfers In/(Out)	655,887	(760,104)	(412,786)
Fund Balance Decrease/(Increase)	(1,187,979)	1,777,402	2,829,008
Other Funding Sources	-	2,120,000	-
Total Program Funding	**17,250,874**	**21,809,466**	**20,427,563**
Staffing (FTEs) by Program			
Departmental Services	17.75	20.00	19.60
Natural Resource Parks	30.00	28.70	30.50
Operations	107.50	116.15	118.40
Planning	2.00	3.00	3.50
Recreation	80.25	82.10	81.85
Special Projects/Trades Division	31.00	30.00	30.00
Total Staffing (FTEs)	**268.50**	**279.95**	**283.85**

Program Summary

Department: **Natural Resources, Parks & Recreation**
Program: **Departmental Services**

Function

Provide management, leadership, and a strategic master plan for Pima County's system of parks and natural resources.

Description of Services

Direct, organize, manage, and administer the activities of the department management and staff. Implement departmental policies and procedures consistent with County policies. Serve as a liaison between the department, County Administrator, Board of Supervisors, and taxpayers. Manage public education and community relations activities of the department. Maintain liaison with community, government agencies, neighborhood organizations, and special interest groups. Ensure intergovernmental document quality, coordination, department review, and comment on key state and federal legislation. Act as liaison with other governmental and private agencies in developing and monitoring contracts, agreements, and Intergovernmental Agreements (IGA) including but not limited to County leased properties. Ensure appropriate compliance with federal, state, and local government requirements and regulations on environmental issues. Provide research, investigation, data collection, advisory, and defense support of departmental tort related claims and lawsuits.

Program Goals & Objectives

- Process Special Event permits, contracts, and IGAs in a timely fashion
- Process Personnel Action Forms (PAFs), and Family Medical Leave Act (FMLA) paperwork in a timely and effective manner
- Operate department in efficient and cost effective manner

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Contracts, Leases, IGAs completed on time	90%	100%	100%
Information requests from County administration answered within two business days	100%	100%	100%
PAFs and FMLA requests processed on time	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,288,866	1,489,831	1,435,790
Operating Expenses	987,698	1,384,684	1,339,695
Capital Equipment > $5,000	8,950	-	-
Total Program Expenditures	**2,285,514**	**2,874,515**	**2,775,485**
Program Funding by Source			
Revenues			
Charges for Services	620	-	-
Miscellaneous Revenue	(4,214)	-	-
Operating Revenue Sub-Total	**(3,594)**	**-**	**-**
Charges for Services	1,200	-	-
Miscellaneous Revenue	103,400	-	-
Investment Earnings	1,019	-	-
Special Programs Revenue Sub-Total	**105,619**	**-**	**-**
General Fund Support	1,997,367	2,654,870	2,595,243

Program Summary

Department: **Natural Resources, Parks & Recreation**
Program: **Departmental Services**

Net Operating Transfers In/(Out)	227,860	215,925	167,214
Fund Balance Decrease/(Increase)	(41,738)	3,720	13,028
Other Funding Sources	-	-	-
Total Program Funding	**2,285,514**	**2,874,515**	**2,775,485**
Program Staffing FTEs	**17.75**	**20.00**	**19.60**

Program Summary

Department: **Natural Resources, Parks & Recreation**

Program: **Natural Resource Parks**

Function

Manage, maintain, and conserve natural resources, mountain parks, and open space lands. Educate the public about the importance of the sites and how to appropriately use them. Act as a primary land manager of the Conservation Land Management Program. Provide Natural Resources, Parks and Recreation (NRPR) staff with technical advice and direction related to projects potentially impacting flora and fauna.

Description of Services

Manage and protect mountain parks and natural resource parks, natural preserves, non-urban trails/trail heads, open space lands, and cultural/historic resource sites through routine monitoring, maintenance, and planned management actions. Provide environmental and historical education programs for diverse audiences. Provide passive and active natural resource based recreational opportunities on NRPR managed lands. Develop and implement an invasive species management program. Assist with identification, due diligence background reporting, and acquisition of new open space lands under the Sonoran Desert Conservation Plan. Assist with implementation of a Multi-Species Conservation Plan (MSCP) for the County by managing mitigation lands consistent with MSCP and U.S. Fish and Wildlife (USFW) conditions.

Program Goals & Objectives

- Support implementation of a Federal Section 10 permit for Pima County MSCP
  - Achieve the outcomes identified in the plan
  - Achieve the level of stewardship required by USFW to maintain the Permit
- Develop, implement, and monitor management plans for open space properties
- Monitor and provide operations maintenance support to maintain safe and functioning natural resource parks and open space lands
- Monitor and maintain non-urban trail system and associated trail heads
- Increase the level of public participation in environmental and conservation education programs

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Environmental education program participants	26,500	28,000	32,000
Miles of trails maintained	15	17	20
Acres of park, ranch, open space, and cultural resource lands maintained	250,000	250,000	255,000
Comprehensive management plans completed	2	2	4
Properties monitored annually	138	141	145

Program Summary

Department: **Natural Resources, Parks & Recreation**
Program: **Natural Resource Parks**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,633,534	1,814,151	1,906,988
Operating Expenses	961,476	1,366,791	1,653,739
Capital Equipment > $5,000	-	2,550,000	-
Debt Service	-	-	566,667
Total Program Expenditures	**2,595,010**	**5,730,942**	**4,127,394**
Program Funding by Source			
Revenues			
Charges for Services	181,240	136,000	142,500
Miscellaneous Revenue	32,144	25,000	28,000
Operating Revenue Sub-Total	**213,384**	**161,000**	**170,500**
Charges for Services	-	112,291	94,000
Miscellaneous Revenue	957,978	750,000	-
Investment Earnings	4,023	-	-
Special Programs Revenue Sub-Total	**962,001**	**862,291**	**94,000**
Intergovernmental	37,665	356,500	329,400
Miscellaneous Revenue	75	-	10,000
Investment Earnings	134	3,000	600
Grant Revenue Sub-Total	**37,874**	**359,500**	**340,000**
General Fund Support	2,146,952	2,248,222	2,272,060
Net Operating Transfers In/(Out)	422,770	(1,001,029)	(580,000)
Fund Balance Decrease/(Increase)	(1,187,971)	980,958	1,830,834
Other Funding Sources	-	2,120,000	-
Total Program Funding	**2,595,010**	**5,730,942**	**4,127,394**
Program Staffing FTEs	**30.00**	**28.70**	**30.50**

Program Summary

Department: **Natural Resources, Parks & Recreation**
Program: **Operations**

Function

Manage, operate, and maintain County's urban park system providing vital green space and vegetative buffers to developments and subdivisions while providing opportunities for the public to be physically and socially active. Provide lighted ball courts/fields, picnic areas/ramadas, and playgrounds for sports activities and recreation.

Description of Services

Manage, operate, and maintain 40 parks with 98 ball fields (68 lighted) while coordinating with various sports organizations using ball fields. Maintain reservable ramadas and 40 playgrounds to the American Standards for Testing and Materials (ASTM) and Consumer Product Safety Commission (CPSC) guidelines. Maintain the grounds of the downtown County Government Complex. Manage, operate, and maintain the Loop path system of approximately 100 miles of paved paths including four river parks. Update, coordinate, and implement a comprehensive division safety program.

Program Goals & Objectives

- Replace outdated and inefficient irrigation systems with more efficient and effective irrigation systems
- Remove graffiti at our parks within 72 hours at least 85% of the time
- Develop programs to replace all outdated ball field lighting systems and replace with energy efficient "Dark Skies" friendly ball field lighting systems that are controlled by a central control system
- Develop funded cyclic maintenance programs for the County's ball fields, buildings, and other infrastructure
- Replace and/or renovate ball field bleachers to code
- Develop cyclic maintenance programs for asphalt pathways, parking lots, and park entrance roads
- Develop capital replacement program for playground structures to ASTM standards and CPSC guidelines

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Paved miles of river parks, Urban Loop, and Sun Loop maintained	97	97	99
Ball fields operated and maintained	94	98	98
Lighted ball fields operated and maintained	68	68	68
Urban parks operated and maintained	39	40	40
Playgrounds operated, maintained and inspected	37	40	40

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	3,796,699	4,666,608	4,651,174
Operating Expenses	2,378,710	1,784,348	1,820,032
Capital Equipment > $5,000	181,087	30,000	-
Total Program Expenditures	**6,356,496**	**6,480,956**	**6,471,206**
Program Funding by Source			
Revenues			
Charges for Services	211,794	211,100	208,050
Licenses & Permits	6,740	600	600
Miscellaneous Revenue	102,950	44,900	86,400
Operating Revenue Sub-Total	**321,484**	**256,600**	**295,050**
General Fund Support	6,012,643	6,199,356	6,176,156
Net Operating Transfers In/(Out)	22,369	25,000	-

Program Summary

Department: **Natural Resources, Parks & Recreation**
Program: **Operations**

Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**6,356,496**	**6,480,956**	**6,471,206**
Program Staffing FTEs	**107.50**	**116.15**	**118.40**

Program Summary

Department: **Natural Resources, Parks & Recreation**

Program: **Planning**

Function

Prepare and execute plans for parks, open space preserves, river parks, trails, and green spaces in both urban and rural settings. Review rezoning requests, specific plans, subdivision plats, development plans, and abandonment proposals to protect and secure trails and park space. Ensure access to public lands. Identify, analyze, and assist with the acquisition of park land, open space, and trail corridors. Manage and administer the in-lieu park fees program. Plan, design, and construct recreational trails consistent with the Pima Regional Trails System Master Plan.

Description of Services

Review and comment on rezoning, specific plans, subdivision plats, and development plans to acquire parks, open spaces, and trails through the development process. Administer all aspects of the Pima Regional Trails System Master Plan. Manage recreation areas in residential subdivisions. Review and comment on state land applications, County rights-of-way, and easement abandonments. Prepare master plans for parks, open space, trails, and greenways individually and in systems. Prepare management plans for open space properties. Analyze and participate in the acquisition of park land, open space, and trail corridors. Ensure access to public lands. Provide information to the public; provide technical assistance to other jurisdictions; prepare bond program requests; prepare grants and raise funds; draft ordinances, resolutions, leases, memorandums of understanding, and intergovernmental agreements. Conduct legislative analyses and develop park, open space, and trail policies. Work with other jurisdictions to implement projects that cross political boundaries.

Program Goals & Objectives

- Acquire trail corridors, park land, and open space through the development review process
- Implement and periodically update the Pima Regional Trails System Master Plan
- Resolve access challenges to the public lands that surround Tucson
- Design public facilities on newly acquired open space properties

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Pima Regional Trails System Master Plan consistently and regularly applied	100%	100%	100%
Challenges to newly acquired public lands assessed	100%	100%	100%
Public facilities designed on newly acquired open space properties	yes	yes	yes
Regional Trail concepts generated	100%	100%	100%
New tentative plat approvals monitered ensuring compliance with collection requirements	14	13	12

Program Summary

Department: **Natural Resources, Parks & Recreation**
Program: **Planning**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	162,638	206,110	267,146
Operating Expenses	108,129	735,150	880,432
Capital Equipment > $5,000	500	-	-
Total Program Expenditures	**271,267**	**941,260**	**1,147,578**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	407	-	-
Investment Earnings	388	-	-
Operating Revenue Sub-Total	**795**	**-**	**-**
Miscellaneous Revenue	70,652	-	-
Investment Earnings	4,923	-	-
Special Programs Revenue Sub-Total	**75,575**	**-**	**-**
General Fund Support	144,167	152,536	178,432
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	50,730	788,724	969,146
Other Funding Sources	-	-	-
Total Program Funding	**271,267**	**941,260**	**1,147,578**
Program Staffing FTEs	**2.00**	**3.00**	**3.50**

Program Summary

Department: **Natural Resources, Parks & Recreation**

Program: **Recreation**

Function

Operate and maintain recreation and community centers, swimming pools, art and leisure classes, Mike Jacob Sportspark, and shooting ranges. Operate and maintain all parks and recreation elements in Ajo, AZ. Provide permitting for special uses and field uses on Natural Resources, Parks and Recreation properties.

Description of Services

Provide activities to meet the unique interests of various age groups and populations and offer age-appropriate supervised activities in a welcoming and safe environment. Provide special interest classes, workshops, swimming classes, lifeguard and water safety instructor certification classes, sporting events, skill contests, teen and senior citizen enrichment programs, outdoor education, shooting sports education and training, community nutrition programs, related social services, and special events. Offer room rentals, performing arts space, and cooperative management of joint-use facilities. Provide permitting and fee collection for third-party special events and sport field rentals. Coordinate and provide facility maintenance for swimming pools, shooting ranges, community centers, Ajo parks, and Mike Jacob Sportspark.

Program Goals & Objectives

- Identify and rectify facilities issues such as safety related problems at recreation sites
- Identify and repair all mechanical maintenance and building maintenance issues at recreation sites
- Provide trained professional staff and volunteers
- Offer recreation programs at community centers, swimming pools, shooting ranges, and other venues
- Provide a safe environment at all locations and properly document activities and issues
- Provide safe, modern, recreation facilities within existing resources
- Maintain clean and secure facilities

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Recreation/community center participants	155,362	160,000	160,000
Aquatics program participants	117,300	130,000	130,000
Shooting range users	30,631	30,000	30,000
Volunteer hours	10,512	11,000	11,000
Staff safety training seminars held bi-annually and as needed	3	2	2
Accidents reported within two days	90%	90%	90%
Routine aquatics and building repairs completed within two weeks	90%	90%	90%

Program Summary

Department: **Natural Resources, Parks & Recreation**
Program: **Recreation**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	3,342,798	3,364,352	3,444,784
Operating Expenses	1,075,089	1,027,195	1,005,195
Capital Equipment > $5,000	-	20,000	-
Total Program Expenditures	**4,417,887**	**4,411,547**	**4,449,979**
Program Funding by Source			
Revenues			
Charges for Services	592,939	475,250	447,250
Miscellaneous Revenue	90,730	95,700	76,750
Investment Earnings	190	-	-
Operating Revenue Sub-Total	**683,859**	**570,950**	**524,000**
General Fund Support	3,743,028	3,840,597	3,925,979
Net Operating Transfers In/(Out)	(9,000)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**4,417,887**	**4,411,547**	**4,449,979**
Program Staffing FTEs	**80.25**	**82.10**	**81.85**

Program Summary

Department: **Natural Resources, Parks & Recreation**
Program: **Special Projects/Trades Division**

Function

Provide skilled technical services to maintain existing Natural Resources, Parks and Recreation (NRPR) parks, Pima County attractions, and related utility infrastructures. Build new parks, trailheads, and utility infrastructures. Restore and repair existing parks. Perform activities related to the routine maintenance, enhancement, and repair of NRPR historic structures, utility infrastructures, and Natural Resources properties.

Description of Services

Provide skilled technical services for all NRPR properties throughout Pima County including fourteen recreation and fine arts centers, various open space properties and ranches, natural resources and preserves, nine public swimming pools, dog parks, NRPR parks, shooting ranges, various government and community buildings, Pima County attraction properties, and water works systems. Perform skilled technical services for NRPR properties including well monitoring, historic building, road, and water system construction maintenance and repairs. Provide skilled technical services for NRPR and other Pima County departments including Regional Flood Control District (RFCD), Office of Sustainability and Conservation (SUS), Pima County Department of Transportation (PCDOT), Regional Wastewater Reclamation Department (RWRD).

Program Goals & Objectives

- Provide skilled technical services for natural resources open space properties
  - Monitor and maintain water wells on NRPR properties
  - Provide skilled technical services at NRPR trailheads
- Build, maintain, repair, and restore NRPR parks and Pima County attractions
- Perform maintenance and repair work for other Pima County departments including RFCD, SUS, PCDOT and RWRD

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
NRPR properties and infrastructures built, maintained, repaired, or restored	70	71	72

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,034,239	1,092,992	1,095,419
Operating Expenses	290,461	277,254	360,502
Total Program Expenditures	**1,324,700**	**1,370,246**	**1,455,921**
Program Funding by Source			
Revenues			
Charges for Services	-	1,000	-
Miscellaneous Revenue	4,015	-	-
Gain or Loss on Disposal of Assets	1,574	-	-
Operating Revenue Sub-Total	**5,589**	**1,000**	**-**
Charges for Services	1,059	-	-
Miscellaneous Revenue	10,235	1,500	-
Special Programs Revenue Sub-Total	**11,294**	**1,500**	**-**
General Fund Support	1,324,929	1,363,746	1,439,921
Net Operating Transfers In/(Out)	(8,112)	-	-

Program Summary

Department: **Natural Resources, Parks & Recreation**
Program: **Special Projects/Trades Division**

Fund Balance Decrease/(Increase)	(9,000)	4,000	16,000
Other Funding Sources	-	-	-
Total Program Funding	**1,324,700**	**1,370,246**	**1,455,921**
Program Staffing FTEs	**31.00**	**30.00**	**30.00**

Office of Sustainability & Conservation

Expenditures: 1,629,887 **Revenues:** 250

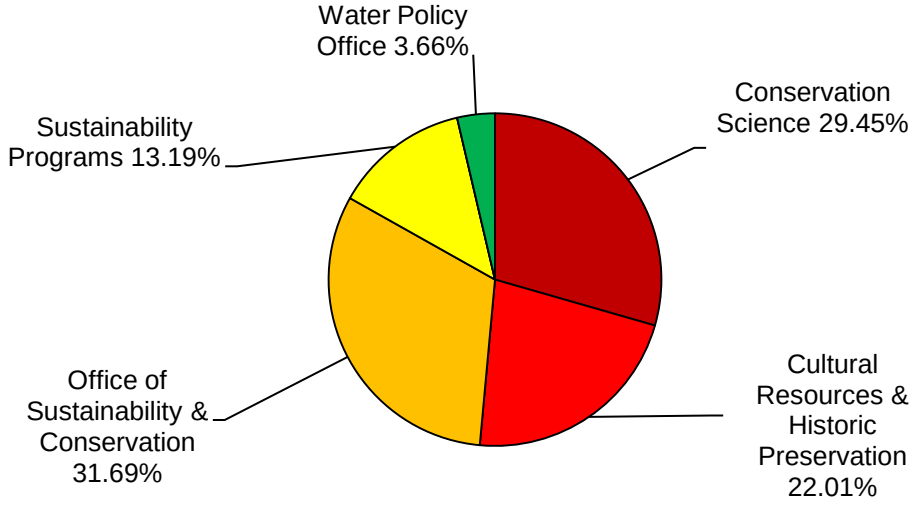
FTEs 17.90

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

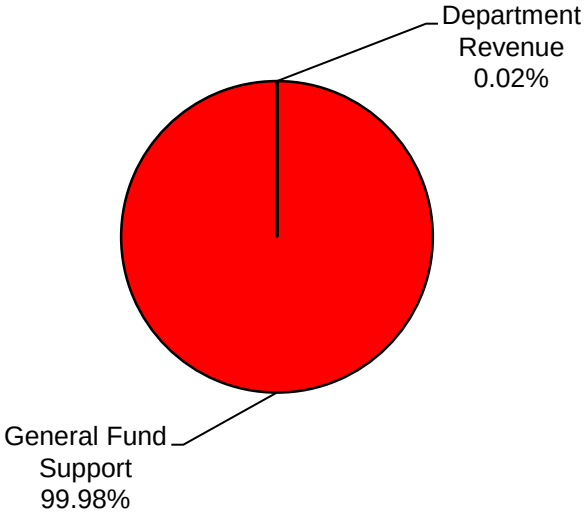
Mandates: Section 10 Permit No. TE84356A-0

Note: Beginning fiscal year 2015/16, the budget of Office of Sustainability and Conservation will remain in General Fund to show actual costs, except charges to specific Capital Projects. Beginning in fiscal year 2015/16, the Public Works departments will share the cost of these services though the Public Works Overhead object.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Office of Sustainability and Conservation**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Conservation Science	350,324	452,362	480,051
Cultural Resources and Historic Preservation	244,436	340,730	358,754
Office of Sustainability and Conservation	482,839	608,277	516,426
Sustainability Programs	141,539	148,147	215,061
Water Policy Office	-	-	59,595
Total Expenditures	**1,219,138**	**1,549,516**	**1,629,887**
Funding by Source			
Revenues			
Cultural Resources and Historic Preservation	130	250	250
Office of Sustainability and Conservation	8,373	-	-
Total Revenues	**8,503**	**250**	**250**
General Fund Support	1,218,997	1,549,266	1,629,637
Net Operating Transfers In/(Out)	(990)	-	-
Fund Balance Decrease/(Increase)	(7,372)	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,219,138**	**1,549,516**	**1,629,887**
Staffing (FTEs) by Program			
Conservation Science	4.90	4.90	4.90
Cultural Resources and Historic Preservation	4.00	4.00	3.00
Multi-Species Conservation Plan Section 10	-	-	1.00
Office of Sustainability and Conservation	4.00	6.00	4.00
Sustainability Programs	2.00	2.00	3.00
Water Policy Office	-	-	2.00
Total Staffing (FTEs)	**14.90**	**16.90**	**17.90**

Note: (Note: Funding for the Endangered Species Act Multi-Species Conservation Plan Section 10 resides in the Contingency Fund with Finance and Risk Management. The Office of Sustainability and Conservation will pay for expenses as they occur then request reimbursements from the Contingency Fund through a transfer process.)

Program Summary

Department: **Office of Sustainability and Conservation**
Program: **Conservation Science**

Function

Provide leadership, guidance, and innovative science products to achieve consistent implementation of the County's policies for the natural environment and to help ensure that the biological goal of the Sonoran Desert Conservation Plan (SDCP) is met; and ensure compliance with the Endangered Species Act Multi-Species Conservation Plan (MSCP) Section 10 Permit No. TE84356A-0.

Description of Services

Refine departmental procedures, programs, and requirements to accomplish SDCP and MSCP goals and maintain compliance with the Section 10 permit. Implement the County's Ecological Monitoring Program. Review state, federal, and large-scale private proposals that may potentially impact the natural and biological resources.

Program Goals & Objectives

- Oversee implementation of the County's MSCP and Ecological Monitoring Program
- Establish parity between natural resource and biological conservation requirements applied to County operations and regulation of private entities
- Ensure County environment standards meet or exceed Federal processes
- Improve County decisions by providing the best available natural resource information including status and trends of key contributing factors
- Integrate SDCP goals and objectives with County planning efforts and procedural requirements

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Ecological Monitoring Program: Field survey person days	22	40	50
Ecological Monitoring Program: Number of properties assessed	11	21	25
Ecological Monitoring Program: Number of protocols completed	0	0	3
CIP projects receiving Section 10 permit coverage	n/a	40	30
Federal Agency EIS/Project reviews/reports	5	5	6
Ongoing development of Integrated Stewardship Land Management Program	yes	yes	yes

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	335,811	421,462	418,051
Operating Expenses	14,513	30,900	62,000
Total Program Expenditures	**350,324**	**452,362**	**480,051**
General Fund Support	350,324	452,362	480,051
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**350,324**	**452,362**	**480,051**
Program Staffing FTEs	**4.90**	**4.90**	**4.90**

Program Summary

Department: **Office of Sustainability and Conservation**

Program: **Cultural Resources and Historic Preservation**

Function

Provide management, technical, and administrative services to ensure all County departments and the public comply with federal, state, and County historic preservation laws and policies. Manage County historic preservation bond projects. Promote cultural resource conservation and implement historic preservation projects throughout Pima County.

Description of Services

Review all County Capital Improvement Program projects and private sector development proposals and plans. Ensure compliance with applicable legal requirements. Manage and protect County owned cultural resources. Procure and administer grants, provide public information and heritage education, develop and implement Sonoran Desert Conservation Plan policies for cultural resources and ranching, and develop and implement bond program historic preservation projects. Implement inventory, evaluation, impact assessments, and mitigation as necessary.

Program Goals & Objectives

- Develop plans for cultural resources and open space preservation
- Define project scopes of work for cultural resources services contracts
- Review and ensure compliance of County and private sector development projects

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Compliance actions for County projects reviewed	150	190	180
Compliance reviews for private development reviewed	124	60	80
Preservation bond funds expended	$239,301	$525,150	$1,018,820

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	255,160	336,330	255,754
Operating Expenses	(10,724)	4,400	103,000
Total Program Expenditures	**244,436**	**340,730**	**358,754**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	130	250	250
Operating Revenue Sub-Total	**130**	**250**	**250**
General Fund Support	244,753	340,480	358,504
Net Operating Transfers In/(Out)	(447)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**244,436**	**340,730**	**358,754**
Program Staffing FTEs	**4.00**	**4.00**	**3.00**

Program Summary

Department: **Office of Sustainability and Conservation**

Program: **Multi-Species Conservation Plan Section 10**

Function

Ensure compliance with the Endangered Species Act Multi-Species Conservation Plan Section 10 Permit No. TE84356A-0 for Pima County CIP projects and private sector development. Implement the ecological monitoring and management requirements of the Section 10 permit.

Description of Services

Monitor on a long-term basis the ecological resources as required by the Section 10 permit from the Pima County Ecological Monitoring Program on lands owned or leased by Pima County and periodically report findings to the United States Fish and Wildlife Service and the public.

(Note: Funding for the Endangered Species Act Multi-Species Conservation Plan Section 10 resides in the Contingency Fund with Finance and Risk Management. The Office of Sustainability and Conservation will pay for expenses as they occur then request reimbursements from the Contingency Fund through a transfer process.)

Program Goals & Objectives

- Improve County decisions by providing the best available natural resource information including status and trends of key contributing factors
- Oversee implementation of the County's Multi-Species Conservation Plan and ecological monitoring
- Ensure County environment standards meet or exceed Federal processes

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Opt-in certificate of coverage Section 10 applications processed annually	n/a	5	10
Opt-in Section 10 mitigation properties monitored	n/a	0	4
Section 10 certificates of coverage issued annually	n/a	15	30
Enforcement actions taken on opt-in Section 10 mitigation properties	n/a	0	1

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**-**	**-**	**-**
Program Staffing FTEs	**-**	**-**	**1.00**

Program Summary

Department: **Office of Sustainability and Conservation**
Program: **Office of Sustainability and Conservation**

Function

Promote a sustainable and livable community and the conservation of Pima County's natural and cultural resources through the implementation of Board adopted policies that promote the environmental, social, and economic well-being of our region. Provide management and comprehensive support for the Cultural Resources, Conservation Science, and Sustainability Program divisions and the Water Policy staff.

Description of Services

Provide oversight of the Historic Preservation Bond Program and Water Policy. Undertake special project assignments. Administer financial, budgetary, procurement, capital, and, internal office management to complete daily, weekly, monthly, and annual duties and responsibilities. Process vendor billings, prepare special reports, operational and capital budgets, and schedules. Process purchasing requests, issue and manage departmental contracts, assist with public meetings and events, and other office duties.

Program Goals & Objectives

- Ensure department obligations are fulfilled
  - Provide prompt and courteous customer service departmentally, cross-departmentally with intergovernmental organizations, and to the general public
  - Achieve expected outcomes with completeness and minimal difficulty

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Ongoing comprehensive support provided for all department units	yes	yes	yes

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	383,313	502,020	392,726
Operating Expenses	99,526	106,257	123,700
Total Program Expenditures	**482,839**	**608,277**	**516,426**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	1	-	-
Operating Revenue Sub-Total	**1**	**-**	**-**
Intergovernmental	8,372	-	-
Grant Revenue Sub-Total	**8,372**	**-**	**-**
General Fund Support	482,381	608,277	516,426
Net Operating Transfers In/(Out)	(543)	-	-
Fund Balance Decrease/(Increase)	(7,372)	-	-
Other Funding Sources	-	-	-
Total Program Funding	**482,839**	**608,277**	**516,426**
Program Staffing FTEs	**4.00**	**6.00**	**4.00**

Program Summary

Department: **Office of Sustainability and Conservation**

Program: **Sustainability Programs**

Function

Create and maintain a sustainable community by promoting individual well-being and opportunity, sound resource conservation and stewardship, and a strong and diverse economy for all residents in accordance with the Sustainable Action Plan for County Operations (SAPCO).

Description of Services

Work to enhance sustainable practices and operational efficiency in all County departments. Implement the SAPCO setting targets and reporting annually on progress in nine areas defined in the SAPCO. Partner with others to develop innovative programs and activities and incorporate multi-discipline decision making into planning and implementation efforts for the workplace, neighborhood, community, and region.

Program Goals & Objectives

- Coordinate the ongoing implementation of the SAPCO
- Participate in community outreach and education
- Prepare report card on Sustainability goals met through the Action Plan
- Provide training to County staff regarding County sustainability goals
- Integrate sustainability principles into land use planning and County projects

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Annual sustainability report card for County operations prepared	yes	yes	yes
SAPCO: Number of action items implemented	8	23	28
SAPCO: Priorities/Initiatives proposed to County leadership	2	3	3

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	141,384	147,347	205,061
Operating Expenses	155	800	10,000
Total Program Expenditures	**141,539**	**148,147**	**215,061**
General Fund Support	141,539	148,147	215,061
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**141,539**	**148,147**	**215,061**
Program Staffing FTEs	**2.00**	**2.00**	**3.00**

Program Summary

Department: **Office of Sustainability and Conservation**

Program: **Water Policy Office**

Function

Employ a comprehensive approach through the Water Resources Unit (WRU) to water policy regarding County use of surface water, groundwater, effluent, reclaimed water, and water credits and rights in order to address drought management, environmental enhancement, water conservation, water reuse, and water asset management.

Description of Services

Offer a central location through the WRU where water issues are studied and evaluated for consistency with Board-adopted policies and implemented across County departments. Streamline coordination and increase collaboration among participating departments.

Program Goals & Objectives

- Identify where physical water resources are needed in order to mitigate water supply-demand imbalances resulting from climate change and to develop a strategy to improve water reliability for the municipal, industrial, agricultural, and environmental sectors
- Monitor drought and recommend preparedness strategies to ensure resiliency

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Number of local drought impact group meetings	n/a	n/a	5
Local drought impact group report completed	n/a	n/a	yes
Water rights inventory report completed	n/a	n/a	yes

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	-	-	55,979
Operating Expenses	-	-	3,616
Total Program Expenditures	**-**	**-**	**59,595**
General Fund Support	-	-	59,595
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**-**	**-**	**59,595**
Program Staffing FTEs	**-**	**-**	**2.00**

Public Works Administration

Expenditures: 2,941,714 **Revenues:** 0

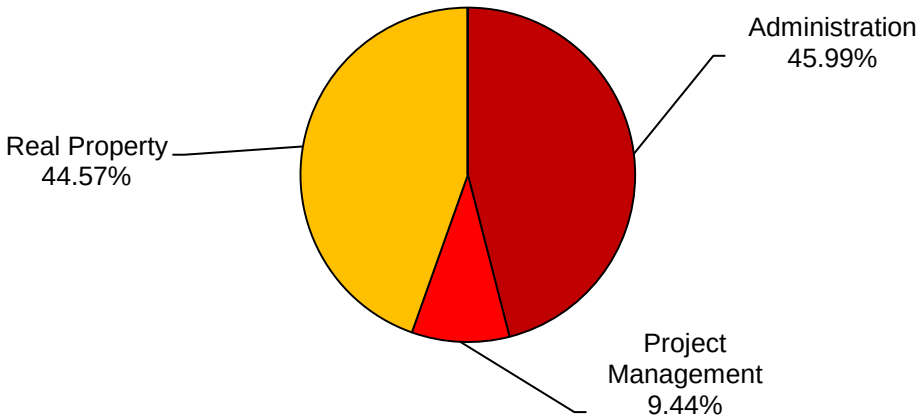
FTEs 30.00

Function Statement: Provide administrative services for Public Works functions for Pima County.

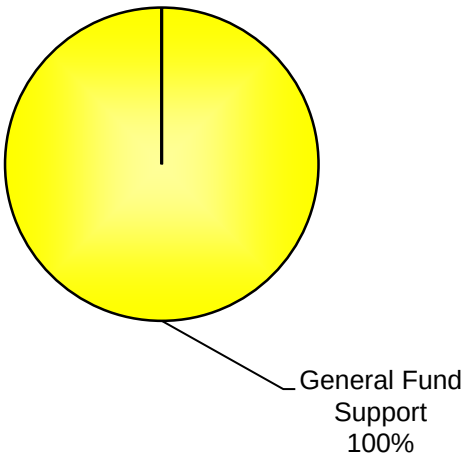
Mandates: None

Note: Beginning with fiscal year 2017/18, Public Works Administration includes Project Management Office and Real Property Services.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Public Works Administration**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Administration	1,153,424	1,350,001	1,352,974
Project Management	194,993	241,670	277,662
Real Property	795,402	1,332,272	1,311,078
Total Expenditures	**2,143,819**	**2,923,943**	**2,941,714**
General Fund Support	2,143,819	2,923,943	2,941,714
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,143,819**	**2,923,943**	**2,941,714**
Staffing (FTEs) by Program			
Administration	11.00	10.00	10.00
Project Management	5.00	4.00	5.00
Real Property	17.00	15.00	15.00
Total Staffing (FTEs)	**33.00**	**29.00**	**30.00**

Program Summary

Department: **Public Works Administration**
Program: **Administration**

Function

Provide administrative direction and support services to seven departments primarily within the Public Works functional area.

Description of Services

Provide administration, management, human resources, and planning support to all departments within the Public Works functional area. Oversee, guide, and direct as necessary the implementation of County policies, financial management of capital projects, and other administrative services.

Program Goals & Objectives

- Manage Public Works departments toward measurable progress in providing professional, progressive, fiscally responsible, and timely services to Pima County
- Coordinate efforts of Public Works departments in support of the Public Works mission and vision
- Coordinate and facilitate the collaboration between the Public Works departments
  - Track the number of multi-department projects undertaken
  - Complete multi-department projects on schedule and within budget
- Ensure quality public service by providing efficient and effective management services to the Public Works departments

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Reports obtained from each department detailing activities related to providing progressive, fiscally responsible, and timely services	12	12	12
PW Departments CIP projects initiated	6	6	6
Percent of PW Departments CIP projects completed on schedule	100%	85%	85%
Budget execution monitoring for all major organizational units	12	12	9

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,058,535	1,204,005	1,179,379
Operating Expenses	94,889	145,996	173,595
Total Program Expenditures	**1,153,424**	**1,350,001**	**1,352,974**
General Fund Support	1,153,424	1,350,001	1,352,974
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,153,424**	**1,350,001**	**1,352,974**
Program Staffing FTEs	**11.00**	**10.00**	**10.00**

Program Summary

Department: **Public Works Administration**
Program: **Project Management**

Function

Direct project management delivery, program oversight, and project controls; assist with capital bond planning/implementation; and perform other duties as needed to support development and infrastructure installation.

Description of Services

Provide project management skills and expertise to increase performance in project delivery supporting other departments who may not have internal project managers. Provide technical assistance with reporting or procedures related to project delivery. Deliver specific projects during the fiscal year as outlined with the Capital Improvement Program. Provide support to Public Works emphasis areas including land development, assistance with strategic planning, and support for future bond package development.

Program Goals & Objectives

- Deliver individual projects on schedule and within budget
- Assist Public Works Administration as needed with public infrastructure planning, bond program planning, or other tasks
- Assist departments as needed with project challenges, documentation of gate activities, and program performance
- Provide project/program oversight through the gate process

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Budget performance (cost) within target goals	80%	80%	80%
Schedule performance (completion date) within target goals	40%	80%	50%
Soft cost expenditures within project total	80%	35%	35%
Average Project Soft cost (indirect) below target of 35% of total Project Costs	n/a	n/a	yes

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	278,895	241,670	232,306
Operating Expenses	(83,902)	-	45,356
Total Program Expenditures	**194,993**	**241,670**	**277,662**
General Fund Support	194,993	241,670	277,662
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**194,993**	**241,670**	**277,662**
Program Staffing FTEs	**5.00**	**4.00**	**5.00**

Program Summary

Department: **Public Works Administration**
Program: **Real Property**

Function

Direct and administer the real property function for Pima County departments.

Description of Services

Provide appraisal of property for acquisition, sale, abandonment, leasing, or licensing of County property; perform acquisitions of real property including relocation of owners and tenants and prosecuting condemnation actions when necessary; lease and maintenance of County owned property including residential leases, park operating agreements, and caretaker agreements; license the use of rights-of-way; grant and release easements over County and Regional Flood Control District (RFCD) property to utilities and other applicants; lease land and license property including towers for telecommunications services; grant rights of entry onto County or RFCD owned property; conduct sale of surplus real property; obtain treasurer deeds and selling property that has been assigned to the state for nonpayment of property taxes; research title and other property issues; and respond to public record requests.

Program Goals & Objectives

- Monitor and charge expenditures to Public Works and other Pima County departments through management review and approval of all appraisals/nominals, acquisition, and property management activities

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Appraisals/Nominals reviewed	185	155	224
Leased properties managed	80	104	185
Escrow closings monitored	88	50	98

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	756,989	1,150,728	975,283
Operating Expenses	38,413	181,544	335,795
Total Program Expenditures	**795,402**	**1,332,272**	**1,311,078**
General Fund Support	795,402	1,332,272	1,311,078
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**795,402**	**1,332,272**	**1,311,078**
Program Staffing FTEs	**17.00**	**15.00**	**15.00**

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Regional Flood Control District

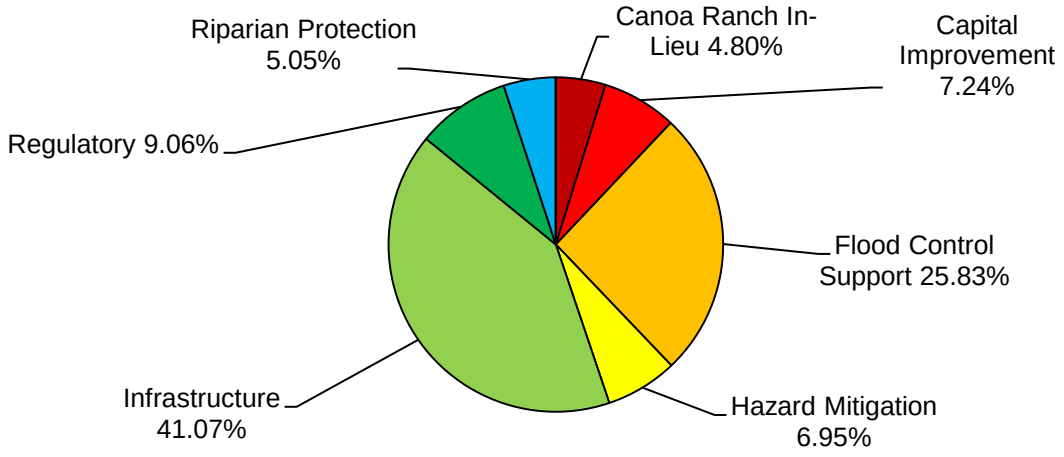
Expenditures: 17,496,778 **Revenues:** 24,156,893

FTEs 59.20

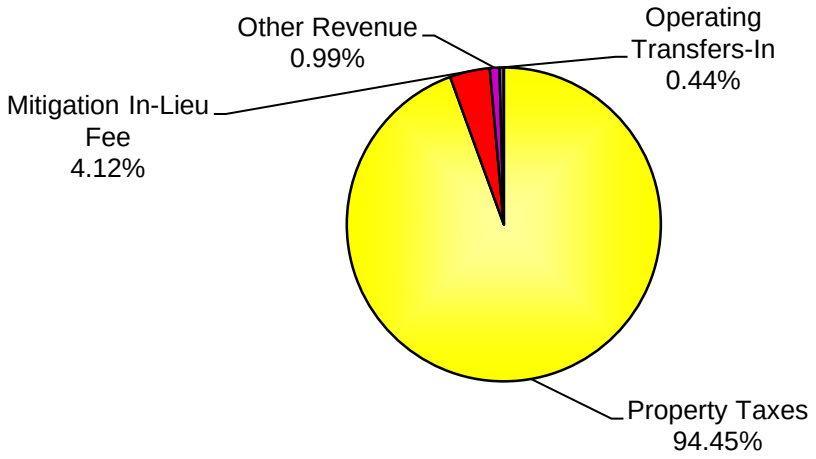
Function Statement: Protect public health, safety, and welfare by implementing structural flood control solutions and providing comprehensive non-structural flood prevention services and oversight of floodplain management requirements of the Federal Flood Insurance Program. Enhance natural floodplain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

Mandates: ARS Title 11, Chapter 2: Board of Supervisors, Article 4: Powers and Duties; 11-257: Flood Water Control Works, Tax Levy; Title 48, Chapter 21: Flood Control Districts; and Pima County Code Title 16: Floodplain and Erosion Hazard Management

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Regional Flood Control District**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Canoa Ranch In-Lieu Fee	21,634	967,900	840,500
Capital Improvement	645,846	1,176,292	1,266,996
Flood Control Support	4,539,347	4,717,054	4,519,632
Hazard Mitigation	1,034,831	1,301,154	1,215,951
Infrastructure	6,116,705	6,789,265	7,183,923
Regulatory	1,421,222	1,629,814	1,585,639
Riparian Protection	1,051,043	1,070,951	884,137
Total Expenditures	**14,830,628**	**17,652,430**	**17,496,778**
Funding by Source			
Revenues			
Canoa Ranch In-Lieu Fee	(1,114)	1,000,000	1,000,000
Capital Improvement	-	40,000	40,000
Flood Control Support	21,860,983	23,465,779	23,041,893
Hazard Mitigation	40,342	45,000	45,000
Riparian Protection	156,376	220,000	30,000
Total Revenues	**22,056,587**	**24,770,779**	**24,156,893**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(8,460,450)	(7,150,359)	(8,696,943)
Fund Balance Decrease/(Increase)	1,234,491	32,010	2,036,828
Other Funding Sources	-	-	-
Total Program Funding	**14,830,628**	**17,652,430**	**17,496,778**
Staffing (FTEs) by Program			
Capital Improvement	4.00	3.00	6.00
Flood Control Support	7.00	7.00	9.00
Hazard Mitigation	4.00	4.00	4.00
Infrastructure	18.00	17.00	14.20
Regulatory	20.00	21.00	21.00
Riparian Protection	6.00	6.00	5.00
Total Staffing (FTEs)	**59.00**	**58.00**	**59.20**

Department Summary by Program

Note: Pursuant to the Intergovernmental Agreement between Pima County and the Regional Flood Control District Cost Sharing Agreement for Cooperative Support Services Contract No. CTN-FC-16-194, employees performing work for the Regional Flood Control District are Pima County employees assigned to do work for the Regional Flood Control District. For budgetary purposes only, these employees are shown as FTEs within the Regional Flood Control District. The actual status of these employees during the course of the Intergovernmental Agreement will continue to be as Pima County employees, subject to the Pima County Personnel Policies and Merit Rules. The Intergovernmental Agreement terminates on June 5, 2021.

Program Summary

Department: **Regional Flood Control District**
Program: **Canoa Ranch In-Lieu Fee**

Function

Enhance floodplain characteristics and ecosystem functions by preserving, protecting, and restoring the natural resources within the Canoa Ranch In-Lieu Fee (ILF) project site as described in the project development plan which has been approved by the United States Army Corps of Engineers (USACOE) and the Pima County Board of Directors. Restore riparian habitat and help improve water resources along the Santa Cruz River.

Description of Services

Administer and manage a compensatory mitigation in-lieu fee program in cooperation with the USACOE. Responsible for managing land acquisition and ownership; receiving 404 mitigation checks and depositing them into the ILF bank; planning, designing, constructing, and maintaining ecosystem restoration; maintaining financial documentation for credits sold and project expenditures; monitoring and reporting on site conditions and the financial information of ILF bank; and implementing adaptive management as warranted for a successful project.

Program Goals & Objectives

- Complete all financial and operational reporting requirements established for the Canoa Ranch ILF project
- Plan, design, construct, and maintain a cost effective high valued riparian habitat ecosystem restoration project at Canoa Ranch
- Meet or exceed performance standards established in the Canoa Ranch development plan

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Established development plan performance standards completed within 10 years (max 10% per year)	0%	10%	10%
Annual financial & biological reports submitted on time to the USACOE	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	9,893	123,700	132,500
Operating Expenses	11,741	844,200	708,000
Total Program Expenditures	**21,634**	**967,900**	**840,500**
Program Funding by Source			
Revenues			
Charges for Services	-	1,000,000	1,000,000
Investment Earnings	(1,114)	-	-
Operating Revenue Sub-Total	**(1,114)**	**1,000,000**	**1,000,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	(400,000)
Fund Balance Decrease/(Increase)	22,748	(32,100)	240,500
Other Funding Sources	-	-	-
Total Program Funding	**21,634**	**967,900**	**840,500**

Program Summary

Department: **Regional Flood Control District**
Program: **Capital Improvement**

Function

Manage the development and construction of Capital Improvement Program (CIP) projects for the Regional Flood Control District including initiating, planning, monitoring and control, executing, and closing CIP projects. Coordinate District's participation in the river park multi-use pathway and flood control access system. Manage the planning, development, and verification of District Property Rights Program to ensure ownership, land use rights, and maintenance responsibilities.

Description of Services

Design and construct structural and non-structural improvements along the major watercourses including bank protection, levees, detention basins, ecosystem restoration, and river park improvements. Prepare feasibility studies/concept design reports for flood control and river park projects including reports and studies needed to obtain federal and state funds and grants for construction of major flood control, river park, and ecosystem restoration projects. Participate with other agencies and departments for the construction of major flood control projects, river parks, and ecosystem restoration projects. Provide comprehensive review and monitoring of planning, design, and construction to ensure project quality and compliance with project specifications and goals. Plan, verify, and develop District property rights program to ensure ownership, maintenance responsibilities, access, and use of District lands and easements.

Program Goals & Objectives

- Coordinate with other departments and agencies to promote and develop the river park and flood control maintenance access system and educate the public and others on river park multi-use pathway and flood control access system safety
- Lead and guide the progress of each CIP project to ensure consistent project scope and completion on schedule within budget as established for the fiscal year
- Ascertain where acquisitions in fee title are necessary for areas along the major watercourses to transfer river infrastructure lands from County to District and to evaluate areas of prior rights by utilities, other agencies, and other parties on District property

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Projects constructed within 5% of engineer's cost estimate	2	2	2
Non-bond CIP projects and studies completed	5	5	5
Operating projects and studies completed	15	13	13

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	346,537	350,093	706,996
Operating Expenses	299,309	826,199	560,000
Total Program Expenditures	**645,846**	**1,176,292**	**1,266,996**
Program Funding by Source			
Revenues			
Charges for Services	-	40,000	40,000
Operating Revenue Sub-Total	**-**	**40,000**	**40,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	645,846	1,136,292	1,226,996

Program Summary

Department: **Regional Flood Control District**
Program: **Capital Improvement**

Other Funding Sources	-	-	-
Total Program Funding	**645,846**	**1,176,292**	**1,266,996**
Program Staffing FTEs	**4.00**	**3.00**	**6.00**

Program Summary

Department: **Regional Flood Control District**

Program: **Flood Control Support**

Function

Direct, lead, and support the District floodplain management and flood control activities in the incorporated and unincorporated areas of Pima County by maintaining a fiscally responsible, environmentally conscientious, and multi-objective approach to managing regional watercourses, floodplains, water resources, and riparian habitats.

Description of Services

Provide leadership, financial management, and personnel for District operations. Provide direction and set policies for short range and long range regional flood control planning. Provide administrative support services to procure, manage, and audit contracts and services for the district. Ensure that the district activities conform to federal and state laws, flood insurance standards, and floodplain management goals. Ensure the District meets the Federal Emergency Management Agency (FEMA) goals for local flood control activities and programs to prevent flood damage and mitigate potential flood hazards resulting in lower flood insurance premiums for residents and businesses, and making the community eligible for flood mitigation grants and disaster assistance.

Program Goals & Objectives

- Provide up-to-date, accurate floodplain information to the general public and municipalities in the County including providing digital mapping and geographic information system information on floodplains, water resources, and associated comprehensive planning data for flood control
- Conduct an outreach program to inform property owners about their susceptibility to flooding with the long-term goal to increase the number of flood insurance policies in Pima County
- Operate the District in a responsible manner that is protective of public safety, reduces future flood hazards, and meets National Flood Insurance Program goals
- Provide a regional flood control plan and long-term flood prevention strategy and implementation plan
- Be rated as a top community, class 5 or better, in floodplain management and flood prevention as determined by FEMA Community Rating System allowing residents and businesses to obtain flood insurance premium discounts

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Divisions that developed a one-year and five-year operating plan	5	5	5
Projects with no discrepancies in schedule or budget	80%	80%	80%
FEMA's community class rating for Pima County	5	5	5
Savings on flood insurance premiums in Pima County	25%	25%	25%
Total flood insurance policies in Pima County	2,400	2,750	2,550
Certified floodplain managers	22	22	22

Program Summary

Department: **Regional Flood Control District**
Program: **Flood Control Support**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,013,261	1,008,772	1,235,010
Operating Expenses	3,526,086	3,708,282	3,284,622
Total Program Expenditures	**4,539,347**	**4,717,054**	**4,519,632**
Program Funding by Source			
Revenues			
Property Taxes	21,462,805	23,381,097	22,916,348
Intergovernmental	275,897	4,970	4,970
Charges for Services	418	-	-
Licenses & Permits	615	1,100	1,100
Fines & Forfeits	50	-	-
Miscellaneous Revenue	73,361	58,845	74,475
Investment Earnings	47,837	19,767	45,000
Operating Revenue Sub-Total	**21,860,983**	**23,465,779**	**23,041,893**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(7,450,188)	(6,650,359)	(7,796,943)
Fund Balance Decrease/(Increase)	(9,871,448)	(12,098,366)	(10,725,318)
Other Funding Sources	-	-	-
Total Program Funding	**4,539,347**	**4,717,054**	**4,519,632**
Program Staffing FTEs	**7.00**	**7.00**	**9.00**

Program Summary

Department: **Regional Flood Control District**

Program: **Hazard Mitigation**

Function

Provide flood hazard mapping and information resources to protect Pima County residents from flooding and associated hazards. Conduct long-range planning services to promote wise and environmentally sound developments in and adjacent to flood hazard areas. Provide data and advice to communities and the general public relevent to amend or modify Federal Emergency Management Agency (FEMA) mapped floodplains.

Description of Services

Conduct comprehensive river and basin management studies and prepare financial program reports. Coordinate management of the Flood Insurance Rate Maps, flood hazard mitigation, and emergency repair activities with FEMA. Conduct and review flood insurance studies. Provide data and advice to communities and the general public relevant to amending or modifying FEMA mapped floodplains. Maintain County-wide FEMA Repository. Coordinate FEMA approved mapping changes. Identify, plan, and study District floodplain mapping needs including developing scopes of work and overseeing work to completion. Review plans, perform investigations, conduct hydrologic and hydraulic studies, interface with other governmental agencies, instill public awareness, and respond to flood events. Provide comprehensive planning and review of flood control infrastructure constructed by private development.

Program Goals & Objectives

- Maintain and update digital floodplain map data
- Meet or exceed state and federal requirements for preserving and protecting environmental resources including those mandated by the Threatened and Endangered Species Act and the Sonoran Desert Conservation Plan
- Maintain FEMA and local floodplain data in a geographic information system library and provide public access to map change documents within one week of effective date of new data
- Prepare technical data notebooks for watercourses throughout unincorporated Pima County for use in floodplain management and to identify capital improvement needs

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
FEMA reviews received, logged in, and reviewed within a four-week period	80%	80%	80%
Floodplain residents that receive informational and/or educational materials, e.g. floodplain map change notices, educational brochures	300	300	300
Basins studied annually to update flood hazard information	7	6	6
Linear miles of rivers studied and reviewed annually	42	25	36

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	343,721	405,254	402,551
Operating Expenses	691,110	895,900	813,400
Total Program Expenditures	**1,034,831**	**1,301,154**	**1,215,951**
Program Funding by Source			
Revenues			
Intergovernmental	40,342	45,000	45,000
Operating Revenue Sub-Total	**40,342**	**45,000**	**45,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(116,602)	(22,501)	(107,500)

Program Summary

Department: **Regional Flood Control District**
Program: **Hazard Mitigation**

Fund Balance Decrease/(Increase)	1,111,091	1,278,655	1,278,451
Other Funding Sources	-	-	-
Total Program Funding	**1,034,831**	**1,301,154**	**1,215,951**
Program Staffing FTEs	**4.00**	**4.00**	**4.00**

Program Summary

Department: **Regional Flood Control District**
Program: **Infrastructure**

Function

Inspect and maintain District assets and flood control infrastructure in order to ensure reliability and effectiveness during times of flooding and to protect, enhance, and restore natural resources and ecosystem function. Manage District assets and information in a geo-spatial environment in order to provide for easy retrieval of relevant flood hazards, mitigation, and previous dialogue and decisions.

Description of Services

Perform inspections, construction, and maintenance on District lands and entitlements including constructed flood control facilities and natural open space lands and riparian preserves. Develop operation and maintenance plans for flood control infrastructure including emergency preparedness and incorporating environmentally sensitive solutions for flood control. Develop land management plans for open space lands and riparian preserves. Coordinate County inspection, maintenance, and construction activities with other city, state, and federal departments and other governmental and nongovernmental agencies. Develop and maintain an asset management program containing a complete inventory of all district flood control and related infrastructure including real property, bank protection, drainage ways, easements, and other flood conveyance structures.

Program Goals & Objectives

- Establish data management procedures that provide support to the various programs within the District including geographic information system and other data sources
- Provide inspection and maintenance of flood control improvements that embody sound maintenance principles in a cost effective manner
- Ensure open space lands owned by the District will be safe to the public, natural resources are protected from negative impacts, and stewardship conforms to existing and future County land management goals

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Total assets inventoried	96%	98%	98%
Flood Control infrastructure inspected annually	60%	60%	60%
Subdivision release of assurance inspections completed within 10 days of request	100%	100%	100%
Data updates to existing data system completed within 10 business days of notification of completion of documented activity	93%	95%	95%
Land management plans developed	10%	30%	40%
Open space properties inspected annually (by acres)	20%	40%	40%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	3,404,572	3,373,410	3,931,002
Operating Expenses	2,600,193	3,015,855	3,062,921
Capital Equipment > $5,000	111,940	400,000	190,000
Total Program Expenditures	**6,116,705**	**6,789,265**	**7,183,923**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(1,000,000)	(500,000)	(500,000)
Fund Balance Decrease/(Increase)	7,116,705	7,289,265	7,683,923
Other Funding Sources	-	-	-

Program Summary

Department: **Regional Flood Control District**
Program: **Infrastructure**

Total Program Funding	**6,116,705**	**6,789,265**	**7,183,923**
Program Staffing FTEs	**18.00**	**17.00**	**14.20**

Program Summary

Department: **Regional Flood Control District**
Program: **Regulatory**

Function

Protect the health, safety, and welfare of Pima County residents by providing comprehensive compliance and customer service programs through a balanced, fiscally responsible, multi-objective approach to managing local and regional watercourses, floodplains, and riparian resources. Ensure compliance with federal, state, and local regulations for development projects impacting Pima County regional watercourses, floodplains, and riparian areas. Fulfill the mission set forth by the Pima County Regional Flood Control District Board of Directors in the Sonoran Desert Conservation Plan (SDCP) as it pertains to riparian and water resource protection.

Description of Services

Ensure compliance with floodplain management regulations as required by federal and state laws and local mandates governing floodplains. Implement a regulatory permitting and compliance program to provide information and outreach services that explain floodplain requirements. Review applications, plans, and engineering studies for conformance with standards and requirements and issue permits if acceptable. Perform site investigations in order to verify that improvements were constructed in compliance with the Floodplain Management Ordinance. Initiate enforcement activities for construction not in compliance. Interface with other governmental agencies, instill public awareness, and respond to flood events. Participate in the National Flood Insurance Program and the Community Rating Systems. Initiate flood education and awareness activities. Prepare the annual report and the Five Year Comprehensive Report. Manage and administer the riparian protection elements and water resource of the SDCP, Pima Prospers, and the Floodplain Management Ordinance through coordination, review, and enforcement of land use improvement plans for both private and public development. Review Floodprone Land Acquisition Program applications for District interest and acceptability.

Program Goals & Objectives

- Provide consistent and comprehensive information regarding flood and erosion hazards and impacts to riparian areas in order to assist in creating awareness of the issues and promote development with the least impact within these areas
- Meet or exceed federal and state requirements for floodplain management including those mandated for participation in the National Flood Insurance Program
- Provide floodplain management plans that embody sound engineering principles and preserve natural resources
- Ensure that development activities in flood hazard areas are in compliance with federal and state laws and the Floodplain Management Ordinance, Pima Prospers, and the SDCP

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Flood Hazard Information Sheets completed	780	1,500	1,000
Outreach events held to inform residents about flood hazards	10	10	10
Floodplain Use Permit applications initially reviewed within 15 business days	90%	90%	90%
Complaints responded to within 10 business days	80%	80%	80%
Development project plans received, logged in, and reviewed within time frame established by Pima County Development Services	95%	95%	95%
Rezonings that preserve natural washes and floodplains	80%	80%	80%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,421,011	1,629,814	1,585,639
Operating Expenses	211	-	-
Total Program Expenditures	**1,421,222**	**1,629,814**	**1,585,639**

Program Summary

Department: **Regional Flood Control District**
Program: **Regulatory**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1,421,222	1,629,814	1,585,639
Other Funding Sources	-	-	-
Total Program Funding	**1,421,222**	**1,629,814**	**1,585,639**
Program Staffing FTEs	**20.00**	**21.00**	**21.00**

Program Summary

Department: **Regional Flood Control District**

Program: **Riparian Protection**

Function

Operate the Automated Local Evaluation in Real Time (ALERT) flood threat recognition system to help protect the lives and property of our citizens. Enhance floodplain characteristics and ecosystem functions by preserving, protecting, and restoring the natural resources within Pima County including those activities mandated by federal, state, and local regulations. Monitor and where possible augment surface- and ground-water to preserve and protect this valued resource.

Description of Services

Maintain, operate, and expand the ALERT real-time flood threat recognition system to ensure precipitation and stream flow is accurately measured and assessed in real-time. Monitor precipitation and stream flow runoff to determine potential flood threats and coordinate with appropriate emergency response agencies as warranted during significant storm events. Provide timely storm related information and system analyses to County personnel and other local jurisdictions as needed. Oversee the planning, design, construction, and maintenance of riparian habitat ecosystem restoration projects. Participate with other County departments, governmental, and nongovernmental entities on riparian area needs, availability, and conservation. Identify concerns surrounding water usage and availability and develop policies that help address these water resource issues. Coordinate with other agencies on the planning, design, construction, operation, and maintenance of groundwater recharge projects associated with flood control projects. Manage operation of the Marana Highplains Groundwater Replenishment facility.

Program Goals & Objectives

- Maintain and operate an integrated flood threat recognition and emergency response system in cooperation with federal, state, and local agencies
- Plan, design, construct, and maintain cost effective ground water recharge projects
- Plan, design, construct, and maintain cost effective high valued riparian habitat ecosystem restoration projects

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Annual recharge at the Marana Highplains Replenishment facility (acre feet measurements are provided on a calendar year)	590	550	550
Non-functioning ALERT field sensor sites to be repaired or replaced within two weeks weather, hardware, or access permitting	100%	100%	100%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	706,704	699,451	625,137
Operating Expenses	344,339	371,500	259,000
Total Program Expenditures	**1,051,043**	**1,070,951**	**884,137**
Program Funding by Source			
Revenues			
Charges for Services	56,965	30,000	30,000
Operating Revenue Sub-Total	**56,965**	**30,000**	**30,000**
Intergovernmental	99,411	190,000	-
Grant Revenue Sub-Total	**99,411**	**190,000**	**-**
General Fund Support	-	-	-

Program Summary

Department: **Regional Flood Control District**
Program: **Riparian Protection**

Net Operating Transfers In/(Out)	106,340	22,501	107,500
Fund Balance Decrease/(Increase)	788,327	828,450	746,637
Other Funding Sources	-	-	-
Total Program Funding	**1,051,043**	**1,070,951**	**884,137**
Program Staffing FTEs	**6.00**	**6.00**	**5.00**

Regional Wastewater Reclamation

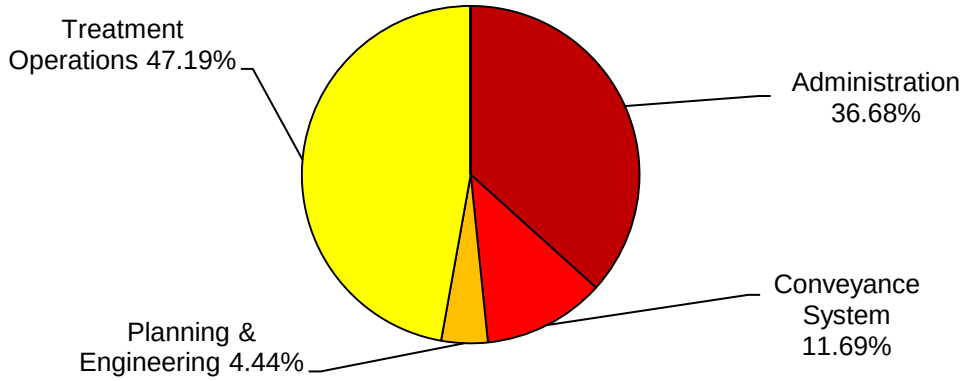
Expenditures: **151,580,303** **Revenues:** **172,471,432**

FTEs **457.00**

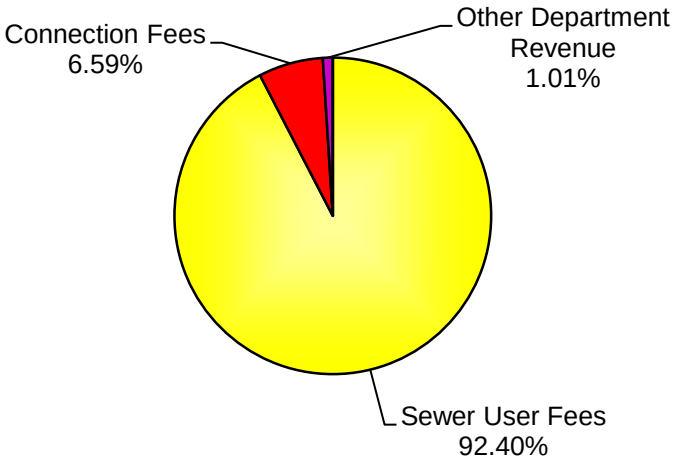
Function Statement: Protect the public health, safety, and the environment by providing quality service, environmental stewardship, and renewable resources through proven wastewater, conveyance, treatment and reclamation processes, and short- and long-term planning.

Mandates: ARS Title 11, Chapter 2: Board of Supervisors, 11-264: Authority to operate a sewage system; liens; sewage system fees; Title 14, Chapter 14: Sanitary Districts; and Pima County Code Title 7: Environmental Quality, 7.21: Liquid Waste

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Regional Wastewater Reclamation**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Administration	61,229,218	62,517,124	55,605,515
Conveyance System	18,322,572	18,108,069	17,717,125
Planning & Engineering	4,886,708	5,727,305	6,732,741
Treatment Operations	66,989,829	70,019,100	71,524,922
Total Expenditures	**151,428,327**	**156,371,598**	**151,580,303**
Funding by Source			
Revenues			
Administration	169,438,256	176,557,547	172,471,432
Conveyance System	6,495,877	-	-
Planning & Engineering	50	-	-
Treatment Operations	331,966	-	-
Total Revenues	**176,266,149**	**176,557,547**	**172,471,432**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(23,256,541)	(24,725,270)	(23,982,776)
Fund Balance Decrease/(Increase)	(1,581,281)	(40,460,679)	(46,908,353)
Other Funding Sources	-	45,000,000	50,000,000
Total Program Funding	**151,428,327**	**156,371,598**	**151,580,303**
Staffing (FTEs) by Program			
Administration	107.00	103.00	105.00
Conveyance System	124.00	121.00	112.00
Planning & Engineering	70.00	68.00	76.00
Treatment Operations	166.00	165.00	164.00
Total Staffing (FTEs)	**467.00**	**457.00**	**457.00**

Program Summary

Department: **Regional Wastewater Reclamation**
Program: **Administration**

Function

Direct department operations and planning. Coordinate administrative, planning, and program support services as well as community relations and employee development services for the department. Provide technical and regulatory compliance services for wastewater treatment facilities.

Description of Services

Supervise, monitor, and direct department operations, annual budget planning, strategic planning, and process improvement planning. Coordinate community services, facility security, quality control, sustainability/energy management, community relations, and employee services functions for the department. Conduct water policy analysis and develop plans and programs to respond to emerging water policy issues and challenges. Assist with the development of the Department financial plan and rate increase proposals. Identify and secure alternative funding sources (grants or system development funds), and recommend funding needed from bond sales to ensure capital project construction. Coordinate the preparation of the annual Operations and Maintenance budget and provide supporting justification. Operate a state-licensed laboratory for analytical testing and regulatory compliance. Collect samples and prepare requisite reports and submittals in accordance with federal and state permit requirements. Administer regulatory compliance and permitting programs including inspection of industrial sites requiring wastewater control. Conduct operational and technical training programs and activities. Approve administrative appeals, claims, and other financial transactions.

Program Goals & Objectives

- Increase research and development participation in key areas critical to the optimal operational performance of a modern utility
- Inventory water resources within the County while accruing additional water resources, entitlements, and recommendations for County uses
- Meet all federal and state permit reporting requirements for wastewater treatments facilities
- Provide technical service for improving treatment plant operation and efficiency
- Obtain over 17,000 quality assured regulatory compliance samples (with multiple analyses) for the environmental laboratory and continue to serve the analytical needs for various county and intergovernmental entities
- Coordinate Departmental administrative, planning, program, and employee services
- Administer a robust pretreatment program for the protection of County sewers and water reclamation facility performance

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Permit reporting requirements met	100%	100%	100%
Regulatory compliance analyses	50,000	50,000	50,000
Quality assurance compliance anaylses	24,000	24,000	24,000
Active R&D and process control improvement projects	2	2	3

Program Summary

Department: **Regional Wastewater Reclamation**
Program: **Administration**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	6,588,995	8,296,700	8,006,570
Operating Expenses	19,096,608	19,134,362	17,516,728
Capital Equipment > $5,000	695,535	242,248	140,000
Contra Expense	(125,815)	(242,248)	(140,000)
Debt Service	21,285,764	21,918,926	15,452,880
Depreciation	13,688,131	13,167,136	14,629,337
Total Program Expenditures	**61,229,218**	**62,517,124**	**55,605,515**
Program Funding by Source			
Revenues			
Intergovernmental	34,389	-	-
Charges for Services	157,102,332	158,624,599	159,799,596
Licenses & Permits	22,101	20,000	20,000
Sewer Connection Fees	10,724,137	11,572,094	11,370,701
Fines & Forfeits	8,219	5,000	8,000
Miscellaneous Revenue	273,894	554,854	263,135
Investment Earnings	1,267,715	781,000	1,010,000
Capital Contributions	5,469	5,000,000	-
Operating Revenue Sub-Total	**169,438,256**	**176,557,547**	**172,471,432**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(23,184,351)	(24,725,270)	(23,982,776)
Fund Balance Decrease/(Increase)	(85,024,687)	(134,315,153)	(142,883,141)
Other Funding Sources	-	45,000,000	50,000,000
Total Program Funding	**61,229,218**	**62,517,124**	**55,605,515**
Program Staffing FTEs	**107.00**	**103.00**	**105.00**

Program Summary

Department: **Regional Wastewater Reclamation**

Program: **Conveyance System**

Function

Provide the community with an environmentally sound, effective, and efficient sanitary sewage conveyance system.

Description of Services

Repair, rehabilitate and/or construct sanitary sewage collection, conveyance, treatment, disposal or reuse, and odor control facilities in compliance with federal, state, and local regulatory requirements. Maintain the best management practices to ensure that the highest operating standards of service quality, environmental protection, and occupational health and safety are continually met. Pursuant to the Capacity Management Operations and Maintenance Plan, maintain a comprehensive, proactive, preventive maintenance program for approximately 3,477 miles of public gravity sanitary sewers and 27 public wastewater pumping systems throughout the 420 square mile public sewerage service area of eastern Pima County. Provide project planning, management, oversight/coordination, and construction services for the Capital Improvement Plan (CIP) and Rehabilitation Programs.

Program Goals & Objectives

- Provide public sewage conveyance facilities (gravity and pumping) that are reliable and adequate to minimize the unintended / unauthorized releases of sewage into the environment (sanitary sewer overflow)
- Reduce sanitary sewer overflows
- Operate the sanitary sewage conveyance system (gravity and pumping systems) effectively, efficiently, and in compliance with federal and state mandates and regulations
- Maintain an effective vector control program utilizing in-house and contract services, providing treatment applications to at least 50% of the conveyance system manholes annually
- Maintain an effective and efficient Odor Abatement Program to significantly minimize system wide odors (treatment facilities and conveyance system) through continuous improvement of odor control technologies, thereby reducing the number of odor complaints
- Develop, initiate, manage, and complete CIP conveyance projects efficiently and within 20% of approved budget
- Continue to increase the footage of sewer lines serviced within the preventative maintenance program
- Respond efficiently and effectively to customer service requests
- Operate and maintain three in-house Closed Circuit Televising (CCTV) units and administer $1.3 million CCTV

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Sanitary sewer overflows	44	40	40
Feet of sewer system receiving preventative maintenance	12,935,799	12,700,000	12,800,000
Information requests answered in the same day	100%	100%	100%
Odor complaint phone calls received	218	275	260
CIP conveyance projects completed within 20% of budget	100%	100%	100%
Feet of sewer system reviewed annually by CCTV	2,830,000	1,980,000	1,980,000

Program Summary

Department: **Regional Wastewater Reclamation**
Program: **Conveyance System**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	7,487,633	7,919,504	7,162,669
Operating Expenses	7,282,990	7,904,792	6,760,727
Capital Equipment > $5,000	747,828	197,950	1,103,864
Contra Expense	(745,531)	(197,950)	(1,103,864)
Depreciation	3,549,652	2,283,773	3,793,729
Total Program Expenditures	**18,322,572**	**18,108,069**	**17,717,125**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	1,809	-	-
Gain or Loss on Disposal of Assets	(100)	-	-
Capital Contributions	6,494,168	-	-
Operating Revenue Sub-Total	**6,495,877**	**-**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(56,019)	-	-
Fund Balance Decrease/(Increase)	11,882,714	18,108,069	17,717,125
Other Funding Sources	-	-	-
Total Program Funding	**18,322,572**	**18,108,069**	**17,717,125**
Program Staffing FTEs	**124.00**	**121.00**	**112.00**

Program Summary

Department: **Regional Wastewater Reclamation**
Program: **Planning & Engineering**

Function

Provide engineering, technical, GIS, and planning services to the department.

Description of Services

Provide engineering plan review, construction inspection, and approval of connections for new sewerage infrastructure and sewer service. Provide design engineering and technical support resources and manage sewerage design standards. Provide Blue Stake utility location services. Develop and maintain the department's long range facility plan and provide sewer augmentation project planning for the department's Capital Improvement Program. Provide conveyance capacity information from metering and hydraulic modeling for changes or additions of sewer capacity to the system. Develop GIS tools and maintain connection records and maps of the public sewer system. Serve as liaison for the departments of Public Works Administration, Office of Sustainability and Conservation, and Environmental Quality.

Program Goals & Objectives

- Provide design standard variance requests reviews within five business days
- Complete SB1598 administrative (5 days) and substantive (20 days) reviews of preliminary sewer layout, sewer improvement plan and capacity allocation Type III requests within 25-day time frames
- Complete SB1598 administrative (5 days) and substantive (30 days) reviews of capacity allocation Type III requests within 35-day time frames
- Provide utility clearance reviews for all public improvement and utility plans with an average of 10 and a maximum of 20 business days

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Average number of days to complete administrative and substantive review for capacity allocation Type III requests	5	5	5
Average number of business days to complete administrative and substantive submittal review of preliminary sewer layout plans as measured by regulatory compliance	10	10	9
Average number of business days to complete administrative and substantive reviews of sewer improvement plans as measured by regulatory compliance	10	10	9
Average number of business days to complete a utility plan review	7	6	6
Average number of business days to respond to design standard variance requests	4	5	5

Program Summary

Department: **Regional Wastewater Reclamation**
Program: **Planning & Engineering**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	4,210,456	5,085,574	5,750,543
Operating Expenses	609,980	603,364	931,673
Capital Equipment > $5,000	69,359	-	86,495
Contra Expense	(50,362)	-	(86,495)
Depreciation	47,275	38,367	50,525
Total Program Expenditures	**4,886,708**	**5,727,305**	**6,732,741**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	50	-	-
Operating Revenue Sub-Total	**50**	**-**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(16,171)	-	-
Fund Balance Decrease/(Increase)	4,902,829	5,727,305	6,732,741
Other Funding Sources	-	-	-
Total Program Funding	**4,886,708**	**5,727,305**	**6,732,741**
Program Staffing FTEs	**70.00**	**68.00**	**76.00**

Program Summary

Department: **Regional Wastewater Reclamation**
Program: **Treatment Operations**

Function

Protect public health and the environment through the operation and maintenance of wastewater treatment facilities that comply with federal and state laws.

Description of Services

Operate and maintain wastewater treatment facilities with capacity to treat over 23 billion gallons of sanitary sewage annually, including associated biosolid facilities. In partnership with the Compliance and Regulatory Affairs Office, implement the Environmental Protection Agency mandated industrial pretreatment program through permitting, inspection, sampling, and enforcement. Conduct investigations and studies of treatment related issues and concerns.

Program Goals & Objectives

- Treat over 21.8 billion gallons of sanitary sewage annually in compliance with federal and state laws
- Exceed the mandated biochemical oxygen demand removal rate of 93%
- Effectively operate treatment facilities that meet permit limits
  - Prevent pass through, interference, and upset at the Publicly Owned Treatment Works
  - Meet all regulatory compliance and reporting requirements for treatment and disposal of biosolids
  - Minimize reportable environmental permit exceedances
- Generate and maximize utilization of renewable resources including biogas

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Cubic feet of biogas converted to energy	41,287,018	35,258,870	31,732,983
Billion gallons of wastewater treated annually	22	22	22
Biochemical oxygen demand removal rate	99%	99%	99%
Reportable environmental permit exceedances	8	4	4

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	11,597,517	12,325,833	12,304,389
Operating Expenses	20,345,439	21,769,080	22,784,916
Capital Equipment > $5,000	1,704,154	1,084,400	890,000
Contra Expense	(748,743)	(1,084,400)	(890,000)
Depreciation	34,091,462	35,924,187	36,435,617
Total Program Expenditures	**66,989,829**	**70,019,100**	**71,524,922**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	331,966	-	-
Operating Revenue Sub-Total	**331,966**	**-**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	66,657,863	70,019,100	71,524,922
Other Funding Sources	-	-	-
Total Program Funding	**66,989,829**	**70,019,100**	**71,524,922**

Program Summary

Department: **Regional Wastewater Reclamation**
Program: **Treatment Operations**

Program Staffing FTEs	**166.00**	**165.00**	**164.00**

Transportation

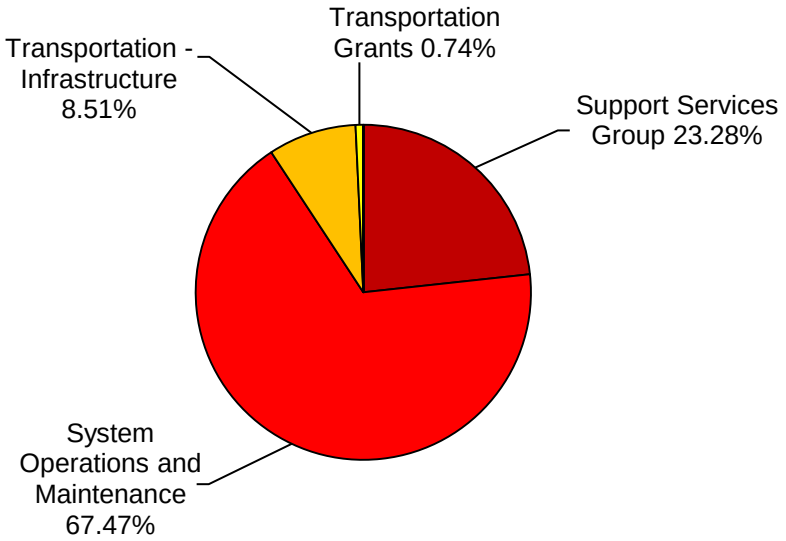
Expenditures: 43,816,035 **Revenues:** 83,678,763

FTEs 286.00

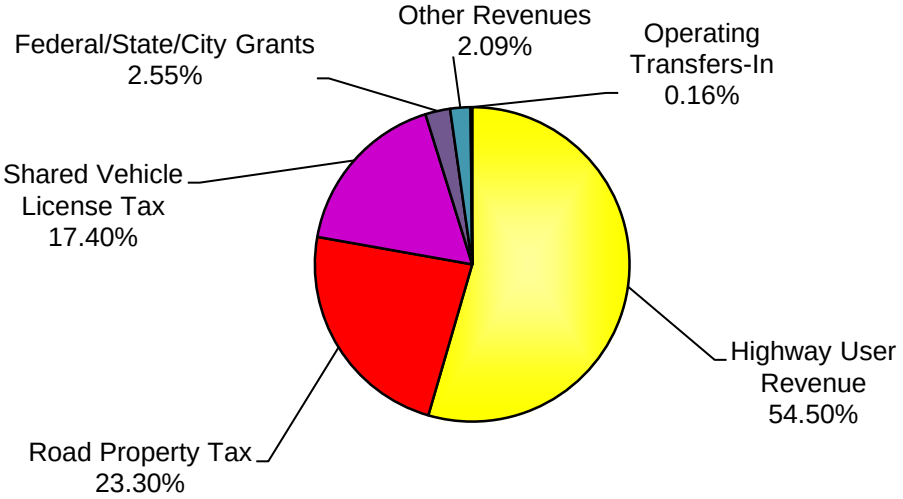
Function Statement: Provide for the safe and efficient movement of people and goods. Maintain and rehabilitate Pima County's street and highway system. Review and regulate new land development relative to regional transportation plan considerations. Plan, design, and implement all transportation capital construction projects. Provide alternate modes of transportation. Develop, integrate, and maintain an automated mapping/facilities, management/geographic information system.

Mandates: ARS Title 28, Chapter 19: County Highways; and Pima County Code Title 10: Traffic and Highways

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Transportation

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Expenditures by Program			
Support Services Group	8,805,646	9,282,735	10,199,353
System Ops and Maintenance	28,101,834	29,637,874	29,565,935
Transportation - Infrastructure	2,890,942	2,472,776	3,728,284
Transportation Grants	5,827,000	1,242,273	322,463
Total Expenditures	**45,625,422**	**42,635,658**	**43,816,035**
Funding by Source			
Revenues			
Support Services Group	56,339,826	58,658,394	79,952,725
System Ops and Maintenance	432,937	441,802	338,200
Transportation - Infrastructure	1,290,886	1,247,700	1,250,200
Transportation Grants	15,340,283	3,815,164	2,137,638
Total Revenues	**73,403,932**	**64,163,060**	**83,678,763**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(31,569,141)	(27,013,000)	(43,745,556)
Fund Balance Decrease/(Increase)	3,790,631	5,485,598	3,882,828
Other Funding Sources	-	-	-
Total Program Funding	**45,625,422**	**42,635,658**	**43,816,035**
Staffing (FTEs) by Program			
Support Services Group	21.50	20.50	23.50
System Ops and Maintenance	186.25	186.25	185.50
Transportation - Infrastructure	84.50	79.00	77.00
Total Staffing (FTEs)	**292.25**	**285.75**	**286.00**

Program Summary

Department: **Transportation**

Program: **Support Services Group**

Function

Provide leadership and support to the department in the areas of transportation infrastructure including planning, programming, implementation and maintenance administration, intergovernmental relations, community relations, finance, real property, and technical services.

Description of Services

Provide direction and leadership to organize, manage, and administer the activities of the department management and staff. Implement departmental procedures consistent with County ordinances, policies, and directives. Serve as a liaison between the department, County Administrator, Board of Supervisors, and taxpayers. Manage public education and the community relations activities of the department. Act as the primary liaison with the community, government agencies, neighborhood organizations, and special interest groups. Ensure intergovernmental document quality, coordination, department review, and comment on key state and federal legislation. Provide training and consultation on process improvement, planning, and organizational development. Provide research, investigation, data collection, and advisory and defense support of departmental tort related claims and lawsuits.

Program Goals & Objectives

- Develop and operate the department within the approved current fiscal year budget
  - Weekly reviews and discussions between department administration and division managers of programmatic and capital improvement elements
  - Monthly financial reviews of operational and capital programs budgets, expenditures, and funding sources
- Provide premier customer service by promptly responding to all constituent inquiries, concerns and requests from the Board of Supervisors, the County Administrator, and the Deputy County Administrator for Public Works
  - Track each inquiry received
  - Respond to each inquiry, concern, or request within 24 hours of receipt

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Weekly departmental meetings	100%	95%	100%
Monthly financial reviews	100%	100%	100%
Constituent inquires and concerns received	7,520	7,350	7,350
Constituent inquires and concerns responded to or resolved within 24 hours of receipt	96%	100%	100%

Program Summary

Department: **Transportation**
Program: **Support Services Group**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	1,693,530	1,987,594	2,187,114
Operating Expenses	7,112,116	7,295,141	8,012,239
Total Program Expenditures	**8,805,646**	**9,282,735**	**10,199,353**
Program Funding by Source			
Revenues			
Property Taxes	-	-	19,526,525
Intergovernmental	56,014,565	58,450,000	60,265,000
Charges for Services	11,905	12,200	12,000
Licenses & Permits	24,341	25,000	25,000
Miscellaneous Revenue	163,391	146,194	124,200
Investment Earnings	37,954	25,000	-
Gain or Loss on Disposal of Assets	87,670	-	-
Operating Revenue Sub-Total	**56,339,826**	**58,658,394**	**79,952,725**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(18,158,264)	(24,377,500)	(39,207,917)
Fund Balance Decrease/(Increase)	(29,375,916)	(24,998,159)	(30,545,455)
Other Funding Sources	-	-	-
Total Program Funding	**8,805,646**	**9,282,735**	**10,199,353**
Program Staffing FTEs	**21.50**	**20.50**	**23.50**

Program Summary

Department: **Transportation**

Program: **System Ops and Maintenance**

Function

Operate and maintain a safe and efficient transportation system including roadway infrastructure, traffic control systems, bicycle, and pedestrian facilities.

Description of Services

Perform routine road maintenance to provide reasonable conditions for road users. Perform road grading, shoulder grading and repair, pothole patching, street sweeping, vegetation management, storm cleanup, snow and ice control, emergency response, and other incidental support functions. Provide roadway surface treatments when funded to enhance, preserve, and improve the existing infrastructure. Provide drainage maintenance services under assignment from the Flood Control District. Install and maintain active traffic control systems (signing, striping, signals, and street lighting) to help provide for the traffic flow of vehicles, pedestrians, and bicyclists. Respond to traffic concerns with appropriate studies. Perform planning and design reviews for new roadway projects related to the County roadway network; partner with residents to minimize traffic impacts in neighborhoods; and actively participate in the regional Intelligent Transportation System led by the Pima Association of Governments. Identify and establish safety, bikeway, and pedestrian projects and implement them. Advocate road safety utilizing a systematic Rural Road Safety Program.

Program Goals & Objectives

- Provide for the prompt and efficient routine roadway and bridge maintenance services and reporting
  - Perform at least 900 signal maintenance service calls or functions each year
  - Perform at least 12,000 sign item actions each year
- Coordinate engineering and enforcement functions through monthly meetings with the Sheriff's Operations Bureau
- Provide annual update to Safety Management System report each year
- Receive and enter customer service requests into the Work Management System within established timeframes

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Signal maintenance service calls performed	609	988	925
Sign item actions performed	10,049	17,000	16,000
Customer service requests entered in the Work Management System within one business day	100%	100%	100%
Safety Management System report updated annually	100%	100%	100%
Monthly meetings with Sheriff's Office to coordinate engineering and enforcement functions	92%	92%	92%

Program Summary

Department: **Transportation**
Program: **System Ops and Maintenance**

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	11,247,455	12,157,370	12,801,134
Operating Expenses	16,072,044	16,848,704	16,364,801
Capital Equipment > $5,000	782,335	631,800	400,000
Total Program Expenditures	**28,101,834**	**29,637,874**	**29,565,935**
Program Funding by Source			
Revenues			
Intergovernmental	185,809	189,114	183,000
Charges for Services	83,678	105,650	65,650
Licenses & Permits	10,380	12,500	11,200
Miscellaneous Revenue	153,070	134,538	78,350
Operating Revenue Sub-Total	**432,937**	**441,802**	**338,200**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(38,117)	(13,809)	(12,800)
Fund Balance Decrease/(Increase)	27,707,014	29,209,881	29,240,535
Other Funding Sources	-	-	-
Total Program Funding	**28,101,834**	**29,637,874**	**29,565,935**
Program Staffing FTEs	**186.25**	**186.25**	**185.50**

Program Summary

Department: **Transportation**

Program: **Transportation - Infrastructure**

Function

Plan, design, and construct transportation projects including bicycle, pedestrian, and transit facilities in a cost-effective manner to provide for the safe and efficient transportation of people and goods. Provide oversight for the Ajo airport and manage the engineering information management services.

Description of Services

Provide management, technical, and administrative support as well as coordination of services within the transportation systems division. Provide for the development of short- and long-range plans for the County roadway system in concert with other regional planning agencies; program capital improvements on a two year, a five-year, and longer term time horizon; and allocate funding sources for projects including application for funds from regional and state sources. Provide Capital Improvement Plan (CIP) administrative management services including documentation of CIP project expenditures and project progress, development of reimbursement requests from federal, state, and local agencies, and compilation of audit files/audit capable documentation. Manage implementation of projects using funding and priorities from the Department of Transportation-57 program, the Pima Association of Governments Regional Transportation Authority program, and traffic and impact fees. Administer Pima County impact fee program. Provide transportation review for proposed re-zonings and comprehensive plan amendments. Maintain the County's Major Streets and Routes Plan and provide long range transportation planning. Provide rural public transit and special need services in Pima County. Identify, implement, and integrate automated systems and tools to facilitate department mandated functions. Provide engineering information management services, data conversion, and storage with related services and support to Pima County departments. Maintain a records modernization and retention program. Provide right-of-way and roadway management functions and reporting required under various federal and state rules. Perform development review functions as the Transportation Department interface for the Development Services Department and other privately funded infrastructure components. Manage the planning and design of transportation projects including roadways, bridges, and roadway related drainage improvements. Prepare reports, plans, specifications, and estimates and bid documents for transportation construction projects. Provide technical review of all local, county, and state projects that impact the county transportation system. Inspect, inventory, and maintain records on all bridge crossings. Perform land survey, construction inspection, material testing, and contract administration on department and other capital improvement construction projects. Perform inspection and material testing on all utility and private construction work in the public right-of-way. Attend capital improvement cash flow meetings. Prepare annual capital improvement budget.

Program Goals & Objectives

- Deliver the CIP as scheduled and budgeted in the 5-year plan
  - Complete at least 85% of the survey requests by the proposed due date as agreed upon by both parties
  - Resolve right-of-way encroachments successfully prior to legal action
- Minimize the number of negative findings from certification acceptance inspections and other quality audits
  - Achieve scores of 3 or greater for independent assurance samples
  - Ensure certification acceptance inspections and other audits result in no negative findings
- Manage in a cost effective manner the planning, design, and construction of the CIP 5-year plan
  - Manage at least 85% of the planned program expenditures to meet the fiscal year program Adopted Budget
  - Manage project budgets such that at least 85% of the projects do not experience annual increase over 5%
  - Manage project schedules such that at least 85% of the project substantial completion dates do not experience quarterly increases of over 60 days

Program Summary

Department: **Transportation**
Program: **Transportation - Infrastructure**

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Survey requests completed by proposed due date as agreed upon by both parties	98%	98%	95%
Right-of-way encroachments successfully resolved prior to legal action	100%	100%	100%
Planned program expenditures meeting fiscal year program Adopted Budget	92%	85%	85%
Quarterly increase in project substantial completion dates less than 60 days	58%	85%	85%
Quarterly increase in project budgets less than 5%	73%	85%	85%
Independent assurance samples achieving scores of 3 or greater	91%	90%	90%
Negative findings from certification acceptance inspections and other audits	2	0	2

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	3,126,583	2,949,510	3,729,902
Operating Expenses	(235,641)	(559,734)	(84,118)
Capital Equipment > $5,000	-	83,000	82,500
Total Program Expenditures	**2,890,942**	**2,472,776**	**3,728,284**
Program Funding by Source			
Revenues			
Intergovernmental	143,490	-	3,000
Charges for Services	1,755	127,000	127,000
Licenses & Permits	1,143,442	1,115,000	1,115,000
Miscellaneous Revenue	2,199	5,700	5,200
Operating Revenue Sub-Total	**1,290,886**	**1,247,700**	**1,250,200**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(10,740)	-	-
Fund Balance Decrease/(Increase)	1,610,796	1,225,076	2,478,084
Other Funding Sources	-	-	-
Total Program Funding	**2,890,942**	**2,472,776**	**3,728,284**
Program Staffing FTEs	**84.50**	**79.00**	**77.00**

Program Summary

Department: **Transportation**
Program: **Transportation Grants**

Function

Protect the interests of the Transportation Department by affording centralized coordination of all federal and state grant financial activity.

Description of Services

Ensure intergovernmental financial document quality, coordination, department review, and compliance with state and federal regulations. Document project expenditures and project progress; develop requests for reimbursement from federal, state, and local agencies; and compile audit files/audit capable documentation.

Program Goals & Objectives

- Develop and operate the department within the approved current fiscal year Adopted Budget
  - Provide financial reimbursements for the County Transportation grants within four weeks after month end
- Provide premier customer service by promptly responding to all program constituent inquiries and concerns
  - Respond to each grantor inquiry, concern, or request with 24 hours of receipt
- Ensure Transportation grants are in compliance with federal and state regulations
  - Ensure grants are in financial compliance throughout the year and ready for single audit

Program Performance Measures	FY 2015/2016 Actual	FY 2016/2017 Estimated	FY 2017/2018 Planned
Reimbursements for federally funded transportation projects prepared within 4 weeks after month-end	95%	95%	95%
Capital Improvement Plan and Federal Highway Administration grant projects compliant with federal and grantor financial regulations	95%	100%	100%
Grantor inquiries and concerns responded to or resolved within 24 hours of receipt	100%	95%	95%

	FY 2015/2016 Actual	FY 2016/2017 Adopted	FY 2017/2018 Adopted
Program Expenditures by Object			
Personnel Services	74,453	14,173	101,500
Operating Expenses	5,752,547	1,228,100	220,963
Total Program Expenditures	**5,827,000**	**1,242,273**	**322,463**
Program Funding by Source			
Revenues			
Intergovernmental	15,340,237	3,815,164	2,137,638
Investment Earnings	46	-	-
Grant Revenue Sub-Total	**15,340,283**	**3,815,164**	**2,137,638**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(13,362,020)	(2,621,691)	(4,524,839)
Fund Balance Decrease/(Increase)	3,848,737	48,800	2,709,664
Other Funding Sources	-	-	-
Total Program Funding	**5,827,000**	**1,242,273**	**322,463**

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PIMA COUNTY CAPITAL IMPROVEMENT PROGRAM SUMMARY

Introduction

Pima County's Fiscal Year 2017/18 Adopted Budget for its Capital Improvement Program (CIP) consists of twelve categories: Transportation; Facilities Management; Regional Flood Control District; Community Development & Neighborhood Conservation; Natural Resources, Parks & Recreation; Office of Sustainability and Conservation; Environmental Quality; Information Technology; Open Spaces; Parking Garages; Fleet Services; and Regional Wastewater Reclamation District.

Distinct from the CIP, Pima County's Capital Projects Fund includes the approved projects for all categories except Parking Garages, Fleet Services, and Regional Wastewater Reclamation District. Because Fleet Services is an Internal Service Fund, and Parking Garages and Regional Wastewater Reclamation District are Enterprise Funds, their projects are accounted for within their operating funds, and expenses are capitalized according to generally accepted accounting principles. Parking Garages, Fleet Services, and Regional Wastewater Reclamation District projects are included in the narrative section of this report, while the charts and tables address only the projects in the Capital Projects Fund.

This report provides an overview of Pima County's CIP for fiscal year 2017/18, summary data for projects that are part of the adopted Capital Projects Fund for fiscal year 2017/18, and projected operations and maintenance (O&M) data for fiscal year 2017/18 and the following five years.

Overview

In two special elections in 1997, Pima County voters approved $711,980,000 in General Obligation, Sewer Revenue, and Highway User Revenue Fund (HURF) revenue bonds. In preparation for these bond elections, the Board of Supervisors approved two Bond Implementation Plan ordinances (Ordinance Numbers 1997-35 and 1997-80) that identified specific projects and the extent of those projects, bond allocations and other funding allocations, and implementation schedules. In a special election in 2004, Pima County voters approved $732,250,000 in General Obligation and Sewer Revenue bonds. In preparation for this election, the Board of Supervisors approved another Bond Implementation Plan Ordinance (Number 2004-18). In a special election in 2006, Pima County voters approved $54,000,000 in General Obligation bonds. In preparation for this election, the Board of Supervisors approved another Bond Implementation Plan Ordinance (Number 2006-29). The Bond Implementation Plan ordinances provide a framework for the development of a CIP budget. New projects (i.e., those not included in the 1997, 2004, and 2006 bond elections) are added to the CIP budget as infrastructure needs dictate and as funding availability permits. No CIP projects are undertaken without full funding.

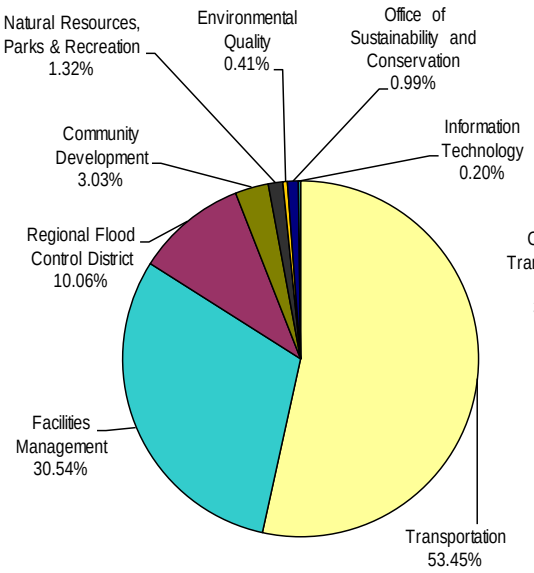
Regional Wastewater Reclamation is the largest component of the CIP in terms of budget, although it is budgeted separately from the Capital Projects Fund. Listed in descending order are the Capital Project Fund budget categories: Transportation; Facilities Management – which manages projects related to County facilities as well as capital improvements for the Sheriff's Department, the Superior Court, Medical Services, Stadium District, and Community and Economic Development; Regional Flood Control District; Community Development & Neighborhood Conservation; Natural Resources, Parks & Recreation; Office of Sustainability and Conservation – which provides for acquisition and rehabilitation of historic structures and mitigation of archaeological resources; Environmental Quality – which consists of environmental remediation projects and solid waste infrastructure management; Information Technology; and Open Spaces – which is designated for open space acquisition. These are followed by the categories that are budgeted separately, listed in ascending order: Parking Garages, Fleet Services, and Regional Wastewater Reclamation.

The Regional Flood Control District has a number of projects being developed in cooperation with the United States Army Corps of Engineers (USACOE), which typically funds from two-thirds to three-quarters of project costs. The magnitude of the public improvements associated with the Regional Flood Control District's portion of budgeted CIP is much larger than the figures indicate, as the expenditures in the CIP budget include only the County's local cost sharing responsibilities.

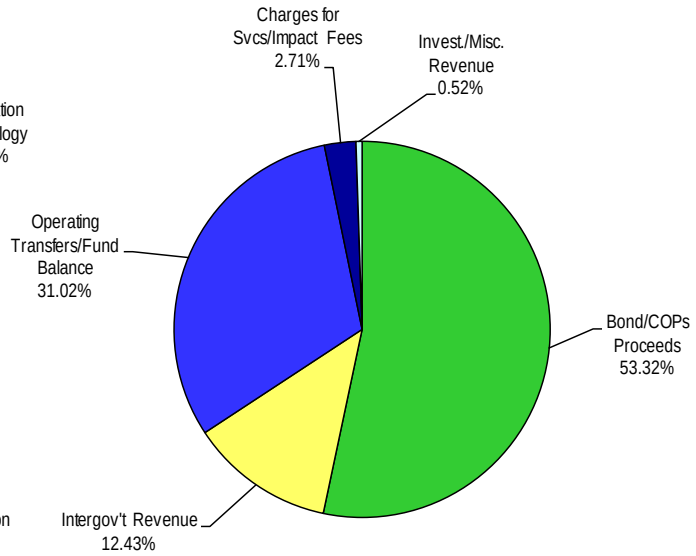
The following charts provide summary information for Pima County's fiscal year 2017/18 Adopted Budget expenditures, revenues, and other funding sources for all Capital Projects Fund projects.

Pima County FY 2017/18 Capital Projects Fund[1]

Expenses by Category



Sources of Funding



Expenses by Category	
Transportation	$ 70,170,380
Facilities Management	40,094,909
Regional Flood Control District	13,212,097
Community Development	3,974,888
Natural Resources, Parks & Recreation	1,735,000
Office of Sustainability and Conservation	1,300,476
Environmental Quality	538,102
Information Technology	262,000
	$ 131,287,852

Sources of Funding	
Other Funding: Bond/COPs Proceeds	$ 70,000,000
Other Funding: Operating Transfers/Fund Balance	40,723,755
Intergovernmental Revenue	16,324,513
Charges for Services/Impact Fees	3,552,000
Investment & Miscellaneous Revenue	687,584
	$ 131,287,852

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

Relationship Between Operating and Capital Budgets

A direct relationship exists between Pima County's CIP budget and its annual operating budget. Impacts on expenditure budgets and the availability of future revenues to support these new costs are and will continue to be an important factor in determining the timing of construction and origination of new projects.

Capital projects, when completed, tend to require increases in operating budgets to cover new upkeep, maintenance, security, and other costs. For some capital improvements, the incremental impact of completed projects on the County's operating budget is relatively small. For example, new or expanded roadways tend to have little impact on operating expenditures (if not decreasing expenditures due to maintenance savings). On the other hand, major Regional Wastewater Reclamation District projects, although not scheduled to be completed for several years, will eventually require significant additional operations and maintenance (O&M) expenditures: increased personnel services expenditures for additional building maintenance staff, additional supplies and services, expenditures for utilities, general maintenance, etc.

When new projects are considered for funding in the County's budgeted CIP, increased operating costs are taken into consideration. Departments are required to project the impact of additional operating costs over the life of a project, and the analysis and eventual approval of Capital Projects takes these estimates into account. Additionally, in each annual budgeting cycle, General Fund departments submit supplemental budget requests to cover new operating costs resulting from projects whose completion will impact operating expenditures in the fiscal year under consideration, and Non-General Fund departments add O&M estimates to their budget requests. Information relating to additional funding needs for O&M is evaluated for accuracy, and expenditures and revenues resulting from the completed project are projected over a five-year period. These projections are included in departmental plans in the current year and in subsequent years.

More detailed information on the impact of completed capital projects on Pima County's fiscal year 2017/18 operating budget may be found in the final section of this report.

Capital Projects by Category: Summary

Transportation

The fiscal year 2017/18 CIP associated with Transportation consists of 43 projects with total expenditures of $70.2 million. Major projects include $19.5 million for Pavement Repair and Rehabilitation of local roads; $10.0 million for Broadway Boulevard: Euclid Avenue to Campbell Avenue widening and improvements; $9.7 million for Cortaro Farms Road: Camino Oeste to Thornydale Road; $5.3 million for Valencia Road: Wade Road to Ajo Highway; $4.0 million for Aerospace Parkway: Nogales Highway to World View Entry; $3.3 million for South Houghton Road: Capacity and Drainage Improvements; $3.0 for Pavement Repair and Rehabilitation of arterial/collector roads; $2.8 million for Houghton Road: I-10 to Golf Links Road; $2.0 for Kolb Road: Sabino Road to Sunrise Drive; $1.4 million for Colossal Cave Road: Success Drive & Ruthrauff Culvert; $1.0 million for La Cholla Boulevard: Overton Road to Tangerine Road; and $949,039 for Wilmot Road north of Sahuarita Road.

Facilities Management

Facilities Management manages projects related to County facilities and has 21 active projects in fiscal year 2017/18 and a budget of $40.1 million. The major projects are $13.6 million for the new Pima County Animal Care Center; $6.9 million for Old Court House Core and Shell; $5.5 million for Old Court House Renovations and Tenant Improvements; $2.8 million for Flowing Wells Branch Library; $1.7 million for Administration East Building: 10th and 11th Floors; $1.6 million for Legal Services Building Chiller and Pump Replacement; $1.4 million for Southeast Library - UA Tech Park; $1.2 million for Banner UA Medical Center Improvements; $1.0 million for 110/130/150 West Congress Building Exterior Facade Upgrades; and $1.0 million for Legal Services Building Improvements.

Regional Flood Control District

The Regional Flood Control District has 18 active CIP projects in fiscal year 2017/18, with a total budget of $13.2 million. Major projects include $2.7 million for Pantano Wash: Fort Lowell Park to Tanque Verde Road; $2.5 million for the Santa Cruz River (SCR) Maintenance; $2.0 million for El Corazon de los Tres Rios Del Norte; $1.8 million for Roger Road & I-10 Drainage Improvement; $893,511 for Tohono O'odham Nation Drainage; $500,000 for the Floodprone Land Acquisition Program; and $500,000 for the Riparian Mitigation Project.

Community Development & Neighborhood Conservation

There are 15 projects, with total CIP expenditures of $4.0 million, scheduled for activity in fiscal year 2017/18. The major projects are $1.1 million for TMM Family Services Senior-Veteran Rental Housing, $722,282 for the Ontario Rental Housing Project, and $451,171 for the Marist on Cathedral Square.

Natural Resources, Parks & Recreation

The fiscal year 2017/18 Parks and Recreation CIP is four projects at $1.6 million including $751,000 for Sports Park upgrades and $539,000 for the Manzanita Splash Pad.

Office of Sustainability and Conservation

There are three CIP projects, with total expenditures of $1.3 million scheduled for activity in fiscal year 2017/18 including $1.0 million for Anza Trail - Llano Grande Campsite.

Environmental Quality

The fiscal year 2017/18 CIP budget is $538,102 budgeted for the Environmental Remediation - El Camino del Cerro Landfill project.

Information Technology

The fiscal year 2017/18 CIP budget is $262,000 for Library Network Lifecycle.

Open Spaces

The fiscal year 2017/18 CIP budget is $170,000 for the Davis Monthan MIF Grant.

Parking Garages

There are two CIP projects, with total expenditures of $238,761 scheduled for activity in fiscal year 2017/18, with $165,000 for El Presidio Parking Garage Lighting Retrofit.

Fleet Services

The fiscal year 2017/18 CIP budget is $1.8 million for three projects. The major project is $1.5 million for the Houghton Road Fuel Island.

Regional Wastewater Reclamation

The fiscal year 2017/18 CIP budget for Regional Wastewater Reclamation consists of 46 projects with total expenditures of $49.3 million. Major projects for fiscal year 2017/18 include $10 million for Minor Rehabilitation Projects; $6.9 million for Southeast Interceptor Augmentation; $5.5 million for Continental Ranch Regional Pump Station (CRRPS) Facility Modifications; $4.0 million for Tres Rios Nutrient Recovery Project; $2.5 million for the Old Nogales Interceptor Augmentation - New Aerospace Corridor Sewer; $2.4 million for Tres Rios Sludge Holding Tank; $2.0 for System-wide Rehabilitation Program; $1.6 million for Sewer Manhole Rehabilitation #8; and $1.1 million for ADOT West Ruthrauff Road & I-10 Sewer Modifications. These nine projects account for $35.8 million, or 73%, of the $49.3 million in total expenditures.

Complete FY 2017/18 Capital Project List

For a comprehensive list of the active and new projects comprising Pima County's fiscal year 2017/18 CIP budget refer to the *Summary of Active Capital Improvement Projects.*

Impact of Completed Capital Projects on Operations and Maintenance and Revenue: Fiscal Year 2017/18

During the budget cycle for fiscal year 2017/18, data concerning projected O&M expenditures was collected from departments. For Internal Service, Enterprise, and Special Revenue funds, the departments added the incremental O&M expenditure and revenue amounts to their budget requests. For General Fund departments, O&M for completed capital projects and associated revenues were included in the form of supplemental requests or by adjustments to their existing departmental base budgets. The following three pages present the projected O&M expenditures and revenues by project.

IMPACT OF COMPLETED CAPITAL PROJECTS ON OPERATIONS AND MAINTENANCE AND REVENUE
FISCAL YEARS 2017/2018 - 2021/2022

Project Name	FY 2016/17 Adopted	Incr / (Decr) for FY 17/18	Incr / (Decr) for FY 18/19	Incr / (Decr) for FY 19/20	Incr / (Decr) for FY 20/21	Incr / (Decr) for FY 21/22
O&M Expenditures						
Transportation						
Benson Highway at Columbus Blvd. Intersection				3,880		(3,880)
Benson Highway at Drexel Road Intersection					1,248	(1,248)
Bowes Road @ Sabino High School HAWK	3,212				(3,212)	
Craycroft Road Improvements		1,344				(1,344)
Curtis Road Traffic Safety Improvements				7,938		(7,938)
Harrison Greenway at DMAFB	38,602				(34,390)	(4,212)
Harrison Road Bike Lanes	3,500		(3,500)			
Hughes Access Road Relocation		3,281	3,240			(6,521)
Intelligent Transport System Signals Coord & Cab Upgrade	480	1,126	1,606			(3,212)
La Canada River Road to Ina Road	6,968				(6,968)	
Magee Road Cortaro Farms Road Thornydale Road to Mona Lisa	715				(715)	
Mary Ann Cleveland Way @ Kush Canyon Lane HAWK	3,212				(3,212)	
Old Tucson Nogales Highway Summit Neighborhood	5,761				(5,761)	
Palo Verde HAWKS @ Alvord & Milton	6,424				(6,424)	
Rillito Riverpath & Camino de la Tierra Bicycle & Pedestrian	10,736			7,500	(18,236)	
Sunset Road Silverbell Road to I-10 to River Road	6,761		(1,000)		(5,761)	
South Houghton Road Capacity and Drainage Improvements					6,414	(6,414)
Tanque Verde Road at Emily Gray Junior High School HAWK	3,212				(3,212)	
Tanque Verde Road at Tanque Verde Loop Road					1,248	(1,248)
Valencia Road Alvernon Way to Wilmot	1,715				(1,715)	
Valencia Road Mark Road to Wade Road	5,761				(5,761)	
Valencia Road Wade Road to Eagle Road	1,000		(1,000)			
Transportation Total	**98,059**	**5,751**	**(654)**	**19,318**	**(86,457)**	**(36,017)**
Facilities Management						
220 North Stone PC Print Shop Tenant Improvements	41,400					
Downtown Court Complex	3,949,722				(3,949,722)	
Linda Avenue House Restoration	735	7,578				
Mission Road Building 6 Keyshop/Restroom Addition	7,500	5,000	1,100	1,100	1,400	1,300
New Pima Animal Care Center			154,000	154,000		(308,000)
Facilities Management Total	**3,999,357**	**12,578**	**155,100**	**155,100**	**(3,948,322)**	**(306,700)**
Regional Flood Control District						
Airport Wash - El Vado Wash Drainage Improvements			1,000			
Arroyo Chico Detention Basin USACOE	7,390	340	340	140	140	140
Big Wash Acquisition and Bank Stabilization				3,200		
Canoa Ranch Restoration	7,500	30,600	1,800			(3,000)
CDO Pathway La Cholla to La Canada	81,408	1,025	1,506	68	(81,339)	69
El Corazon de los Tres Rios Del Norte	2,900	72	72	72	72	72
El Rio Preserve Bank Protection			3,000			
Green Valley Drainage Way 6 Repairs	500	25	25	25	25	25
Major Watercourse Infrastructure Management			3,000			
Pantano Wash Ft Lowell Park to Tanque Verde Road	1,700	1,934	236	236	234	235
Roger Road & I-10 Drainage Improvement			1,000	25	25	25
Ruthrauff, Gardner Lane UPRR Culvert				2,000		

IMPACT OF COMPLETED CAPITAL PROJECTS ON OPERATIONS AND MAINTENANCE AND REVENUE
FISCAL YEARS 2017/2018 - 2021/2022

Project Name	FY 2016/17 Adopted	Incr / (Decr) for FY 17/18	Incr / (Decr) for FY 18/19	Incr / (Decr) for FY 19/20	Incr / (Decr) for FY 20/21	Incr / (Decr) for FY 21/22
Santa Cruz River Living River Management Plan				5,000	15,000	
Santa Cruz River Pavement Rehab CDO Wash to Silverlake	246	6	6	6	6	6
Santa Cruz River Flood/Erosion Control & Linear Park Ajo to 29th Street	8,037	198	197	198	197	198
Regional Flood Control District Total	**109,681**	**34,200**	**12,182**	**10,970**	**(65,640)**	**(2,230)**
Natural Resources, Parks & Recreation						
Northside Community Park	103,181				(103,181)	
Pantano Infill 5th Street to Speedway	30,721				(30,721)	
Santa Cruz River Park Irvington to Valencia	21,317				(21,317)	
Natural Resources, Parks & Recreation Total	**155,219**	**0**	**0**	**0**	**(155,219)**	**0**
Environmental Quality						
Tangerine Closure	101,000	67,000				
Environmental Quality Total	**101,000**	**67,000**	**0**	**0**	**0**	**0**
Information Technology						
Public Works Land & Permits Management System	196,048				(196,048)	
Information Technology Total	**196,048**	**0**	**0**	**0**	**(196,048)**	**0**
Elections						
Election System Upgrades	71,874					(71,874)
Elections Total	**71,874**	**0**	**0**	**0**	**0**	**(71,874)**
Regional Wastewater Reclamation						
Addition to RWRD Central Laboratory	116,000				(116,000)	
Avra Valley WRF New Influent Emergency Overflow Basin		1,000	250	50	(1,300)	
Avra Valley WRF - Valve & Gate Motor Operation & SCADA Improvements	750	200	36	8	(994)	
Corona de Tucson WRF Influent Splitter Box Improvements	750	200	54	(1,305)	301	
Corona de Tucson Wastewater Treatment Plant UV Disinfection & Filtration	2,000				(2,000)	
Emergency Overflow Basin #4 Creation			1,000	50	(1,050)	
Green Valley WRF - Future Development Plan fiscal year 13/14	1,000				(1,000)	
Green Valley WRF Security Improvements	(4,500)	5,000			(500)	
Hanson Software Upgrade to Version 8	60,230	615	615	615	(62,075)	
Ina Road Existing Plant SCADA Upgrades		500			(500)	
La Tierra Pump Station Conversion to Gravity Sewer	(3,600)	3,600				
Sabino Creek Pump Station	2,200				(2,200)	
SCADA Emergency Operations Center		500			(500)	
SCADA WAN Infrastructure Upgrade	500				(500)	
Southeast Interceptor Augmentation		5,000			(5,000)	
SRF Parking, Paving & Drainage Improvements	1,000	250	63	16	(1,329)	
State Prison Pump Station Rehabilitation fiscal year 2013/14	10,000				(10,000)	
Total Trihalomethane Control Through Centrate Dosing	18,000	18,000				(36,000)
Two Additional Centrifuge Sludge Screens -Tres Rios WRF		1,600				(1,600)
Regional Wastewater Reclamation Total	**204,330**	**36,465**	**2,018**	**(566)**	**(204,647)**	**(37,600)**
Total O&M Expenditures	**4,863,694**	**155,994**	**168,646**	**184,822**	**(4,656,333)**	**(382,547)**

IMPACT OF COMPLETED CAPITAL PROJECTS ON OPERATIONS AND MAINTENANCE AND REVENUE
FISCAL YEARS 2017/2018 - 2021/2022

Project Name	FY 2016/17 Adopted	Incr / (Decr) for FY 17/18	Incr / (Decr) for FY 18/19	Incr / (Decr) for FY 19/20	Incr / (Decr) for FY 20/21	Incr / (Decr) for FY 21/22
O&M Revenue						
Facilities Management						
Downtown Court Complex	796,200				(796,200)	
Project Curvature World View		337,500	337,500			(675,000)
Facilities Management Total	**796,200**	**337,500**	**337,500**	**0**	**(796,200)**	**(675,000)**
Natural Resources, Parks & Recreation						
Northside Community Park	12,000				(12,000)	
Natural Resources, Parks & Recreation Total	**12,000**	**0**	**0**	**0**	**(12,000)**	**0**
Regional Wastewater Reclamation						
Biogas Sales and Utilization		50,000			(50,000)	
Regional Wastewater Reclamation Total	**0**	**50,000**	**0**	**0**	**(50,000)**	**0**
Total O&M Revenue	**808,200**	**387,500**	**337,500**	**0**	**(858,200)**	**(675,000)**

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2017/2018 - 2021/2022 AND BEYOND

Project Name	Prior Years Expenditures	FY 2017/18 Adopted	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
Transportation								
1st Avenue Orange Grove Road to Ina Road							7,256,000	7,256,000
22nd Street I-10 to Tucson Blvd. Improvements	788,250			4,605,875	4,605,875			10,000,000
Aerospace Parkway Nogales Hwy to Vicinity of World View Entry	580,000	4,005,000	5,415,000					10,000,000
Alvernon Hughes Access Bike Lanes	730,500	2,500						733,000
Annual HAWK Installation Program		350,000	300,000	300,000	300,000	300,000		1,550,000
Arterial/Collector - Pavement Repair & Rehabilitation		3,000,000						3,000,000
Benson Highway at Columbus Blvd. Intersection Improvements	110,000	113,000	445,000	191,000				859,000
Benson Highway at Drexel Road Intersection Improvements	88,000	219,000	357,000	126,000				790,000
Bopp Road Sarasota Boulevard at Kinney Road Improvements	255,000	603,000	3,300,000	818,000				4,976,000
Broadway Blvd. Euclid to Campbell RTA17	1,347,247	10,000,000	10,000,000	3,652,753				25,000,000
Cactus Forest Drive & Old Spanish Trail, Left Turn Lane	41,050	70,350	299,600					411,000
Colossal Cave Road Success Drive & Ruthrauff Culvert	6,642,945	1,399,055						8,042,000
Cortaro Farms Road Camino de Oeste to Thornydale	2,661,794	9,668,476	4,760,751	2,700,000				19,791,021
Craycroft Road Improvements	85,026	158,000	41,974					285,000
Curtis Road Traffic Safety Improvements	258,461	175,158	115,764					549,383
Durable Pavement Marking Upgrade Project	45,000	530,000	24,000					599,000
El Paso Southwest Greenway	304,997	295,003						600,000
Guard Rail Program	160,000	240,000	250,000	205,000	460,000	470,000		1,785,000
Houghton Road I-10 to Golf Links Road	8,608,026	2,750,000	2,062,500		8,623,832	11,152,764	4,492,165	37,689,287
HSIP Matching Federal Safety Funds		500,000	500,000	500,000				1,500,000
Ina Road Sidewalks Shannon Road to La Cholla Blvd.	88,637	194,367	1,120,683					1,403,687
Intelligent Transport System Signals Coord & Cab Upgrade	1,911,054	250,000						2,161,054
King Canyon Trailhead Parking	5,000	28,000						33,000
Kinney Road Improvements	10,000	295,000	21,000					326,000
Kolb Road Sabino Road to Sunrise Drive	1,082,500	2,012,500	2,920,000	8,662,000	1,300,000			15,977,000
La Canada River Road to Ina Road	31,553,951	10,000	1,098,087					32,662,038
La Cholla Blvd. Overton Road to Tangerine Road	91,350	1,000,000	2,627,743	750,000				4,469,093
Local Roads - Pavement Repair & Rehabilitation		19,526,525						19,526,525
Old Vail Middle School Safe Route to School	655,613	19,356						674,969
Pantano Riverpath: Craycroft to Glenn	50,000	350,000						400,000
Rillito Riverpath & Camino de la Tierra Bicycle & Pedestrian	1,364,999	310,000						1,674,999
Safety Improvements 1997 Bond Funded	296,848				416,645			713,493
Sign Panel Replacement	50,000	865,000	50,000					965,000
Silverbell Road Ina Road to Grant Road						3,200,000	3,200,000	6,400,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2017/2018 - 2021/2022 AND BEYOND

Project Name	Prior Years Expenditures	FY 2017/18 Adopted	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
South Camino De La Tierra - Highway Drive-Curtis Road Pave	94,000	103,000	465,550	30,250				692,800
South Houghton Road Capacity and Drainage Improvements		3,250,000	3,250,000					6,500,000
Speedway Blvd. Painted Hills Road to Camino Del Oeste	70,000	240,000	1,580,000	200,000	315,000			2,405,000
Square Tube Breakaway Sign Posts	1,160,373	100,000	100,000	100,000	104,747			1,565,120
Summit View Elementary Safe Routes to School	925,029	5,000	81,888					1,011,917
Sunset Road I-10 to River Road							1,500,000	1,500,000
Sunset Road Silverbell Road to I-10 to River Road	15,691,581	427,089	1,639,185					17,757,855
Systematic Bike and Pedestrian Crossing Improvement Plan	120,000	130,000	130,000	130,000	130,000	130,000		770,000
Tangerine Road I-10 to La Canada Drive					3,250,000	3,250,000		6,500,000
Tanque Verde Road at Tanque Verde Loop Road	115,000	383,000	320,000	528,000	247,000			1,593,000
Thornydale Road Cortaro Farms Road to Sumter Drive		200,000	1,000,000	3,571,000				4,771,000
Valencia Road Kolb Road to Houghton Road							4,000,000	4,000,000
Valencia Road Mark Road to Wade Road	18,340,441	5,000	1,443,482					19,788,923
Valencia Road Wade Road to Ajo Highway	2,660,638	5,288,962	11,065,400	3,585,000	2,400,000			25,000,000
White Pistor	11,000	150,000	200,500	510,000	547,500			1,419,000
Wilmot Road North of Sahuarita Road	8,497,115	949,039	893,846					10,340,000
Transportation Total	**107,551,425**	**70,170,380**	**57,878,953**	**31,164,878**	**22,700,599**	**18,502,764**	**20,448,165**	**328,417,164**
Facilities Management								
110/130/150 W Congress Building Exterior Facade Upgrades		1,040,000	2,000,000	2,000,000	2,000,000			7,040,000
220 N. Stone PC Print Shop Tenant Improvements	208,000	167,887						375,887
Administration East Bldg 10th and 11th Floors, Demolition and Abatement		1,650,000	1,450,000	1,150,000				4,250,000
Administration West Bldg 5th Floor Improvements	3,998		996,002	1,500,000				2,500,000
Banner UA Medical Center Improvements	900,000	1,200,000	900,000					3,000,000
Flowing Wells Branch Library Addition	286,991	2,770,000	143,009					3,200,000
January 8 Memorial in El Presidio Park			4,000,000	1,300,000				5,300,000
Juvenile Courts Cooling Towers Replacement		325,000						325,000
Legal Services Building Chiller and Pump Replacement	100,000	1,600,000						1,700,000
Legal Services Building Improvements		1,000,000	1,500,000	2,500,000	2,500,000			7,500,000
Legal Services Building Lighting Retrofit		500,000						500,000
Linda Avenue House Restoration	372,762	20,000						392,762
New Pima Animal Care Center	7,569,756	13,600,244	500,000					21,670,000
Old Court House Renovations & Tenant Improvements	525,000	5,531,000	744,000					6,800,000
Old Courthouse - Core & Shell	570,000	6,856,000	1,074,000					8,500,000
Pima County SpacePort	2,179,664							2,179,664
Public Works Energy Management System		300,000	925,000					1,225,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2017/2018 - 2021/2022 AND BEYOND

Project Name	Prior Years Expenditures	FY 2017/18 Adopted	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
Repave Non-Park Facility Parking Lots	1,060,719	300,000	200,000					1,560,719
Sam Lena-South Tucson Library Remodel		390,000						390,000
Sheriff Administration Roof Replacement			275,000					275,000
Silverbell Archaeology Project	1,373,000	331,000	50,000					1,754,000
Southeast Library - UA Tech Park	20,000	1,400,000	3,080,000					4,500,000
Superior Court 9th Floor Renovation					800,000	3,450,000		4,250,000
Superior Courts Common Area Flooring Replacement		200,000						200,000
Superior Courts Restroom	340,000	360,000						700,000
Utility Tunnel Expansion Joint & Transformer Replacement	586,222	553,778						1,140,000
Facilities Management Total	**16,096,112**	**40,094,909**	**17,837,011**	**8,450,000**	**5,300,000**	**3,450,000**	**0**	**91,228,032**
Regional Flood Control District								
Airport Wash - El Vado Wash Drainage Improvements		200,000	800,000					1,000,000
Arroyo Chico Detention Basin USACOE	15,968,019		400,000					16,368,019
Big Wash Acquisition and Bank Stabilization			100,000	200,000				300,000
Canoa Ranch Restoration		400,000	600,000	1,000,000				2,000,000
Catalina Ridge Drainage Channel Improvements		350,000	1,000,000					1,350,000
Continental Ranch Bank Protection		100,000	500,000					600,000
El Corazon de los Tres Rios Del Norte	5,254,940	2,010,000	2,500,000	490,000				10,254,940
El Rio Preserve Bank Protection			210,000	1,000,000				1,210,000
Floodprone Land Acquisition Program	25,074,422	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000	33,574,422
Green Valley Drainage Way 6 Repairs	1,061,577	350,000	540,000					1,951,577
Major Watercourse Infrastructure Management				3,000,000	3,000,000	3,000,000		9,000,000
Pantano Wash Ft. Lowell Park to Tanque Verde Road	7,216,021	2,680,000						9,896,021
Property Rights Assessments for Rillito River	123,274	150,003						273,277
Property Rights Assessments for Santa Cruz River	650,465	100,000						750,465
Rillito River Maintenance Projects	1,200,000	200,000	1,000,000					2,400,000
Riparian Mitigation Project	742,430	500,000	500,000	500,000	500,000	257,570		3,000,000
Roger Road & I-10 Drainage Improvement	1,891,256	1,774,470						3,665,726
Ruthrauff, Gardner Lane UPRR Culvert	180,000	340,000	340,000	1,699,500				2,559,500
Santa Cruz River Living River Management Plan		150,000	250,000	300,000				700,000
Santa Cruz River Maintenance	535,887	2,464,113						3,000,000
Tohono O'Odham Nation Drainage	606,489	893,511						1,500,000
Tres Rios del Norte USACOE Study	1,600,799	50,000	50,000					1,700,799
Urban Drainage	6,008,774		1,000,000	2,000,000	2,000,000	3,000,000	15,000,000	29,008,774
Regional Flood Control District Total	**68,114,353**	**13,212,097**	**10,790,000**	**11,189,500**	**6,500,000**	**7,257,570**	**19,000,000**	**136,063,520**

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2017/2018 - 2021/2022 AND BEYOND

Project Name	Prior Years Expenditures	FY 2017/18 Adopted	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
Community Development & Neighborhood Conservation								
5 Points Business Coalition	187,433	309,447						496,880
Barrios Santa Rosa & Viejo Shade Structures & Basketball	32,431	55,000						87,431
City of South Tucson Land Acquisition	28,125	171,875						200,000
Country Club-Glenn Treat Avenue Improvements	10,000	181,300						191,300
Elvira Neighborhood Solar Lighting System	10,000	80,000						90,000
Menlo Park Exercise Stations	39,599	15,000						54,599
Midvale Park - Oak Tree Drive Lighting	10,000	127,025						137,025
Naylor-Changemaker Sidewalks & Improvements	27,000	202,000						229,000
Santa Cruz Pedestrian Safety Improvements	10,000	282,788						292,788
St. John's/Sunset Villa Park Restroom	51,250	108,000						159,250
Sunnyside Airport Wash Walking Path	13,000	100,500						113,500
The Marist on Cathedral Square	93,320	451,171	60,498					604,989
The Ontario Rental Housing Project	87,718	722,282						810,000
The Sonora Rehab Project	34,500	65,500						100,000
TMM Family Services Senior-Veteran Rental Housing	150,000	1,103,000						1,253,000
Community Development & Neighborhood Conservation Total	**784,376**	**3,974,888**	**60,498**	**0**	**0**	**0**	**0**	**4,819,762**
Natural Resources, Parks & Recreation								
Historic Jelks House and Stable Restoration		175,000						175,000
Manzanita Splash Pad		539,000						539,000
SE Community Park	5,900,000	100,000						6,000,000
Sports Park Upgrades 2017	175,000	751,000	821,819					1,747,819
Natural Resources, Parks & Recreation	**6,075,000**	**1,565,000**	**821,819**	**0**	**0**	**0**	**0**	**8,461,819**
Office of Sustainability and Conservation								
Anza Trail - Llano Grande Campsite	172,007	1,018,820						1,190,827
Anza Trail - Los Morteros Campsite	1,092,592	31,656						1,124,248
Sunset Campus Archaeology		250,000						250,000
Office of Sustainability and Conservation Total	**1,264,599**	**1,300,476**	**0**	**0**	**0**	**0**	**0**	**2,565,075**
Environmental Quality								
Environmental Remediation - El Camino del Cerro Landfill	4,518,160	538,102						5,056,262
Environmental Quality Total	**4,518,160**	**538,102**	**0**	**0**	**0**	**0**	**0**	**5,056,262**

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2017/2018 - 2021/2022 AND BEYOND

Project Name	Prior Years Expenditures	FY 2017/18 Adopted	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
Information Technology								
Library Network Lifecycle	750,000	262,000	262,000	262,000	264,000	264,000		2,064,000
Information Technology Total	**750,000**	**262,000**	**262,000**	**262,000**	**264,000**	**264,000**	**0**	**2,064,000**
Open Spaces								
Open Space Davis Monthan MIF Grant	80,000	170,000						250,000
Open Spaces Total	**80,000**	**170,000**	**0**	**0**	**0**	**0**	**0**	**250,000**
Parking Garages								
El Presidio Parking Garage Lighting Retrofit		165,000						165,000
Legal Services Building Garage ADA & Lighting Upgrades	126,239	73,761						200,000
Parking Garages Total	**126,239**	**238,761**	**0**	**0**	**0**	**0**	**0**	**365,000**
Fleet Services								
Ajo Arizona Fuel Island				160,000	1,660,000	280,000		2,100,000
Ajo Way Fuel Island		151,500	1,157,000	291,500				1,600,000
Building 12 Demolition and Electric Services Improvements	206,872	150,000						356,872
Houghton Road Fuel Island	80,000	1,520,000						1,600,000
Ina Road Fuel Island			150,000	1,725,000	325,000			2,200,000
Fleet Services Total	**286,872**	**1,821,500**	**1,307,000**	**2,176,500**	**1,985,000**	**280,000**	**0**	**7,856,872**
Regional Wastewater Reclamation								
22nd Street Alvernon Way to Swan Road Augmentation Phase 2							2,500,000	2,500,000
ADOT Ina Road & I-10 Sewer Modifications	1,669,759	280,241						1,950,000
ADOT SR86 Valencia Road to Kinney Road	743,130	156,870						900,000
ADOT West Ajo Way & I-19 Sewer Modifications	600,933	649,067						1,250,000
ADOT West Ruthrauff Road & I-10 Sewer Modifications	10,000	1,100,000	765,000					1,875,000
Avra Valley WRF - Pond 6							3,800,000	3,800,000
Avra Valley WRF - RAS Pump Pit Shade Structure & Crane				400,000				400,000
Avra Valley WRF - SCADA & Automation Improvements FY 2017/18			360,000	254,000				614,000
Avra Valley WRF New Influent Emergency Overflow Basin	440,246	879,754	220,000					1,540,000
Broadway Boulevard Augmentation North Chantilly to North Craycroft	126,487	508,000						634,487
City of Tucson Broadway Blvd Euclid-Campbell Avenue Sewer Utility			110,900	4,100				115,000
City of Tucson DOT 22nd Street I-10 to Tucson Blvd. Sewer Utility		15,000	450,000					465,000
City of Tucson DOT Downtown Links Phases 2 & 3	2,000	238,000						240,000
City of Tucson DOT Houghton Road Broadway Blvd. Intersection Improvem		154,000						154,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2017/2018 - 2021/2022 AND BEYOND

Project Name	Prior Years Expenditures	FY 2017/18 Adopted	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
Continental Ranch Pump Station - Second Force Main			610,000	7,301,000	5,739,000	5,739,000		19,389,000
Corona de Tucson WRD - Chlorine Contact Basin Expansion							500,000	500,000
Corona de Tucson WRF - Air Distribution System Upgrade		200,000	500,000					700,000
CRRPS Facility Modifications	2,717,457	5,456,100	3,125,148					11,298,705
Grant Road Corridor Improvement Sewer Utility		186,000						186,000
Green Valley WRF - Biofilter Rehabilitation & Upgrade			450,000					450,000
Green Valley WRF - Disk Filter Cover & Crane		280,000						280,000
Green Valley WRF - Future Development Plan FY 2013/14	3,631,186	400,000						4,031,186
Green Valley WRF - Grit Removal System Replacement & Upgrade		250,000						250,000
Green Valley WRF - Recharge Basins Phase 2							3,800,000	3,800,000
Green Valley WRF - Two Additional Secondary Clarifiers							3,535,000	3,535,000
Ina Road Existing Plant SCADA Upgrades	108,512	500,000						608,512
Minor Rehabilitation Projects FY 2016/17	13,995,000	5,000						14,000,000
Minor Rehabilitation Projects FY 2017/18		9,995,000	5,000					10,000,000
Minor Rehabilitation Projects FY 2018/19			9,995,000	5,000				10,000,000
Minor Rehabilitation Projects FY 2019/20				9,995,000	5,000			10,000,000
Minor Rehabilitation Projects FY 2020/21					9,995,000	5,000		10,000,000
Minor Rehabilitation Projects FY 2021/22						9,995,000	5,000	10,000,000
Mt. Lemmon WRF Future Development Plan							4,819,000	4,819,000
North Rillito Interceptor Rehabilitation	22,205,543	364,000						22,569,543
North Rillito Interceptor Rehabilitation-Campbell to 1st		283,000	3,000,000					3,283,000
Northwest Outfall Siphon at the Santa Cruz River Rehabilitation		537,347	1,005,000					1,542,347
Old Nogales Interceptor Aug - New Aerospace Corridor Sewer	3,029,285	2,467,326	1,000,000	1,500,000	6,000,000	6,224,406	26,100,000	46,321,017
Pantano Grade Control Structure							754,000	754,000
Pantano Interceptor Rehabilitation - Phase 1 - Wilmot Road							7,800,000	7,800,000
Pantano Interceptor Rehabilitation - Phase 2							2,977,000	2,977,000
Pima County Fairgrounds Connection to Existing Conveyance System	50,000	347,000	750,000	2,000,000	1,000,000	1,000,000		5,147,000
Prince Road Sewer Replacement - Oracle Road West		210,000	1,000,000	990,000				2,200,000
Principal Pump Station	128,217	393,861						522,078
Sabino Creek Pump Station	2,795,583	34,417						2,830,000
Safe Flush Tanks for Low-Flow Sewers							175,000	175,000
SCADA Emergency Operations Center		630,000						630,000
SCADA WAN Infrastructure Upgrade	1,013,255	646,539						1,659,794
SE Interceptor Augmentation	11,503,466	6,867,213						18,370,679
Sewer Manhole Rehabilitation #10				1,600,000				1,600,000
Sewer Manhole Rehabilitation #11					1,600,000			1,600,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2017/2018 - 2021/2022 AND BEYOND

Project Name	Prior Years Expenditures	FY 2017/18 Adopted	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
Sewer Manhole Rehabilitation #12						1,600,000		1,600,000
Sewer Manhole Rehabilitation #7	1,599,000	1,000						1,600,000
Sewer Manhole Rehabilitation #8		1,599,000	1,000					1,600,000
Sewer Manhole Rehabilitation #9			1,600,000					1,600,000
Sewer Utility Minor Modification Projects 2017/2018		100,000						100,000
Sewer Utility Minor Modification Projects 2018/19			100,000					100,000
Sewer Utility Minor Modification Projects 2019/20				100,000				100,000
Silverado Pump Station Rehabilitation		514,000						514,000
Speedway Boulevard Area Capacity Augmentation Alignment Study	121,609	773,000	108,000	1,077,000	2,000,000	4,000,000	5,500,000	13,579,609
State Prison Pump Station Rehabilitation FY 2013/14	315,925	600,000						915,925
System Wide Treatment Rehabilitation & Enhancement		1,000	2,000,000	1,840,000	2,000,000	3,000,000	44,294,000	53,135,000
System-Wide Conveyance Rehabilitation Program		820,000	380,000	1,000	1,000,000	3,000,000	17,006,000	22,207,000
System-wide Rehabilitation Program (formerly Tres Rios WRF)		2,000,000						2,000,000
Tanque Verde Siphon Odor and Corrosion Control							601,000	601,000
Tres Rios Sludge Holding Tank	198,929	2,410,000						2,608,929
Tres Rios WRF - Bldg 84, 13.8 KV Emergency Generator Connection		60,000	220,000					280,000
Tres Rios WRF - Bldg 9, Expand Laboratory Floor Space		180,000						180,000
Tres Rios WRF - Blower Modifications			480,000					480,000
Tres Rios WRF - Headworks Fine Screen Replacement		430,000						430,000
Tres Rios WRF - Heavy Machinery Maintenance Upgrades							135,000	135,000
Tres Rios WRF - Lube Ring System				115,000				115,000
Tres Rios WRF - Motor Operated Gates & Acuators at Buildings 30, 36							710,000	710,000
Tres Rios WRF - Sewage Grinders at Buildings 8, 33, 60			385,000					385,000
Tres Rios WRF 600HP Blower Starter Replacement				300,000				300,000
Tres Rios WRF Additional Sludge Screens (2)	70,000	855,000						925,000
Tres Rios WRF Building 11 Electrical Room Addition			250,000	30,000				280,000
Tres Rios WRF Headworks Odor Control Improvements		500,000	500,000					1,000,000
Tres Rios WRF Nutrient Recovery Project	204,529	3,925,000	3,370,471					7,500,000
Tucson Blvd Flow Mgmt Structure & Siphon Inlet Rehabilitation							4,170,000	4,170,000
Twin Peaks - Blue Bonnet Road Gravity Sewer		456,000	2,523,187	2,666,648				5,645,835
Regional Wastewater Reclamation Total	**67,280,051**	**49,257,735**	**35,263,706**	**30,178,748**	**29,339,000**	**34,563,406**	**129,181,000**	**375,063,646**
Total Capital Improvement Projects	**272,927,187**	**182,605,848**	**124,220,987**	**83,421,626**	**66,088,599**	**64,317,740**	**168,629,165**	**962,211,152**
Less: Parking Garages		**(238,761)**						
Less: Fleet Services		**(1,821,500)**						
Less: Regional Wastewater Reclamation		**(49,257,735)**						
Total FY 2017/18 Adopted Capital Projects Fund		**131,287,852**						

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2017/2018 - 2021/2022 AND BEYOND

Project Name
System-Wide Treatment Rehabilitation & Enhancement

Capital Expenditures:

Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
	1,000	2,000,000	1,840,000	2,000,000	3,000,000	44,294,000	53,135,000

Department
Regional Wastewater Reclamation

Increase/(Decrease) from Prior Year

O&M Impact	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Personal Services					
Supplies & Services					
Capital					
Total O&M	0	0	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description
RWRD is focused on rehabilitating, enhancing, repairing, or replacing the treatment facilities throughout Pima County.

Project Justification
Planned rehabilitation and enhancement of the treatment system will reduce the possibility of potential failures and their associated liabilities, including environmental concerns and sanitary sewer overflows resulting in regulatory fines.

Project Name
Old Nogales Interceptor Aug - New Aerospace Corridor Sewer

Capital Expenditures:

Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
3,029,285	2,467,326	1,000,000	1,500,000	6,000,000	6,224,406	26,100,000	46,321,017

Department
Regional Wastewater Reclamation

Increase/(Decrease) from Prior Year

O&M Impact	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Personal Services					
Supplies & Services					
Capital					
Total O&M	0	0	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description
The project is to provide additional conveyance capacity for anticipated future development in the Aerospace Corridor (ASC) and development east of South Nogales Highway at East Hughes Access Road. Design and construct augmentation of the existing Old Nogales Highway Interceptor (ONH) from Interstate 10 south to the intersection of South Nogales Highway and East Hughes Access Road; and design and construct a new public sewer which may ultimately reach as far east as the area of the Old Vail Connection Road and South Wilmot Road.

Project Justification
Based on preliminary flow projections, the ONH will require augmentation to enable compliance with ADEQ capacity regulations from flow received from the proposed ASC. Long range planning has identified the benefit of extending a public sewer east of Old Nogales Highway at Hughes Access Road to the Arizona State Prison facility on South Wilmot Road. This extension would have the added benefit of providing gravity sewer service to other proposed development. Pima County efforts to attract development to the area have warranted the construction of the new ASC sewer.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2017/2018 - 2021/2022 AND BEYOND

Project Name
Houghton Road: I-10 to Golf Links Road

Capital Expenditures:

Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
8,608,026	2,750,000	2,062,500	0	8,623,832	11,152,764	4,492,165	37,689,287

Increase/(Decrease) from Prior Year

O&M Impact	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Personal Services					
Supplies & Services					
Capital					
Total O&M	0	0	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Department
Transportation

Project Description
This multi-phase project is the widening of Houghton Road to a four-lane cross section with multi-use lanes, curbs, storm drains and outside landscaping; the segment between Old Vail Road and Golf Links Road is to have a six-lane cross section. New turning lanes and traffic signals will be installed as needed at Naranja Road, Lambert Lane, and Overton Road. The limits of this project are changed per memorandum of understanding with the City of Tucson dated May 7, 2004.

Project Justification
The project will reduce congestion and enhance safety along Houghton Road.

Project Name
Floodprone Land Acquisition Program

Capital Expenditures:

Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
25,074,422	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000	33,574,422

Increase/(Decrease) from Prior Year

O&M Impact	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Personal Services					
Supplies & Services					
Capital					
Total O&M	0	0	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Department
Regional Flood Control District

Project Description
Acquire land for the purpose of removing residents and personal property from areas subject to severe flood and erosion hazards.

Project Justification
The acquisition of floodprone lands provide multiple community benefits including natural moderation of floods by reducing flow velocities, increased groundwater recharge, protection of wildlife habitat, and preservation of open space.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2017/2018 - 2021/2022 AND BEYOND

Project Name
La Canada Drive: River Road to Ina Road

Capital Expenditures:

Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
31,553,951	10,000	1,098,087					32,662,038

Increase/(Decrease) from Prior Year

O&M Impact	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Personal Services	935			(935)	
Supplies & Services	6,033			(6,033)	
Capital					
Total O&M	6,968	0	0	(6,968)	0
Revenue	0	0	0	0	0
Net Fund Impact	(6,968)	0	0	6,968	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Department
Transportation

Project Description
Widen La Canada from the existing 2/3 lane roadway to 4 lanes with medians, turn lanes, bike lanes, sidewalks, equestrian paths, and new drainage structures at wash crossings throughout the corridor.

Project Justification
The improvements will benefit the area by accommodating the existing and projected increased traffic in the area as well as improve vehicular, pedestrian, bicycle, and equestrian safety. In addition, the improved drainage will provide all weather crossings thus improving the overall mobility for emergency providers, residents, and citizens using this route.

Project Name
Urban Drainage

Capital Expenditures:

Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
6,008,774	0	1,000,000	2,000,000	2,000,000	3,000,000	15,000,000	29,008,774

Increase/(Decrease) from Prior Year

O&M Impact	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Personal Services					
Supplies & Services					
Capital					
Total O&M	0	0	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Department
Regional Flood Control District

Project Description
The Pima County Flood Control District, in cooperation with other municipalities, plans to mitigate flooding problems within the city.

Project Justification
The proposed drainage improvements will reduce chronic drainage problems that impact local streets and the threat of flooding homes and commercial buildings.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2017/2018 - 2021/2022 AND BEYOND

Project Name
Broadway Boulevard: Euclid Avenue to Campbell Avenue

Capital Expenditures:

Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
1,347,247	10,000,000	10,000,000	3,652,753				25,000,000

Increase/(Decrease) from Prior Year

O&M Impact	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Personal Services					
Supplies & Services					
Capital					
Total O&M	0	0	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Department
Transportation

Project Description
Increase the number of lanes on Broadway Boulevard from Euclid Avenue to Campbell, including improved intersections, traffic signals, a landscaped median, multi-use lanes, sidewalks, street lighting, storm drains, public art, and other urban arterial features. Replace the current five-lane section with a contemporary urban arterial.

Project Justification
Reduce congestion and enhance safety along Broadway Boulevard as well as providing significant opportunities to revise the urban streetscape and development pattern along Tucson's main street.

Project Name
Valencia Road: Wade Road to Ajo Highway

Capital Expenditures:

Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
2,660,638	5,288,962	11,065,400	3,585,000	2,400,000			25,000,000

Increase/(Decrease) from Prior Year

O&M Impact	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Personal Services					
Supplies & Services					
Capital					
Total O&M	0	0	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Department
Transportation

Project Description
Widen Valencia Road between Ajo Highway and Mark Road to a 4-lane desert parkway, with 4 travel lanes; raised, landscaped median; bike lanes in each direction; ADA-accessible sidewalks; and continuous street lighting with additional turn lanes, signalization and intersection improvements at Ajo Highway.

Project Justification
Improve traffic flow and intersection safety.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2017/2018 - 2021/2022 AND BEYOND

Project Name
North Rillito Interceptor Rehabilitation

Capital Expenditures:

Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
22,205,543	364,000						22,569,543

Department
Regional Wastewater Reclamation

Increase/(Decrease) from Prior Year

O&M Impact	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Personal Services					
Supplies & Services					
Capital					
Total O&M	0	0	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description
Rehabilitation of approximately 10 miles of sewer pipe, the evaluation and repair of approximately 60 manholes and replacement of an estimated 10 manholes.

Project Justification
Continuous conveyance system monitoring, evaluation and repair are an integral part of the Department's Capacity Management Operations and Maintenance (CMOM) Plan. Rehabilitation of the NRI will reduce potential system failures and sanitary sewer overflows. This project will minimize future environmental impacts and non-compliance risk which could result in regulatory fines.

Project Name
System-Wide Conveyance Rehabilitation Program

Capital Expenditures:

Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
	820,000	380,000	1,000	1,000,000	3,000,000	17,006,000	22,207,000

Department
Regional Wastewater Reclamation

Increase/(Decrease) from Prior Year

O&M Impact	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Personal Services					
Supplies & Services					
Capital					
Total O&M	0	0	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description
RWRD is focused on rehabilitating, repairing, or replacing the aging conveyance system throughout Pima County in compliance with the Capacity, Management, Operation, and Maintenance (CMOM) permit.

Project Justification
Planned rehabilitation of the conveyance system will reduce the possibility of potential failures and their associated liabilities, including environmental concerns and sanitary sewer overflows resulting in regulatory fines.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2017/2018 - 2021/2022 AND BEYOND

Project Name
New Pima Animal Care Center (PACC)

Capital Expenditures:

Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
7,569,756	13,600,244	500,000					21,670,000

Department
Facilities Management

O&M Impact	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
	Increase/(Decrease) from Prior Year				
Personal Services					
Supplies & Services		154,000	154,000		(308,000)
Capital					
Total O&M	0	154,000	154,000	0	(308,000)
Revenue	0	0	0	0	0
Net Fund Impact	0	(154,000)	(154,000)	0	308,000
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description
Design and construct new animal care facilities on and around the existing site. Facilities will include dog kennels, cat rooms and cat cages, clinic for spay-neuter services and care for shelter animals that are sick/injured, in a safe, efficient and sanitary work environment. The new facility designed to keep animals healthy, rehabilitate the sick, injured and behaviorally changed pets and displaying them in a more conveniently located, modern, efficient and friendly facility should maximize the number of pets saved each year, encourage visitors and increase adoptions, rescues and returns to owners and substantially reduce euthanasia rates, and provide for collaborations with local and national animal welfare and rescue agencies.

Project Justification
The PACC serves all of Pima County with jurisdictional animal services. Since the original facility was constructed in 1968, standards for animal care have changed significantly and with that the associated public expectations regarding providing nationally accepted humane animal care as well as animal control functions mandated by law. New state-of-the-art facilities will have a significant impact on animal adoption rates, owner recovery of pets and ultimately minimizing the number of animals euthanized. The new facilities will provide a healthier environment for both animals and staff.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2017/2018 - 2021/2022 AND BEYOND

Project Name
Cortaro Farms Road: Camino de Oeste to Thornydale

Department
Transportation

Capital Expenditures:

Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
2,661,794	9,668,476	4,760,751	2,700,000				19,791,021

Increase/(Decrease) from Prior Year

O&M Impact	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Personal Services					
Supplies & Services					
Capital					
Total O&M	0	0	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description
The proposed project consists of widening Cortaro Farms Road to four traffic lanes with multi-use lanes, outside curbs, storm drains and landscaping. The median treatment will be either a raised landscape median or a median two-way left-turn lane, depending on further evaluation of local area access and circulation needs. This project will tie into the Town of Marana's alignment adjustment project at the railroad.

Project Justification
This project will reduce traffic congestion and enhance safety along Cortaro Farms Road. The estimated economic value of the improvements to traffic flow and reductions in accidents are $8.05 million. The benefit/cost ratio is 0.8:1.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2017/2018 - 2021/2022 AND BEYOND

Project Name
Valencia Road: Mark Road to Wade Road

Capital Expenditures:

Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
18,340,441	5,000	1,443,482					19,788,923

Increase/(Decrease) from Prior Year

O&M Impact	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Personal Services				(744)	
Supplies & Services				(5,017)	
Capital					
Total O&M	0	0	0	(5,761)	0
Revenue	0	0	0	0	0
Net Fund Impact	0	0	0	5,761	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Department
Transportation

Project Description
This is one section of the widening of Valencia Road between Mark and Wade Roads. It will be a 4-lane desert parkway with a raised landscaped median, bike lanes and ADA accessible sidewalks.

Project Justification
This project is part of three other projects to improve the Valencia Road corridor eastward from I-19 to Houghton Road, including Project 23, Valencia Road, I-19 to Alvernon Road (Controlled Access); Project 24, Valencia Road, Alvernon Road to Kolb Road; Project 25, Valencia Road, Kolb Road to Houghton Road. When all projects are completed, the Valencia Road corridor will have been improved from Ajo Highway east to Houghton Road.

Project Name
Local Roads - Pavement Repair & Rehabilitation

Capital Expenditures:

Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
	19,526,525						19,526,525

Increase/(Decrease) from Prior Year

O&M Impact	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Personal Services					
Supplies & Services					
Capital					
Total O&M	0	0	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Department
Transportation

Project Description
Repair and rehabilitate local roads in unincorporated Pima County.

Project Justification
This project addresses the need for pavement preservation on local streets. Currently, over 580 miles of local roads are in poor or failed conditions.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2017/2018 - 2021/2022 AND BEYOND

Project Name
Continental Ranch Pump Station - Second Force Main

Department
Regional Wastewater Reclamation

Capital Expenditures:

Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
		610,000	7,301,000	5,739,000	5,739,000		19,389,000

Increase/(Decrease) from Prior Year

O&M Impact	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Personal Services					
Supplies & Services					
Capital					
Total O&M	0	0	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description
Install a second force main to convey sewage from the Continental Ranch Pump Station (CRRPS) to the Ina Road Water Reclamation Facility (WRF).

Project Justification
This addition of a second force main will add capacity, operational flexibility and redundancy to the pump station operations.

Project Name
Southeast Interceptor Augmentation

Department
Regional Wastewater Reclamation

Capital Expenditures:

Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
15,691,581	427,089	1,639,185					17,757,855

Increase/(Decrease) from Prior Year

O&M Impact	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Personal Services					
Supplies & Services	5,000			(5,000)	
Capital					
Total O&M	5,000	0	0	(5,000)	0
Revenue	0	0	0	0	0
Net Fund Impact	(5,000)	0	0	5,000	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description
Augment and extend the Southeast Interceptor (SEI) in Euclid Avenue, from 36th Street to 18th Street.

Project Justification
This project adds additional capacity as required to comply with the department Capacity, Management, Operations and Maintenance (CMOM) Plan and with Arizona Administrative Code R18-9C305.2.05 General Permit of a sewage collection system.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2017/2018 - 2021/2022 AND BEYOND

Project Name
Sunset Road: Silverbell Road to I-10 to River Road

Capital Expenditures:

Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
15,691,581	427,089	1,639,185					17,757,855

Increase/(Decrease) from Prior Year

O&M Impact	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Personal Services				(744)	
Supplies & Services		(1,000)		(5,017)	
Capital					
Total O&M	0	(1,000)	0	(5,761)	0
Revenue	0	0	0	0	0
Net Fund Impact	0	1,000	0	5,761	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Department
Transportation

Project Description
Design and construct Sunset Road from Silverbell Road across I-10 to River Road including two travel lanes, a center turn lane, a new bridge across the Santa Cruz River, a new railroad grade separation, bike lanes in each direction, and curbs with ADA-accessible sidewalks.

Project Justification
This project adds a new connection across the Santa Cruz River and I-10 into the urban area via the Sunset Road extension to I-10 and to River Road.

Project Name
Arroyo Chico Detention Basin USACOE

Capital Expenditures:

Prior Years	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	Beyond	Total
15,968,019	0	400,000					16,368,019

Increase/(Decrease) from Prior Year

O&M Impact	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Personal Services					
Supplies & Services	340	340	140	140	140
Capital					
Total O&M	340	340	140	140	140
Revenue	0	0	0	0	0
Net Fund Impact	(340)	(340)	(140)	(140)	(140)
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Department
Regional Flood Control

Project Description
The Pima County Flood Control District, in cooperation with USACOE, plans to mitigate flooding problems along Arroyo Chico.

Project Justification
The proposed drainage improvements will reduce chronic drainage problems that impact local streets and the threat of flooding homes and commercial buildings.

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GLOSSARY OF TERMS AND ACRONYMS

Accounting Method (Accrual Basis & Modified Accrual Basis) - Under the accrual method revenues are recognized when they are earned and expenses are recognized when they are incurred. The budgets of the proprietary funds are presented using the accrual basis. Under a modified accrual method, revenues are recognized when they are measurable and available to finance expenditures. Expenditures on the other hand are generally recognized when incurred. (Exceptions to this policy are principal and interest expenditures on general long term debt which are budgeted either when due, or in period 12 (June), if the due date falls early in the subsequent fiscal year.) The budgets of the governmental funds are presented on a modified accrual basis.

Activity - An effort of a department that contributes to the achievement of a program objective. The smallest operational element of a strategic budget, organized as follows:

- Program
- Service
- Activity

Ad Valorem Tax - A tax based on the value of property.

ADA - Americans with Disabilities Act - An enactment to protect the employment and accessibility rights of disabled individuals.

ADP - Automatic Data Processing - A fully automated and integrated Payroll, HR and Benefits system which Pima County began using in late 2014.

Adopted Budget - Per ARS §42-17105, the Board of Supervisors shall "....finally determine and adopt estimates of proposed expenditures" and such "adopted estimates" shall "constitute the budget of the County .... for the current fiscal year." Per statute, this must be done on or before the fourteenth day before the day on which the Board levies taxes (which in turn must be done on or before the third Monday in August each year).

AFCAP - Actual Full Cost Allocation Plan - The plan that identifies the costs of support services provided by the central service departments of Pima County to its operating departments and special revenue, internal service, and enterprise fund departments. The AFCAP for a given fiscal year is based on the actual expenditures of the prior fiscal year. The plan is prepared annually by the Financial Control & Reporting Division of the Department of Finance and Risk Management.

AGAVE - Software used by Pima County Superior Court, Pima County Consolidated Justice Court, Pima County Juvenile Court, and Clerk of the Superior Court, primarily for case management, calendaring, document management, financial assessments, arbitration tracking, and statistical data collection of criminal, civil, traffic, probate, dependency, delinquency, and family law cases.

AHCCCS - Arizona Health Care Cost Containment System - The Arizona Medicaid alternative program that provides prepaid (capitation rate) health care for eligible citizens through health maintenance organizations or fee for service programs.

Alcoholic Beverage License Revenue - Intergovernmental revenue from the State of Arizona, whereby Pima County receives $3,000 each time a new liquor license is granted to a business operating in the unincorporated area of the county.

ALTCS - Arizona Long Term Care System - The Arizona Medicaid alternative program for long term care added to the AHCCCS program effective January 1, 1989.

AMS Advantage - Computerized central data system that performs the County's accounting and financial reporting functions.

Annualized Cost - Operating cost incurred at annual rates for a portion of the prior fiscal year and which must be incurred at similar rates for the entire twelve months of the succeeding fiscal year.

Antiracketeering Fund - A group of special revenue funds administered pursuant to ARS §13-2314.03. The County Attorney and the Sheriff administer their own antiracketeering funds. The County Attorney's fund includes funds held for other local law enforcement agencies. Racketeering is defined as any illegal act committed for financial gain.

AOC Retirement Plan - Administrative Office of Courts Retirement Plan - A qualified pension plan under the Corrections Officer Retirement Plan (CORP) that provides retirement and other benefits to County judiciary probation, surveillance, and juvenile detention officers. The AOC Retirement Plan is administered by the Public Safety Personnel Retirement System (PSPRS).

Appropriation - A legal authorization granted by the County Board of Supervisors to make expenditures/expenses and to incur obligations for specific purposes during a fiscal year.

Appropriation Unit - A budgetary Chart of Accounts element in the County's financial and budgeting systems that comprises the budget for a group of objects, such as Personnel Services. Use of the Appropriation Unit enforces budgetary controls at the Department level. When the entire budget for a group of objects (appropriation unit) has been used, no additional expenses can be charged or encumbered to that appropriation unit without increasing its budget. Moving budgetary authority from one Appropriation Unit to another is handled through the Planning and Budgeting System.

ARRA - American Recovery and Reinvestment Act - Federal legislation enacted during February 2009 to speed the nation's economic recovery, create and save jobs, and provide services to people affected by the recession. The economic stimulus measures provided by the ARRA include investment in the areas of community and economic development, infrastructure, human services, transportation, and workforce development.

ARS - Arizona Revised Statutes - The revision and codification of the laws of the state of Arizona of a general or public nature and enacted into law as the Arizona Revised Statutes, Laws 1955, Third Special Session, Chapter 3.

ASRS - Arizona State Retirement System - A defined benefit plan as described in section 414(j) of the Internal Revenue Code that provides retirement and other benefits to state employees and employees of participating state political subdivisions not covered by one of the Public Safety Personnel Retirement System (PSPRS) plans. Most Pima County employees are members of the ASRS.

Assessed Valuation - An annual determination of the just or fair value of real estate or other property by the County Assessor and the Arizona Department of Revenue as a basis for levying taxes.

Assessment Ratio - The percentage factor determining the taxable value of property for each of the various legal classes in Arizona. Ratios are set by the State Legislature. The table "Assessment Ratios By Class For Tax Years 2013–2017" presented in this section shows a history of assessment ratios.

Banner-University Medical Center South - The hospital, formerly known as Kino Community Hospital and later as University of Arizona Medical Center - South Campus, is operated by Banner Health under a lease agreement with the County.

Base Budget - The base budget is the prior year's budget adjusted for known financial changes such as the annualization of approved prior year supplemental packages and prior year salary and benefit adjustments.

Board of Deposit - The Board of Supervisors, sitting as the Board of Deposit, designates the servicing bank for the deposits of state and County monies. ARS §35-325 specifies the requirements and procedures which govern the conduct of this board.

Bond - A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date in the future (called the maturity date) together with periodic interest at a specific rate.

Bond Implementation Ordinances - Ordinances Nos. 1997-35, 1997-80, 2004-18, and 2006-29 that schedule the sale of bonds authorized by Pima County voters in the May and November 1997 bond elections, the May 2004 bond election, and the May 2006 bond election. These ordinances also establish basic parameters as to how the County will program capital improvements funded with bond revenues. Compliance with these restrictions is governed by Truth in Bonding ordinances, which provide specific guidance on bonding disclosure, accountability, and implementation.

Bond Principal - The face value of a written promise to pay a specified sum of money at a specified date(s) in the future called the maturity date(s).

Branch - A Branch consists of two categories: Pima County or Agency. All accounting entities are defined as one or the other and are summarized as such. A Branch is the highest summarization on the organizational chart.

Budget - A financial plan consisting of an estimate of proposed expenditures/expenses and their purposes for a given period along with the proposed revenue for financing them.

Budget Amendment Process - Procedure a department must follow in order to request modification of its adopted budget. Budget amendments must be approved by the Board of Supervisors.

Budget Stabilization Fund - Prior to fiscal year 1999/2000, the only method of managing budget exceedences was to reserve funding for this purpose in the Board of Supervisors' Contingency fund. In fiscal year 1999/2000, this process was further developed and institutionalized through the establishment of the Budget Stabilization fund within the General Fund budget. Items which are funded in Budget Stabilization include planned salary compensation and approved department supplemental packages where the exact timing or details of the project are not yet determined.

Budget System - See Planning and Budgeting System.

Bureau - A Bureau is a group of units that perform a department's line of business.

Business Licenses and Permits - Revenues derived from businesses and occupations that must be licensed before operating in the unincorporated area of Pima County, i.e., licenses for itinerant peddlers, pawn broker businesses, initial application fees for industrial users of the wastewater system, the initial license to provide cable TV services to residents, and periodic operating charges levied on providers of cable TV services. Most revenues come from operating charges for cable TV in the unincorporated area and the use of County owned rights-of-way by cable and other telecommunications companies.

CAA - Community Action Agency - Refers to grants administered by the Community Services, Employment & Training Department to assist community agencies in providing services to families and individuals living at or below poverty level.

Cabinet - A Cabinet is a method of categorizing each department based on functional area. There are five broad functional areas: General Government Services, Community Resources, Health Services, Justice & Law, and Public Works.

CAFR - Comprehensive Annual Financial Report - The official annual report for Pima County prepared in accordance with generally accepted accounting principles (GAAP) and in conformance with standards of financial reporting as established by the Governmental Accounting Standards Board (GASB) using guidelines recommended by the Government Finance Officers Association (GFOA). The CAFR includes financial statements and analysis along with statistical data on financial, nonfinancial, and demographic trends. It is also used by bond rating agencies such as Moody's, Standard & Poor's, and Fitch to determine credit risk and thus interest rates for bonds issued by the County.

Capital Expenditures - An expenditure by all funds, including Proprietary Funds for the acquisition of or addition to a fixed asset that costs more than $1,000 and has a useful life of at least one year.

Capital Expenditures Object Level - A collection of capital expenditure/expense accounts grouped and assembled by type for budgeting purposes.

Capital Project - Construction, remodeling, infrastructure, or other projects costing $100,000 or more that are part of the Capital Improvement Program (CIP).

Capital Project Expenditures - Expenditures for construction, remodeling, infrastructure, or other projects costing $100,000 or more that are part of the CIP.

Capital Projects Fund - A fund used to account for financial resources to be used for the acquisition, remodeling, or construction of major capital facilities (other than those financed by Proprietary Funds).

Carryover Appropriations - Amounts budgeted in the current fiscal year for expenditures that were originally budgeted in the previous fiscal year and for which obligations have been incurred that cannot be met by the end of the previous fiscal year. Carryover appropriations for General Fund departments are reserved in prior year carryovers within the Contingency department. All carryovers must be approved by the County Administrator.

CDBG - Community Development Block Grant - Housing and Urban Development block grant funds to be used for increasing available housing and to assist in the physical improvement of low and moderate income communities.

Centrally Assessed Property - Real and Personal Property used in mining, utility, pipeline, and railroad activities that is valued by the Arizona Department of Revenue rather than local county assessors.

Charges for Services - Fees charged for performance of a service.

Chart of Accounts - List of elements used to identify and classify all financial and budget data. Some of the Chart of Accounts elements include Fund, Cabinet, Department, Appropriation Unit, Revenue Source, Expenditure Object, and Balance Sheet Account.

CIP - Capital Improvement Program - A program outlining all the acquisition, remodeling, and construction of projects costing $100,000 or more to be undertaken by Pima County during the current budget year and the following four fiscal years.

CJEF - Criminal Justice Enhancement Fund - A special fund derived from a 47 percent surcharge on all traffic fines collected. The state treasurer administers the funds and allocates them among different agencies such as law enforcement, courts, and health services.

Classification - A title and code assigned to a grouping of similar personnel positions as described in the appropriate class specification (the official document defining the type and level of duties and responsibilities and the minimum qualifications of positions assigned to a particular classification).

COLA - Cost of Living Adjustment - An adjustment of the compensation rates of regular County employees who are not elected officials. The frequency and manner of such adjustments is determined by the Board of Supervisors.

Combined Property Tax Rate - The overall rate at which property is taxed including both the primary property tax rate and secondary property tax rates.

Community Resources - The organizational entity comprised of the following departments: Community & Economic Development Grants and Data Office; Community Development & Neighborhood Conservation; Community Services, Employment & Training; County Free Library District; Attractions and Tourism; Kino Sports Complex; Communications Office; School Superintendent; and the Stadium District.

Contingency Funds - Funds reserved by the Board of Supervisors for services or programs which the Board may release for departments to use during the course of the fiscal year. The current categories are Budget Stabilization, Tax Reduction/Debt Retirement, and General Fund Reserve.

COPs - Certificates of Participation - A common form of lease-purchase financing, COPs are lease-purchase agreements that are divided into fractions and sold to multiple investors similar to stocks usually in $5,000 denominations. COPs are tax-exempt agreements that fund capital improvement projects with the underlying project assets serving as collateral for investors who receive a share of whatever revenue is derived from the lease or lease-purchase.

COPS Grants - As a component of the U.S. Department of Justice, the Office of Community Oriented Policing Services (COPS) was created through the Violent Crime Control and Law Enforcement Act of 1994. Funds from COPS Grants are used to advance the practice of community policing, provide training and technical assistance at all levels of law enforcement, and provide resources to acquire and deploy innovative crime-fighting technologies.

CORP - Corrections Officer Retirement Plan - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to various state and municipal corrections/detention employees, county detention officers, and non-uniformed county sheriff department employees whose primary duties require direct contact with inmates. The CORP is administered by the Public Safety Personnel Retirement System (PSPRS).

Cost Allocation Plan - The documents identifying, accumulating, and allocating or developing billing rates based on the allowable cost of services provided by a governmental unit to its departments. Pima County uses an Internal Cost Allocation Plan to recover indirect costs from Enterprise Funds, Internal Service Funds, and some Special Revenue Funds. The County recovers indirect costs based on a combination of actual costs and usage information from prior fiscal years. Pima County uses a second Cost Allocation Plan to recover indirect costs from federal grant programs. This plan is prepared following federal guidelines specified in OMB Circular A-87.

County Administration - See General Government Services

County Free Library District - A special countywide taxing district established under Arizona Revised Statutes, Title 48, Chapter 24, and Title 11, Chapter, 7, to provide county residents with free and equitable access to information resources needed for full participation in the community and for the enrichment of individual lives. In addition to other powers the Board of Supervisors sitting as the board of directors for the County Free Library District, is authorized to levy a secondary property tax on all property within the district to fund necessary expenditures/expenses for the benefit of property holders in the district.

Debt Service Fund - A segregated fund used to account for the accumulation of resources for, and the payment of, general long term debt principal and interest.

Debt Service Requirement - The amount of money required to pay both the interest and principal on outstanding debt over a set period of time.

Department - An aggregation of Bureaus/Divisions that share a specific common purpose and are administered by a single director/manager or elected official. "Department" should not be confused with "Functional Area," which is a grouping of departments sharing a *broad* common purpose.

Depreciation Expense - A noncash expense that allocates the cost of an asset over its estimated useful life. Its main intent is to match expenses to the related revenue and secondarily to recognize the decline in an asset's value over time.

DSH - Disproportionate Share Hospital Program - Program whereby hospitals that serve a disproportionate number of low income patients receive a separate payment in addition to their standard Medicare and/or Medicaid reimbursement.

Direct Cost - A cost that can be identified with a specific cost objective and not a common, joint, or collective purpose.

Discretionary Programs - Programs that are not mandated by law or any other authority.

Division - An element or segment of government that is organized as a specific administrative or functional unit.

ECAP - Employee Combined Appeal Program - The annual Pima County work site fundraiser allowing employees to contribute to their favorite charity through payroll deduction or a one time donation.

Economic Estimates Commission - Commission mandated under the Arizona Constitution to establish each year an aggregate expenditure limitation from local revenues for counties, cities and towns, community college districts, and local school districts.

Enterprise Fund - A fund used to account for operations (a) that are financed and operated in a manner similar to a private business enterprise where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

EORP - Elected Officials' Retirement Plan - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to state and county elected officials, supreme court justices, superior court and court of appeals judges, and full-time superior court commissioners. The EORP is administered by the Public Safety Personnel Retirement System (PSPRS).

Excise Tax - A tax imposed by federal, state, or local governments on the sale or consumption of specific goods or services. In its broadest meaning, an excise tax is similar to a sales tax, which typically levies a fixed percentage tax on the monetary value of goods or services when purchased by consumers. Title 42, Chapter 6, Article 3, of the Arizona Revised Statutes allows the voters in most Arizona counties to enact countywide jail facilities, capital projects, and transportation excise taxes. More than twenty years ago the County approved a 1 percent tax (now 6 percent) on the rental of hotel/motel rooms in the unincorporated area of the County and in May 2006 voters approved the Regional Transportation Authority's countywide 0.5 percent transportation excise tax. Upon the unanimous vote of the Board of Supervisors, the County is allowed by statute to enact up to a 0.5 percent general county excise tax. At this time Pima County does not impose such a general excise tax. (Also see Sales Tax and Transaction Privilege Tax.)

Exemption from Property Taxes - The Arizona Constitution exempts property held by federal, state, or local governments and educational, charitable, and religious nonprofit organizations from property tax. Widows/widowers and disabled persons are eligible for partial exemptions determined by income and the value of their property. All household goods used in a residence and owned by the user are also exempt from a personal property tax.

Expenditure - The outflow of funds paid for goods or services in funds other than the Enterprise Fund and Internal Service Fund departments (the Proprietary Funds).

Expenditure Limitation - On June 3, 1980, Arizona voters approved Arizona Constitution, Article IX, Sections 20 and 21, prescribing an annually adjusted expenditure limitation for each county, city, town, and community college district. The purpose of the expenditure limitation is to control expenditures and limit future changes in spending to adjustments for inflation, deflation, and population growth.

Expense - The value of goods and services consumed in the process of operating Proprietary Fund departments.

Facilities Renewal Fund - A fund established, subject to annual appropriation, to provide resources for the ongoing need to repair and rehabilitate existing, aging County buildings.

FARE - Fines/Fees and Restitution Enforcement - A collections program administered by the Arizona Supreme Court to assist courts in obtaining payment for court ordered fines, fees, and restitution cases in default.

Fill The Gap - A funding mechanism enacted by the state in 1999 to provide counties with resources to improve criminal case processing. A state appropriation in addition to a seven percent surcharge on court fines and forfeitures, as well as a five percent contribution of court collections by each county to its own Local Courts Assistance Fund, provides funding for this program.

Fines and Forfeits - Revenue from penalties imposed for the commission of statutory offenses, violation of lawful administrative rules and regulations, neglect of official duty, and the forfeiture of deposits held as performance or appearance guarantees.

Fire District Assistance Tax - Established by ARS §48-807, which requires, in part, that the Board of Supervisors shall "levy a County Fire District Assistance Tax on the taxable property in the County...." The funds raised by this secondary property tax supplement the operating budgets of the nineteen fire districts in the county.

Flood Control District - See Regional Flood Control District.

FMAP - Federal Medical Assistance Percentage - The share of each state's Medicaid program paid by the federal government. The share runs from a minimum of 50 percent to a maximum of 83 percent and is determined by the per capita income of each state.

Forecast - A projection of future revenues, expenses, population, building permits, assessed values, etc. based on historical and current economic, financial, and demographic information.

FTE - Full Time Equivalent - Decimal conversion of the number of hours authorized for a position into a full time position. One FTE is defined as 2,080 funded hours per fiscal year, i.e., one FTE represents 26 pay periods per fiscal year times 80 hours per pay period for 2,080 hours per fiscal year.

Full Cash Value - The appraised value of a property approximating the "market value" of the property. For Centrally Assessed Property and personal property excluding mobile homes, the Full Cash Value is used to determine the Taxable Net Assessed Value, which is then used to levy both Primary and Secondary Property Taxes.

Functional Area - Grouping of departments with similar programs and services. Groupings used by Pima County are: Community Resources, General Government Services, Health Services, Justice & Law, and Public Works.

Fund - A system of accounts that segregates all financial transactions for restricted or designated uses by a government entity. The fund categories used by Pima County are the General Fund, Special Revenue Funds, Capital Projects Fund, Debt Service Fund, Enterprise Funds, and Internal Service Funds. (Also see individual fund definitions.)

Fund Balance - The difference between the assets and liabilities of governmental funds. Governmental funds include the General Fund, Special Revenue Funds, Capital Projects Fund, and Debt Service Fund.

FY - Fiscal Year - A 12-month period for which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. For Pima County the fiscal year is from July 1 through June 30.

Gain (Loss) Sale Capital Asset- The gain or loss on the sale of a capital asset results from the sale, trade, or exchange of a capital asset. When the resulting transaction nets an amount lower than the original purchase value, less accumulated depreciation, a loss occurs. When the resulting transaction nets an amount greater than the original purchase value, less accumulated depreciation, a gain occurs.

GASB - Government Accounting Standards Board - An independent, rule making body that establishes and improves standards of financial accounting and reporting for state and local governments. It is recognized as the official source of generally accepted accounting principles for state and local governments. Organized in 1984, GASB is the successor to the National Council on Governmental Accounting, whose standards remain in force unless amended or superseded by the GASB.

General Fund - The General Fund is the County's principal financing vehicle for general government services and is funded largely by primary property tax revenue and state shared sales tax revenue.

General Fund Reserve - An amount of money held to cover expenses associated with unforeseen events. The reserve is a contingency expense ideally budgeted at five percent or more of general fund revenues in accordance with the recommendations of the Government Finance Officers Association (GFOA). Such a reserve is looked upon favorably by bond underwriters. Maintaining this reserve has the effect of lowering the interest rates on bonds sold by the County.

General Government Services - The organizational entity comprised of the departments of Assessor, Board of Supervisors, Clerk of the Board, County Administrator, Elections, Facilities Management, Finance and Risk Management, Fleet Services, General Government Services Administration, Human Resources, Information Technology (includes Telecommunications, an internal service fund department), Non Departmental (Contingency, Debt Service, General Government Revenues, Mandated Payments, Non Departmental, and Rocking K South), Office of Emergency Management and Homeland Security, Procurement, Recorder, Treasurer, and Wireless Integrated Network.

General Obligation Bonds - Bonds backed by the full faith and credit of Pima County used to finance a variety of public projects. These bonds require voter approval. General Obligation Bonds are limited tax bonds that are secured by the County's secondary property tax.

GFOA – Government Finance Officers Association - A professional association of state, provincial, and local government finance officers in the U.S. and Canada founded to enhance and promote professional management of government for the public benefit by identifying and developing financial policies and practices.

GME - Graduate Medical Education Program - Postgraduate training program for physicians after medical school, also known as a residency program.

Governmental Funds - Funds that are used to account for the County's expendable financial resources and related current liabilities except those accounted for in Proprietary Funds. Governmental funds include the General Fund, Special Revenue Funds, Capital Projects Fund, and Debt Service Fund.

Graffiti Abatement Program - A Pima County Department of Transportation program that provides graffiti removal service free of charge to private, residential property owners in the unincorporated area of the county.

Grants - Contributions or gifts of cash or other assets from another government or private entity to be used or expended for a specified purpose, activity, or facility.

HAVA - Help America Vote Act - A federal law that established a program to provide funds to states to replace punch card voting systems; established the Election Assistance Commission to assist in the administration of Federal elections and to otherwise provide assistance with the administration of certain Federal election laws and programs; established minimum election administration standards for states and units of local government with responsibility for the administration of Federal elections; and for other purposes.

Pima County may use HAVA funds approved in 2009 for voting equipment/machines, voter registration enhancements, voter education above the amount in the County maintenance of effort, poll worker recruitment and training above the amount in the County maintenance of effort, and/or other elections projects that can be approved as HAVA projects by the Arizona Secretary of State and do not supplant County maintenance of effort. Approval must be given by the Arizona Secretary of State prior to spending any funds.

HBTF - Health Benefits Trust Fund - An internal service fund started on July 1, 2013 as a self-insurance program to provide medical, dental, life insurance and other health-related ancillary services to Pima County employees and their families. The primary sources of revenue for the fund are premium payments from employees and the County.

Arizona law requires that the funding for the self-insurance program be deposited in a trust established by the Pima County Board of Supervisors to satisfy the requirements of Arizona Revised Statutes §11-981. The approved trust document establishes a Board of Trustees of qualified individuals that is appointed by and responsible to the Board of Supervisors for oversight of the trust.

Health Services - An organizational entity comprised of the departments of Behavioral Health, Health, Medical Examinger, and Pima Animal Care Center.

HELP - Highway Extension/Expansion Loan Program - A financing mechanism established by the state of Arizona under the provisions of the National Highway System Designation Act of 1995. Pima County uses this program to seek funding to expedite projects that would otherwise be delayed until federal grant money becomes available or the County has the capability to pay-as-you-go.

HIDTA - High Intensity Drug Trafficking Area - Investigation and enforcement efforts involving complex drug related activities in high drug trafficking areas. The HIDTA program is supported by federal grant funding.

Hotel/Motel Bed Tax - See Excise Tax and Transient Lodging Excise Tax.

HSA - Health Savings Account - A tax-exempt trust or custodial savings account set up by an employee to pay or reimburse current and future qualified medical expenses. Enacted under provisions of the Internal Revenue Code, it is an alternative to traditional health insurance. An employee must be covered by a high deductible health plan and can contribute tax-free earnings to the HSA each year up to set limits. The necessary minimum deductible and maximum contribution levels are indexed for inflation over time.

HURF - Highway User Revenue Fund - Funds allocated by the state from gasoline and other vehicle related revenue to fund the construction and maintenance of the County's highway and street system. This is the primary funding source for the Transportation Department and provides funds for the construction and maintenance of the County's roads and connecting infrastructure.

HURF Equity Legislation - Legislation passed by the 1997 State Legislature that resulted in a change in the formula to distribute Highway User Revenue Funds. The formula now includes the population of unincorporated areas in the calculation of distribution amounts. During fiscal year 1996/97, the change increased the distribution to Pima County by $3.3 million, and the increase over a twenty-year period is estimated to be $392.6 million.

Improvement District - A special taxing district that is established by the Board of Supervisors, at the request of the property owners within a specific area, for the purpose of installing local public improvements and distributing the cost of the improvements among the property owners within the district based upon the benefit derived. The Board of Supervisors sits as the board of directors for the County's Hayhook Ranch Improvement District and several street light improvement districts. The operation and maintenance budget of each improvement district is funded by a Secondary Property Tax levy on all property located within the district. Other improvement districts exist in the County, but they are authorized and operated by municipalities and other independent boards of directors.

Incumbent - A Pima County employee or individual assigned to a particular Position Control Number (PCN).

Indirect Cost - A cost that is incurred for a common or joint purpose benefitting more than one cost objective that is not readily assignable to the individual cost objectives specifically benefitted.

Information Technology Enhancement Fund - A fund established to provide a source of funding for various specific information technology projects designated during the County's budget process.

Intergovernmental Revenues - Revenues received from other governments for general financial assistance used in performing specific functions or as sharing of tax proceeds. State shared sales and vehicle license taxes and Highway User Revenue Fund monies comprise the largest share of Intergovernmental Revenues along with shared Alcoholic Beverage License revenues and Payments in Lieu of Taxes from the Arizona Department of Transportation. Intergovernmental revenues received by Pima County from the federal government include Payments in Lieu of Taxes (PILT) on federal lands exempt from property taxation and grant monies.

Intermittent Employee - A person who has been hired for seasonal, on-call, or as-needed employment that does not exceed 1,040 paid hours per fiscal year.

Internal Service Fund - A fund used to account for the financing of goods or services provided by one County department to other County departments on a cost reimbursement basis.

IT - Information Technology - Computer based systems which are used to acquire, store, and process information in various forms. This includes any hardware whether primary equipment such as central processing units and personal computers or ancillary equipment such as printers, scanners, video monitors, keyboards, etc. Information technology also includes the software and program applications which allow the equipment and systems to operate.

ITD - Information Technology Department - The department that manages the County's mainframe computer, network servers, wide area network, wireless radio services, and telecommunications.

JALE - Justice & Law - An organizational entity comprised of the departments of Clerk of the Superior Court, Constables, County Attorney, Justice Court Ajo, Justice Court Green Valley, Justice Courts Tucson, Juvenile Court, Public Defense Services, Sheriff, Superior Court, and Superior Court Mandated Services.

KERP - Kino Environmental Restoration Project - A cooperative project of the U.S. Army Corps of Engineers, Pima County, and the Regional Flood Control District which was designed for three primary purposes: create native ecosystems; harvest urban storm water; and control flooding. This project was the result of the agencies' desire to redevelop an existing unlined storm water detention basin, the Tucson (Ajo) Detention Basin, into a detention basin that was more environmentally sensitive and aesthetically pleasing to the Tucson community.

Lease Purchase Agreement - An agreement providing that portions of a lease payment may be applied toward the purchase of the property under lease.

Legal Class - A property classification defined by the State Legislature and used to establish various assessment ratios to be applied to the Full Cash Value and the Limited Value of a property to determine both the Primary Net Assessed Value and Secondary Net Assessed Value of taxable property. Legal Class is determined by the use of the property.

Levy - Imposition of taxes and/or special assessments for the support of government activities.

Levy Limitation - The annual growth rate of the Primary Property Tax Levy is limited to two percent plus the percentage growth of the physical tax base. The levy limitation applies to counties, cities and towns, and community college districts. The annual growth rate of the Secondary Property Tax levied by fire districts pursuant to A.R.S. §48-807 is limited to an eight percent increase unless an override to the levy limitation is approved by district voters.

Library District - See County Free Library District.

Limited Property Value - The basis for establishing the Taxable Property Value for Locally Assessed real property and mobile homes. If there has not been a change in use or substantial modification to the property, it is the lesser of: (1) the previous year's Limited Property Value increased by 5% or (2) the Full Cash Value of the property. If there has been a change in use or a substantial change made to the property, the Limited Property Value is determined by using the average percentage that the Limited Property Value comprises of the Full Cash Value for like properties in the area.

Line Item Budget - A budget that allocates funds to specific units and objects, e.g., salaries and office supplies.

LGIP - Local Government Investment Pool - A pooled investment fund that is maintained by the state treasurer for the collective investment of state monies. The state treasurer deposits state monies in the pooled investment fund and such monies as any county, city, or town may supply. When a depositor provides monies to the pooled investment fund it specifies the date or dates on which it will require the monies. The pooled investment fund shall be invested by the state treasurer for such periods as will facilitate the return of the monies to the originating bodies in accordance with the instructions received at the time of deposit. Earned interest increments are to be credited promptly after calculation.

Locally Assessed Property - Real and Personal Property such as homes, apartments, and businesses that is valued by local county assessors.

Mandated Programs - Programs that are imposed by law or another authority.

Memo Revenue - Revenue from sale of County owned land and fixed assets including buildings, vehicles, surplus property, capital lease proceeds, and an offset to budgeted depreciation expense not requiring actual outlay of monies.

Miscellaneous Revenue - Revenue from rents and royalties received in exchange for the right to use County land, buildings, improvements, and other property; monies received from private sources not associated with transfer of County property or services; reimbursements as compensation for damages to County property; and monies received as refunds and recoveries from outside sources.

MTCVB - Metropolitan Tucson Convention and Visitors Bureau - see Visit Tucson

MWBE - Minority & Women-owned Business Enterprises - Businesses owned and operated by women or minorities. It is the policy of Pima County government to ensure full and equitable economic opportunities to persons or businesses that compete for business with Pima County government including minority-owned business enterprises (MBE) and woman-owned business enterprises (WBE); the goal being to encourage and support business growth and success. The Pima County Minority and Women-owned Business Enterprise Program is a narrowly tailored remedial plan intended to correct identified disparities.

NAI - Net Assets Impact - A term applicable to proprietary funds describing a change in retained earnings. Prior to a GASB rule change, the term Net Retained Earnings Impact (NREI) was used. The concept is similar to the philosophy of Net Fund Impact (NFI) as applied to other funds.

NAV - Net Assessed Value - The assessed value of property, less the exceptions and exemptions allowed by the state constitution and statutes.

NFI - Net Fund Impact - Defined as total revenues for the fiscal year, plus net operating transfers, minus total expenditures, this calculation quantifies the difference between the fund balances at the beginning and end of the fiscal year. Used in developing and monitoring budgets of special revenue funds, the Debt Service Fund, and the Capital Projects Fund.

NGFI - Net General Fund Impact - The same as NFI applicable to the General Fund.

NSP - Neighborhood Stabilization Program - A collaborative program between Pima County and the federal Department of Housing and Urban Development as authorized by the Housing and Economic Recovery Act of 2008, to acquire, rehabilitate, and rent to low income residents properties located in areas hard-hit by blight and abandonment of vacant or foreclosed homes. The County's program is concentrated on foreclosed property acquisition and rehabilitation in the Cardinal/Valencia Road area and redevelopment projects in Ajo and South Tucson through contracts with non-profit organizations.

Object - A Chart of Accounts element referring to expenditures used in line item budgeting.

Object Code - A string of numeric characters used to identify location and description of an expenditure type used in line item budgeting.

One Percent Constitutional Limitation - Article 9, Section 18, of the Arizona Constitution requires the maximum amount of ad valorem Primary Property Taxes that may be collected from primary residence property in any tax year shall not exceed one percent of the property's Limited Property Value. The one percent limitation does not apply when voters have approved overrides above budget, expenditure or tax limitations, or for Secondary Property Tax levies and assessments to retire debt or fund the operations of voter approved Special Taxing Districts.

Operating Budgets - Plans of current expenditures/expenses and the proposed means of financing them. The annual operating budget is the primary means by which most financing, acquisition, spending, and service delivery activities of a government are controlled.

Operating Expenditures/Expenses - Expenditures/expenses charged in a fixed period of time to reflect the day-to-day operations.

Operating Revenues - Revenues earned in a fixed period of time from daily operations. Property taxes collected make up the bulk of operating revenues for the General Fund, Regional Flood Control District, County Free Library District, and Debt Service Fund. Grant revenues are not considered operating revenues.

Operating Transfers - The movement of cash or assets from a fund that has the resources to a fund that will use them. Operating transfers "in" or "out" are not considered "revenues" or "expenses."

Outside Agencies - A group of organizations that are not associated with nor allocated to any particular Pima County department. Outside agencies submit requests for funding to provide economic development, health, and social services for the County. Funds for approved service programs are distributed to the outside agencies via discretionary fund contracts. The Community Development & Neighborhood Conservation Department administers the Outside Agency Program.

PAG - Pima Association of Governments - A nonprofit council of governments serving as the regional planning agency for Pima County and the Tucson metropolitan area. It is operated by a nine-member board of directors comprising executive officers from each of the nine jurisdictions: Pima County, Tucson, Marana, Oro Valley, Sahuarita, South Tucson, Pasqua Yaqui Tribe, Tohono O'odham Nation, and the State Transportation Board. PAG receives funds from federal, state, and local governments, including Pima County, for planning programs in air quality, water quality, transportation, and other regional programs.

Part Time Employee - A person who occupies a position that provides employment for less than 80 hours per pay period.

PCEOC - Pima County Emergency Operations Center - The primary hub for County incident management, operational coordination and situational awareness in countywide disasters or emergencies. The PCEOC can maintain a sustained 24/7 interagency coordination operation fusing public safety, incident intelligence, emergency response, public health/medical support, mass care support, and private sector reporting.

PCN - Position Control Number - A unique identifier used by the ADP Payroll and the Planning and Budgeting systems to identify specific positions within the County.

PCWIN - Pima County Wireless Integrated Network - A bond project approved by voters in 2004 to enable simultaneous communication among 30 law enforcement, fire agencies, and medical first responders through construction of new tower sites, new 911 dispatch facilities, and a new communications and operations center.

Per Capita - A measure for revenue or expenditure/expense on a per person basis.

Performance Based Budget - A budget that allocates funds for programs and services based on their worth, performance, effectiveness, and contribution to the organization's overall mission, goals, and objectives. Theoretically, the decision to appropriate more or fewer resources for programs and services from year to year is based on how well they achieve their stated goals and outcomes. In order to assess the work efficiency of operating units, different types of performance measures are used: input, output, outcome, quality, and efficiency.

Performance Measure - A quantitative measure or qualitative assessment of how well a department has met or will meet its goals and objectives. Performance measures summarize the relationship between inputs and outputs in achieving outcomes with respect to effectiveness, efficiency, and quality. Performance measures demonstrate what the program service outputs are, what the expected quality levels are for these outputs, and what productivity is expected from expended person-hours and dollars.

Personal Property - Property of every kind both tangible and intangible not included in the definition of real estate. Generally, personal property is moveable property. In Arizona there are two types of personal property, secured and unsecured. The owner of secured personal property is required to have his property declared as secured property. Secured property is taxed at the same time and in the same way as real property. Much of the equipment and the buildings of mines and utilities are secured personal property. Unsecured personal property is usually moveable property that is not exempted by the Arizona Constitution. Business equipment and mobile homes are the most common types of unsecured personal property. The Assessor must include in the assessment roll of property in the County an estimate of the value of unsecured personal property.

Personnel Services - All costs of compensating Pima County employees including salaries and employee benefit costs such as Pima County contributions for retirement, social security, health, dental, life, unemployment, and workers' compensation insurance.

Photo Traffic Enforcement Program - A program started during fiscal year 2008/09 to enhance the quality of life in Pima County by improving driver compliance with traffic speed laws. A photo enforcement vendor selected by the County identifies, via cameras, drivers who have violated traffic speed limits within unincorporated Pima County. The program expired as of January 5, 2014.

PILT - Payments in Lieu of Taxes - Properties owned by federal, state, county, and municipal governments are exempt from property taxation. Because such property is exempt, the revenue needs of a jurisdiction are borne by all other taxpayers within the jurisdiction. To offset the increased burden imposed on other taxpayers, federal and state statutes authorize the County to receive payments "in lieu" of the property tax that would have been imposed had such property been subject to local taxes.

Pima County Attorney Investigator Retirement Plan - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to Pima County Attorney Investigators. The plan is part of and is administered by the Public Safety Personnel Retirement System (PSPRS).

Pima County Sheriffs Retirement Plan - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to Pima County Sheriff's Department uniformed and other select department personnel. The plan is part of and is administered by the Public Safety Personnel Retirement System (PSPRS).

Planning and Budgeting System - The County's computerized network based budgetary planning and reporting system.

Pooled Investment Interest Revenue - Interest revenue earned on fixed income securities held in local government investment pools invested by the County or state treasurer. Assets from two or more jurisdictions are combined into an investment pool to facilitate the implementation of more diversified, lower cost investment strategies while maintaining separate accounting and audit trails for the funds provided by each jurisdiction.

Primary Property Tax - All ad valorem taxes except for secondary property taxes. It is determined by dividing the Taxable Net Assessed Value by 100 and then multiplying the quotient by the Primary Tax Rate. The Primary Property Tax is used by the County, schools, cities and towns, and community college district to support the ongoing operation of the jurisdiction as opposed to capital improvements or override amounts which must be approved by the voters. If the amount of primary taxes levied in a given year exceeds the amount of natural growth in the tax base, there must be a public hearing before the increase is imposed. The amount of primary taxes that can be imposed is limited by statute. (Also see Transportation Property Road Tax.)

Program - A group of closely related activities and services provided by an organization within the County. Programs produce some type of measurable result. The activities or services can be mandatory or discretionary. The activities or services may have different funding sources (e.g., General Fund support, grants, Special Revenue Funds, etc.).

Program Budget - A budget that organizes revenues and expenditures according to program output rather than departmental consumption, as in a line item budget, perhaps crossing standard organizational lines (youth program, for example).

Program Budgeting - A budget methodology that relates appropriations to goals. Budget developers practicing this approach strive to appropriate funds for goal oriented units.

Property Tax Stabilization Fund - A special revenue fund established to provide for future stabilization of the primary and combined property tax rates. Financial resources are provided by operating transfers from the General Fund.

Proposition 101 ("Local Property Tax Levies," 2006 General Election) - A state initiative passed by voters in November 2006 which amended Article IX, Section 19, of the Arizona Constitution by changing the base year for the primary property tax levy limit of each county, city, town, and community college district. The base year changed from tax year 1980 to tax year 2005. The proposition was initiated by the Arizona legislature to reduce any excess levying capacity jurisdictions had built up since 1980. Approval of the proposition by voters reduced Pima County's primary property tax levy limit from $277,200,000 in tax year 2005 to $256,100,000 in 2006. In tax year 2006, Pima County's actual primary property tax levy was $248,469,882.

Proposition 117 (Arizona Property Tax Assessed Valuation Amendment, 2012 General Election) - A state initiative passed in November 2012 that amended Article IX Section 18 of the Arizona Constitution to provide that the Limited Property Value of all Locally Assessed Property cannot increase by more than 5% per year. Moreover, the Limited Property Value will serve as the Taxable Property Value for both Primary and Secondary taxes. The change will not affect most Centrally Assessed Property taxpayers.

Proposition 204 ("Healthy Arizona Initiative," 2000 General Election) - A state initiative passed in November 2000 that raised the income limits for Arizona residents to qualify for medical assistance, allowing a greater number to receive subsidized health care.

Proposition 204 County Hold-Harmless - Prior to the implementation of Proposition 204 ("Healthy Arizona Initiative," 2000 General Election), counties were paying for eligibility and medical liability costs. When the state assumed these costs as part of Proposition 204, it made three changes in county financing to generate funds. It reduced Disproportionate Share Hospital payments and created two new county contributions – the Uncompensated Care contribution and the AHCCCS Administration Cost contribution. While all of these changes resulted in a total net gain for some counties, they also created a total net loss for others. In order to ensure that counties did not suffer a net loss as a result of the implementation of Proposition 204, the state enacted County Hold-Harmless payments. These payments began in fiscal year 2002/03 and remained unchanged at $3.8 million through fiscal year 2009/10. No County Hold-Harmless payments are budgeted for fiscal year 2016/17, as State budget shortfalls eliminated such payments.

Proposition 206 – Fair Wages and Healthy Families Act- A state ballot initiative passed in November 2016. The Act establishes a new state minimum wage effective January 1, 2017, and entitles employees to accrue earned paid sick time beginning July 1, 2017. Beginning January 1, 2017, the Arizona minimum wage will increase from $8.05 per hour to $10.00 per hour increasing to $10.50 per hour in 2018; $11.00 per hour in 2019; and $12.00 per hour in 2020. On January 1, 2021, the Arizona minimum wage will increase each year by the cost of living. Employees can begin accruing earned paid sick time at the commencement of employment or July 1, 2017, whichever is later.

Proprietary Funds - Funds used to account for the County's ongoing activities that are similar to those found in the private sector. Proprietary funds include the County's Enterprise and Internal Service funds.

PSPRS - Public Safety Personnel Retirement System - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to public safety personnel who are regularly assigned hazardous duty in the employ of the state of Arizona or a political subdivision thereof including Pima County. Pima County public safety personnel are covered by the Pima County Sheriffs Retirement Plan or the Pima County Attorney Investigator Retirement Plan. In addition, the PSPRS also administers the Corrections Officer Retirement Plan (CORP) and the Elected Officials' Retirement Plan (EORP).

PTOC - Property Tax Oversight Commission - A commission authorized by the Arizona Legislature to oversee the constitutional and statutory limitations on primary property tax levies of the counties, cities and towns, and community college districts. PTOC also oversees statutory limitations on fire district secondary property taxes levied pursuant to A.R.S. §48-807.

Public Works - The organizational entity comprised of the departments of Capital Projects; Development Services; Environmental Quality; Natural Resources, Parks and Recreation; Office of Sustainability and Conservation; Public Works Administration; Regional Flood Control District; Regional Wastewater Reclamation District; and Transportation.

Real Property - Land and improvements attached to the land. Exceptions are some improvements in those legal classes that are primarily valued by the Arizona Department of Revenue. In many cases the improvements for these classes of property are defined as secured personal property.

Recommended Budget - The budget as proposed by the County Administrator to the Board of Supervisors during the annual budget process.

Recreational Vehicle Space Surcharge - A 50¢ per night per space surcharge on recreational vehicles and travel trailers leasing space in an RV park or mobile home park for less than 12 months. An owner paying personal property tax on a vehicle instead of a vehicle license tax and who leases a space for longer than 12 months is exempt. The tax was imposed by the Board of Supervisors sitting as the Board of Directors of the County Stadium District.

Regional Flood Control District - A special countywide taxing district established under Arizona Revised Statutes, Title 48, Chapter 21, to protect public health, safety, and welfare by implementing flood control solutions and providing comprehensive flood prevention services and to enhance natural floodplain characteristics and environmental quality by preserving and protecting riparian habitat resources. In addition to other powers, the Board of Supervisors, sitting as the Board of Directors for the Regional Flood Control District, is authorized to levy a secondary property tax on real property in the district to fund necessary expenditures/expenses for the benefit of property holders within the district.

Regional Logistics Workforce - A federal grant for Workforce Innovation in Regional Economic Development (WIRED) Innovation Frontier under the Community Services, Employment & Training Department's One Stop Program, which works in partnership with Cochise, Santa Cruz, and Yuma Counties and educational institutions to develop a skilled workforce for the regional transportation logistics industry and other industries that rely on logistics.

Regular Employee - An employee who is employed full time, part time, or variable time on a continuous and continuing basis.

Retirement Plans - Eligible Pima County employees are members of and receive retirement and other benefits from one of six retirement plans: Arizona State Retirement System (ASRS), Corrections Officer Retirement Plan (CORP), Elected Officials' Retirement Plan (EORP), Pima County Attorney Investigator Retirement Plan, Pima County Sheriffs Plan, or Administrative Office of Courts Retirement Plan (AOC). The Public Safety Personnel Retirement System administers all retirement plans except the ASRS. Each of the six retirement plans covering Pima County employees is described in the glossary.

Revenue Source - A Chart of Accounts element referring to revenues used in line item budgeting.

Revenue Source Code - A string of numeric characters used to identify location and content of a revenue source account.

Revenues - Monies received as income. It includes such items as tax payments, fees for specific services, receipts from other governments, fines, interest income, etc.

Revised Budget - A department's authorized budget, as modified during the fiscal year, by the Board of Supervisors via the Budget Amendment Process.

RTA - Regional Transportation Authority - Created in 2004, the RTA is a public body authorized by ARS §48-5301 through §48-5315 to identify multi-modal transportation priorities and design projects under the Regional Transportation Plan. Members include Pima County, Marana, Oro Valley, Pascua Yaqui Tribe, Sahuarita, South Tucson, Tohono O'odham Nation, Tucson, the Pima Association of Governments, and the Arizona State Transportation Board. Projects developed under the Regional Transportation Plan are funded by a 20-year countywide transportation excise tax approved by voters in May 2006. The excise tax rate on most purchases taxed under Arizona law is 0.5 percent, including the leasing of commercial real property, and is commonly referred to as the "half-cent RTA sales tax."

Sales Tax - A tax imposed by state and local governments on the purchase of certain taxable goods and services. The tax is typically a fixed percentage of the monetary value of the good or service and is paid at the time the final consumer purchases the good or service. Items or materials purchased by businesses for resale are generally exempt from sales tax as the tax will be imposed at the time the final consumer purchases the good or service. (Also see Excise Tax and Transaction Privilege Tax.)

SCAAP - State Criminal Alien Assistance Program - A federal program that provides reimbursement to states and other jurisdictions that incurred correctional officers' salary costs for detaining undocumented immigrants.

SDCP - Sonoran Desert Conservation Plan - A comprehensive regional conservation and urban planning effort initiated in 1998 and adopted by the Board of Supervisors in 2001, to protect and enhance the natural and cultural environment of Pima County. Led by a steering committee, with extensive participation by the public, the scientific community, and many County departments, the Sonoran Desert Conservation Plan focuses on critical and sensitive habitat conservation, historic and cultural preservation, and riparian protection. The Sonoran Desert Conservation Plan represents the community's long-term strategy for the coexistence of Pima County's natural and urban environments while upholding and giving the broadest application to the ecosystem protection goals of the Endangered Species Act.

Secondary Property Tax - Generally, a property tax approved by voters to pay interest and retire debt used for capital improvements or to fund ongoing operation expenses of special voter-approved districts. Pima County has four secondary property taxes. The Secondary Property Tax for Debt Service is used to pay interest and principal on County debt incurred for capital improvements and approved budget overrides. The Secondary Property Tax for the Regional Flood Control District and the Secondary Property Tax for the County Free Library District fund the ongoing operation expenses of each respective district. The County also has a state mandated Secondary Property Tax called the Fire District Assistance Tax which assists in funding the operations of the nineteen fire districts in the County. Other jurisdictions may impose their own secondary property taxes.

Self Insurance Trust Fund - An internal service fund that accounts for the risk management function of the County. The fund is administered by an appointed Board of Trustees and provides self insurance coverage to the County for medical malpractice, workers compensation, unemployment, general liability, property damage, environmental damage, and employee dental benefits. It also acquires coverage for other risks. The fund is financed by the General Fund and specific user departments.

Service - Defines the department's product or benefit to the County. Services may be identified by combining the department's major activities with a common purpose into one group. For example, recruiting, training, and classification are activities that make up *Personnel Service* under the department's Administration Program.

Sewer Revenue Bonds - Bonds issued by Pima County for Regional Wastewater Reclamation District capital improvement projects that are pledged to be repaid from sewer user fees and/or sewer connection fees instead of being repaid from secondary property tax revenue.

SLID - Street Lighting Improvement District - A special taxing district authorized under Arizona Revised Statutes, Title 48, Chapter 6, for the purpose of funding and maintaining lighting improvements for streets and parks and to purchase the energy needed to operate those improvements. The Board of Supervisors sits as the board of directors for twenty-one County SLIDs, the budgets of which are funded by a Secondary Property Tax levy on all property located within the SLID.

Southwest Border Prosecution Initiative - An initiative (previously called the Southwest Border Local Assistance Initiative) that provides funds to Arizona and three other border states to reimburse state, county, tribal, and municipal governments for costs associated with the prosecution of federally initiated and declined-referred criminal cases.

Special Revenue Funds - A fund category used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes. Special Revenue Funds include Transportation, Health, the Regional Flood Control District, Employment & Training, the County Free Library, the Stadium District, Environmental Quality, Solid Waste Management, the Tire Fund, and various departmental programs.

Special Taxing District - A district established under Arizona Revised Statutes, Title 48, whose board of directors is authorized to levy secondary property taxes or assessments on property located within the boundary of the district to fund expenditures/expenses for the benefit of property holders in the district. The Pima County Board of Supervisors sits as the board of directors for three countywide special taxing districts: the County Free Library District, the Regional Flood Control District and the Stadium District. The Board of Supervisors also sits as the board of directors for twenty-two smaller special taxing districts, including the Hayhook Ranch Improvement District and twenty-one Street Lighting Improvement Districts. Within Pima County, there are other independent special taxing districts such as the fire, irrigation, and water improvement districts, along with municipal business improvement and community facilities districts.

Stadium District - A special taxing district established under Arizona Revised Statutes, Title 48, Chapter 26, to provide family entertainment for Pima County residents through sports recreation and community events and to develop relationships with professional sports organizations that will have a positive impact on the local economy. The Board of Supervisors sits as the board of directors for the Stadium District, and has earmarked revenues from the County's Vehicle Rental and Recreational Vehicle Space Surcharges, along with a portion of revenues from the Transient Lodging Tax, to fund the expenditures/expenses of the district.

State Aid to Education - The State of Arizona provides financial aid to school districts throughout the state by funding various types of assistance through its General Fund budget, lottery and Indian gaming revenues, and revenues from a 0.6% sales tax earmarked for educational uses. The State also reduces local primary property taxes paid by primary residence taxpayers in each school district. Commonly called the "Homeowner's Rebate," this subsidy is known as Basic State Aid. During fiscal year 2016/17, homeowners can receive a Basic State Aid subsidy up to $600 against their local school district primary tax. There is an exception to the $600 maximum subsidy should the combined Primary Property Tax levies for all jurisdictions where the homeowner resides exceed one percent of the homeowner's Limited Property Value. When this exception occurs, an additional subsidy amount is determined and added to the Basic State Aid so that the combined Primary Property Tax levies paid by the homeowner to all jurisdictions do not exceed one percent of his/her Limited Property Value. Per legislation passed in 2015, the State funds up to $1 million of this additional state aid each year and the Property Tax Oversight Commission (PTOC) decides which jurisdictions within Pima County pay any amount of additional state aid in excess of the State's $1 million contribution.

State School Equalization Tax - Pursuant to ARS §15-994 the State mandates the levy of a Primary Property Tax to provide equalization assistance to school districts. The rate for such a Primary Property Tax levy is subject to Truth in Taxation provisions as set forth in ARS §41-1276, with a majority vote by the legislature being required to set the State School Equalization Tax rate above the Truth in Taxation rate for any year.

State Shared Sales Taxes - Sales taxes collected by the State of Arizona which are distributed to the State General Fund and to the General Funds of Arizona counties and cities to supplement revenues.

Street & Highway Revenue Bonds - Transportation bonds issued for the purpose of constructing street and highway projects. They are secured by state shared gasoline tax revenue collections in the state of Arizona Highway User Revenue Fund (HURF). Debt service on these bonds is paid from the County's share of HURF funding received through the Transportation Department.

Sun Corridor, Inc. (formerly known as TREO) - Formed in 2005 to serve as the lead economic development agency for the greater Tucson area, Sun Corridor, Inc. supports the creation of new businesses, the expansion of existing businesses within the region, and the attraction of high-impact companies that share the community's values across Southern Arizona and into Mexico.

Supplemental Package - Requests for funding in excess of the department Base Budget or expansion of the Operating Budget.

Supplies - Articles and commodities, which are consumed or materially altered when used, e.g., office supplies, maps, blueprints, repair and maintenance supplies, and small tools, equipment or computer software costing less than $1,000 per item.

Tax Rate - As applied to property taxes, the rate at which a property will be taxed. Primary and Secondary Tax rates are set by the County Board of Supervisors or the governing boards of other taxing jurisdictions. The tax rate is determined by dividing the jurisdiction's tax levy by 1 percent of its Primary or Secondary Net Assessed Value, as the tax rate is expressed as a dollar amount per $100 of net assessed value. The amount of tax due on each property is determined by multiplying the tax rate by 1 percent of the property's respective Primary or Secondary Net Assessed Value.

Tax Reduction/Debt Retirement Fund - The Tax Reduction/Debt Retirement Fund was established in fiscal year 1999/2000 for the purpose of pooling revenues from various activities in order to offset possible future tax increases. Fund sources include any new revenues derived from expense recoveries, such as federal or state reimbursements for criminal justice and law enforcement, sale of surplus property, and fee increases by General Fund departments where General Fund support is reduced or the fees are not earmarked for a specific purpose.

Tax Year - The year in which a lien for property taxes is imposed. Liens are imposed on property on January 1st of the year in which the levy is set. The first half-year amount of taxes is due on October 1st of the tax year, and the second half-year amount of taxes is due on March 1st of the following calendar year. If taxes are not paid when due, the lien will be offered for sale.

Taxable Net Assessed Value - Determined by multiplying the Taxable Property Value by the Assessment Ratio for the property and subtracting the amount of any applicable property exemptions. The Taxable Net Assessed Value is used to determine both the Primary and Secondary Property Taxes levied on a given property.

Taxable Property Value - The basis for establishing both Primary and Secondary Taxes on a property. According to Proposition 117 which became effective in Tax Year 2015, the taxable value for Locally Assessed Property is the Limited Property Value. Centrally Assessed Property and all personal property except for mobile homes are exempted from this rule and use the Full Cash Value of the property as the Taxable Property Value.

Temporary Employee - An employee who has been appointed on a full-time, part-time, or variable-time basis for a limited period not to exceed eighteen months.

Tentative Budget - Per ARS §42-17101, the Board of Supervisors " . . . on or before the third Monday in July each year, shall prepare . . . an estimate of the different amounts that will be required to meet the . . . public expense . . . for the current fiscal year."

Title IV-D - Referring to that portion of Social Security law covering the child support enforcement program, Federal Division of Child Support Enforcement. Grants are received by the Clerk of Superior Court and Superior Court as cost reimbursement for Title IV-D related services.

Total Net Assets - The difference between the assets and liabilities of proprietary funds. Proprietary funds include the County's Enterprise and Internal Service funds.

Transaction Privilege Tax - Arizona's version of a sales or excise tax. The seller is responsible for paying the entire amount of the tax due based on the gross taxable proceeds or gross taxable income of the business. The seller may include the tax in the purchase price or absorb the tax itself; however, in practice the tax is typically passed on to the consumer. Many types of transactions such as the purchase of unprepared food for consumption at home, prescription drugs and medical equipment, and most services are exempt from the transaction privilege tax under Arizona law.

Transient Lodging Excise Tax - A special tax levied on individuals who secure accommodations in any hotel, motel, or other organization that offers accommodations located in any jurisdiction which does not levy a municipal occupational license tax. Receipts from Pima County's transient lodging excise tax, which is levied only in the unincorporated area of the County, are distributed to the Stadium District (34%), the Economic Development and Tourism Special Revenue Fund (16%), and to Visit Tucson for tourism promotion (50%). Also see Excise Tax.

Transportation Property Road Tax - The property road tax is separate from and a subset of the County's primary property tax rate, but it is added to the overall primary property tax rate for purposes of collection, expenditure limit calculation and for Truth in Taxation Hearing requirements. The maximum allowable rate for a property road tax is $0.2500 per $100 of net taxable value. The revenues are dedicated only to road repair and pavement preservation of local and neighborhood roads throughout the County. Arterial and collector roads will not be funded by this property road tax. These roads will have their own separate funding mechanisms.

TREO - Tucson Regional Economic Opportunities, Inc - See Sun Corridor, Inc.

Truth in Bonding Ordinance - Ordinance 1997-25 that added Pima County Code Chapter 3.06 "Bonding Disclosure, Accountability, and Implementation," requiring the Board of Supervisors to provide notification to voters prior to a bond election of what projects will be constructed with bond revenues and provide assurances that the County will carry out the bond programs as authorized.

Truth in Taxation - Whenever a proposed Primary Property Tax levy, excluding amounts attributable to new construction, is greater than the amount levied by the County in the preceding year, the Board of Supervisors is required by ARS § 42-17107 to publish a notice of tax increase and hold a public truth in taxation hearing before approving the adopted budget. ARS § 42-17104 requires such a public hearing be held on or before the fourteenth day before the day taxes are levied. Whenever a truth in taxation hearing has been required, Pima County has customarily held such a hearing on the same day and immediately preceding the Board's approval of the adopted budget.

Unit - A Chart of Accounts element that is the lowest organizational level at which departments budget. Each unit is identified by a unique four digit identifier. Financial expenditure/expense transactions are recorded by fund/unit/object, while revenue transactions are recorded by fund/unit/revenue source.

The University of Arizona Medical Center - South Campus - See Banner University Medical Center South

Vacancy Savings - A savings realized when budgeted positions are left vacant for all or part of a fiscal year. This reduction to the personnel services budget allows the department to use these amounts to fund other items.

Visit Tucson (formerly known as MTCVB) - The recognized tourism promotion agency in the County whose goal is to enhance economic prosperity through the marketing and promotion of the metropolitan Tucson region for meetings, conventions, sporting events, and tourism. Visit Tucson's film office also promotes the region as a location for the television, motion picture, and advertising industries.

VLT - Vehicle License Tax - An ad valorem tax imposed on cars, trucks, and trailers in the state of Arizona. This tax is usually collected by the counties, but some counties have opted to have the state collect the tax. In Pima County, this tax is collected by the Motor Vehicle Division of the Arizona Department of Transportation and then redistributed to the County. The VLT is a major revenue source for Pima County. (Note: The Chart of Accounts identifies the VLT revenue source as State Revenue Vehicle License Tax – 4117.)

WERF - Water Environment Research Foundation – An independent scientific research organization dedicated to wastewater and storm water issues. WERF funds water quality research and awards funding through a competitive process.

WIFA - Water Infrastructure Finance Authority - An independent state agency authorized to finance the construction, rehabilitation and/or improvement of drinking water, wastewater, wastewater reclamation, and other water quality facilities/projects. Generally, WIFA offers borrowers below market interest on loans for one hundred percent of eligible project costs.

WIRED - Workforce Innovation in Regional Economic Development - A federal grant to the Community Services, Employment & Training Department for the Pima County One Stop program, which will align workforce development, economic development, and educational efforts around a regional (including Cochise, Santa Cruz, Yuma, and Pima Counties) strategy to promote innovation and increase the region's prosperity.

Workforce Investment Act (WIA) of 1998 - The act that requires states to streamline and consolidate their training systems by creating a "one stop" approach for the delivery of services. The WIA replaced the Job Training Partnership Act and established a new workforce development program for the nation.

DEPARTMENT LISTING FOR FISCAL YEAR 2017/2018

Department / Bureau

Assessor

Assessor

Attractions & Tourism

A&T Leased Property
A&T Outside Agency
A&T Special Revenue

Behavioral Health

Research & Planning
Office of Behavioral Health
Behavioral Health Grants
Health Mandates

Board of Supervisors

Board of Supervisors

Capital Projects

Capital Projects

Clerk of the Board

Clerk of the Board

Clerk of the Superior Court

Clerk of the Superior Court
Clerk of the Superior Court Address Confidentiality Fee
Clerk of the Superior Court Child Support Incentive
Clerk of the Superior Court Document Storage & Retrieval
Clerk of the Superior Court Local Court Automation Fund
Clerk of the Superior Court Spousal Maintenance Enforcement
Clerk of the Superior Court Time Pay Fees
Clerk of the Superior Court Victim Location Fund

Communications and Graphic Service

Communications Office
Graphic Services and Print Shop

Community & Economic Development Grants & Data Office

Community & Economic Development Grants & Data Office
Community & Economic Development Grants

Community Development & Neighborhood Conservation

Community Development & Neighborhood Conservation
Housing Trust Fund
Neighborhood Conservation
Neighborhood Conservation Grants

Community Services, Employment & Training

Community Services Employment & Training
Pima Vocational High School
Employment & Training Grants

Constables

Constables

DEPARTMENT LISTING FOR FISCAL YEAR 2017/2018

Department / Bureau

County Administrator

County Administrator
County Administrator Grants

County Attorney

County Attorney
County Attorney Bad Check Program
County Attorney CJEF Reinventing Justice
County Attorney Consumer Protection
County Attorney Deferred Comp
County Attorney DTAP Contribution
County Attorney Employer Sanctions
County Attorney Fill the Gap
County Attorney Law Enforcement Antiracketeering
County Attorney Victim Restitution
County Attorney Victim Witness Comp
County Attorney Grants

County Free Library

County Free Library
County Free Library Grants

Development Services

Development Services
Development Services Grants

Elections

Elections
Elections Grants

Environmental Quality

Environmental Quality
Solid Waste Management
Tire Fund
Environmental Quality Grants

Facilities Management

Facilities Management
Facilities Management Facilities Renewal
Parking Garages
Facilities Management Grants
Facilities Management Neighborhood Reinvestment

Finance & Risk Management

Finance
Improvement District Formation Fund
Risk Management
Finance Grants

Fleet Services

Fleet Services

DEPARTMENT LISTING FOR FISCAL YEAR 2017/2018

Department / Bureau

General Government Services Administration

General Government Services Administration

Health

Health
Health Grants

Human Resources

Human Resources
Health Benefits

Information Technology

Information Technology
Computer Hardware Software
Telecommunications

Justice Court Ajo

Justice Court Ajo
Justice Court Ajo Automation Fund
Justice Court Ajo Fare Special Revenue
Justice Court Ajo $1 Allocation SB 1398
Justice Court Ajo Time Pay Fees

Justice Court Green Valley

Justice Court Green Valley
Justice Court Green Valley Address Confidentiality Fee
Justice Court Green Valley Automation Fund
Justice Court Green Valley Fare Special Revenue
Justice Court Green Valley Photo Traffic Enforcement
Justice Court Green Valley $1 Allocation SB 1398
Justice Court Green Valley Time Pay Fees

Justice Court Tucson

Justice Court Tucson
Justice Court Tucson $1 Allocation SB1398
Justice Court Tucson Automation Fund
Justice Court Tucson Address Confidentiality Fee
Justice Court Tucson Fare Special Revenue
Justice Court Tucson Photo Traffic Enforcement
Justice Court Tucson Time Pay Fees
Justice Court Tucson Grants

Juvenile Court

Juvenile Court
Juvenile Court Probation Services
Juvenile Court State Funds
Juvenile Court Title IV-E
Juvenile Court Victim Restitution
Juvenile Court Grants

Kino Sports Complex

Kino Sports Complex

DEPARTMENT LISTING FOR FISCAL YEAR 2017/2018

Department / Bureau

Medical Examiner

Medical Examiner
Medical Examiner Special Revenue

Natural Resources, Parks & Recreation

Natural Resources Parks and Recreation
Natural Resources Parks and Recreation Special Programs
Parks & Recreation Grants

Non Departmental

Contingency
Debt Service
General Government Revenues
Mandated Payments
Non Departmental
Rocking K South CFD

Office of Emergency Management & Homeland Security

Office of Emergency Management & Homeland Security
Office of Emergency Management & Homeland Security Grants
OEM Radio System Fund

Office of Sustainability and Conservation

Office of Sustainability and Conservation
Office of Sustainability and Conservation Grants

Pima Animal Care

Pima Animal Care
Pima Animal Care Donations
Pima Animal Care Development Program SFR
Pima Animal Care Grants

Procurement

Procurement

Public Defense Services

Public Defense Services Administration
Public Defense Services Contract Attorneys
Public Defense Services Legal Defender
Public Defense Services Legal Defender Training Fund
Public Defense Services Mental Health Defense
Public Defense Services Office of Children's Counsel
Public Defense Services Office of Court Appointed Counsel
Public Defense Services Public Defender
Public Defense Services Public Defender Fill the Gap
Public Defense Services Public Defender Training Fund
Public Defense Services Public Fiduciary

Public Works Administration

Public Works Administration
Real Property Services
Project Management

DEPARTMENT LISTING FOR FISCAL YEAR 2017/2018

Department / Bureau

Recorder

Recorder
Recorder Document Storage & Retrieval Fund
Recorder Grants

Regional Flood Control District

Canoa Ranch In-Lieu Fee
Regional Flood Control District
Regional Flood Control District Grants

Regional Wastewater Reclamation

Regional Wastewater Reclamation
Regional Wastewater Reclamation Debt Service
Regional Wastewater Reclamation Grants

School Superintendent

School Superintendent
School Reserve Fund

Sheriff

Sheriff
Sheriff AZ Traffic Violation Fund
Sheriff Commissary Operations
Sheriff Criminal Justice Enhancement
Sheriff Federal RICO Fund
Sheriff Inmate Welfare Fund
Sheriff Law Enforcement Enhancement
Sheriff State Rico Fund
Sheriff Grants

Stadium District

Stadium District

Superior Court

Superior Court
Superior Court AOC Appropriated Funds
Superior Court Child Support Visitation
Superior Court Conciliation
Superior Court County Law Library
Superior Court Fill the Gap
Superior Court Local Court Automation Fund
Superior Court Mandated Services
Superior Court Probate
Superior Court Probation Services
Superior Court Grants

Transportation

Transportation
Transportation Grants
Transportation Road Property Tax

DEPARTMENT LISTING FOR FISCAL YEAR 2017/2018

Department / Bureau

Treasurer

Treasurer
Taxpayer Information Fund

Wireless Integrated Network

Wireless Integrated Network
Subscriber Services

PIMA COUNTY, ARIZONA
BOARD OF SUPERVISORS POLICY

Subject: Budget Accountability	Policy Number	Page
	D 22.2	1 of 2

PURPOSE

To establish guidelines for transparency and accountability of expenditures incurred by County departments.

BACKGROUND

Pursuant to the Constitution and Statues of Arizona governing the financial responsibilities of counties:

1. The Board of Supervisors must annually adopt a balanced budget for the operation of Pima County government.

2. Within that annual budget the Board has the authority and responsibility to determine the individual budgets of all elected and appointed County officers.

3. Elected and appointed officers of the County may not expend public monies in excess of those appropriated by the Board.

4. Elected and appointed officers of the County may not expend public monies for a purpose not included in the annual budget adopted by the Board or expend public monies in excess of the amount specified for each purpose in the budget.

5. In order to perform their financial duties the Board may examine and scrutinize all accounts and financial transitions of County officers having the care, management, collection or disbursement of public monies.

6. The Board of Supervisors acting in its legislative capacity has exclusive authority to annually levy such tax on the property of the County as is necessary to fund the expenses of County government at a level the Board determines to be appropriate.

POLICY

A. The County Administrator shall, by Administrative Procedure, prepare appropriate budgetary controls to identify revenues and expenditures by elected and appointed officers in sufficient detail for the Board of Supervisors to oversee compliance with Constitutional and statutory financial responsibilities and compliance with the annual appropriations by the Board of Supervisors. Such controls should include, among other controls, periodic reports of significant variances from the major revenue and expenditure categories contained in the adopted budget.

B. Budget Exceedance

The County Administrator shall provide each director or officer of a department of the County a monthly report setting forth actual expenditures and revenues to date of their department and a comparison to the adopted budget.

If at any time after the fiscal year to date report for the month of December the net fund impact of a department is ten percent more negative than the adopted budget based upon a straight line apportionment of the adopted budget throughout the fiscal year, the director or officer of that department shall immediately

develop and implement a budget remediation plan to ensure that the department's budgeted net fund impact is not exceeded at the end of the fiscal year. Within ten days from the issuance of a monthly report showing a department's net fund impact to be ten percent more negative than the adopted budget the director or officer of that department shall submit to the Board of Supervisors through the County Administrator a written budget remediation plan or, if applicable, an alternative projection utilizing methodology other than straight line that more accurately predicts no negative variance in net fund impact of the department for the fiscal year.

If at the end of any fiscal year a department's net fund impact was more negative than that authorized by the adopted budget, then the director or officer of that department shall submit a report to the Board of Supervisors prior to September 1 describing what remedial actions were taken to avoid the budget exceedance and why such actions were inadequate.

D. Applicability

This policy applies to all departments and special districts of Pima County, whether under the supervision of an elected or appointed official, as identified in the adopted County Budget.

Revised: July 12, 2011

PIMA COUNTY, ARIZONA
BOARD OF SUPERVISORS POLICY

Subject: Performance Audits of County Departments	Policy Number	Page
	D 22.3	1 of 3

Purpose

To establish a countywide policy for the use of performance audits to facilitate and enhance the effectiveness and efficiency of County departments and programs.

Background

Pursuant to law the Board of Supervisors must each year adopt a balanced budget for the operation of Pima County government that appropriates sufficient funding to "pay as you go". Correspondingly, elected and appointed officials and managers of the County cannot, pursuant to law, expend monies in excess of the amount appropriated by the Board. Notwithstanding this requirement, each fiscal year numerous County offices, departments and programs have historically overspent their budget or under realized budgeted revenues thereby creating substantial fiscal uncertainty and an inability for the Board to adequately meet its responsibility to plan for the budgetary needs of the County.

To constructively address this problem performance audits will be utilized pursuant to this policy to professionally and independently evaluate how funding is being used and managed to achieve program results and to recommend appropriate improvements to facilitate increased efficiency and effectiveness.

Policy

A. **Definitions**

In this policy, unless the context otherwise requires:

1. "Audit objectives" means the specific issues to be addressed and results to be achieved by an audit.

2. "Audit scope" means the programs, activities and functions to be included in an audit

3. "Economy and Efficiency Audit" means an audit that determines:

   (a) Whether the department is acquiring, protecting and using its resources economically and efficiently,

   (b) The causes of identified inefficiencies or uneconomical practices, and

   (c) Whether the department has complied with applicable laws, regulations and policies relating to economy and efficiency.

4. "Management controls" means the plan of organization, methodology and procedures adopted by management to measure and report performance and ensure that operational and departmental goals are met.

5. "Net Fund Impact" or "NFI" means the calculation that quantifies the difference between revenues and expenditures for a department.

6. "Performance Audit" means the objective and systematic examination of evidence for the purpose of providing an independent assessment of the performance of a County department, program, activity or function in order to provide information to improve accountability to the public and facilitate fiscal and programmatic decision-making including the initiation of appropriate corrective action and includes an economy and efficiency audit and a program audit.

7. "Program Audit" means an audit that determines:

   (a) The extent to which desired results or benefits are being achieved,

   (b) The effectiveness of programs, activities, or functions, and

   (c) Whether the department complies with laws, regulations and policies applicable to programs, activities, or functions.

B. **Performance Audits to be Undertaken**

Each year those departments that exceeded their budgeted NFI for the previous fiscal year by more than $250,000 shall be subject to a performance audit as described in Section D below. The County Administrator, based upon a review of the previous fiscal year's expenditures and revenues related to each program within such a department, may limit the scope of the performance audit to only those programs, activities or functions that substantially contributed to the NFI exceedance or that have a cash deficit.

C. **Selection of Auditors**

The County Administrator shall, at least biennially, advertise for interested consultants qualified to perform audits pursuant to this policy on an as needed basis. A Request for Qualifications shall be sent to each consultant who responds to the advertisement and to all certified MWBE firms qualified to perform the types of audits listed in the advertisement. All Qualifications Statements submitted in response to the Request for Qualifications shall be maintained by the County Administrator's Office. As performance audits are required pursuant to this policy, the County Administrator shall negotiate contracts with particular consultants based on subject matter expertise, availability and/or resources appropriate to the size of each audit. The contract shall identify the scope of work and the specific objectives for each audit. The contracts shall be executed by the County Administrator or the Board as required by the County Code.

D. **Performance Audit Objectives and Conduct**

Each performance audit shall include a program audit and an economy and efficiency audit guided by specific audit objectives developed for each performance audit. The objectives of each performance audit may include, but are not limited to:

1. Determination of the cause(s) of NFI exceedance.
2. Identification of revenue enhancement opportunities.
3. Identification of opportunities for cost recovery.
4. Development of recommendations for achieving program and service delivery economies, cost efficiencies and operational improvements.
5. Assessment of the performance and compliance of department programs measured against the purpose or goals prescribed by law or regulation or set by management, applicable technical standards or norms, expert opinions, prior years' performance and performance of similar entities.
6. Assessment of existing management controls and development of recommendations for their improvement.

Each department subject to a performance audit, including all of its personnel, shall fully cooperate and assist the auditors and make all records, documents and information not confidential by law available for use by the auditors.

E. **Audit Report**

Upon completion of the audit an Audit Report shall be transmitted to each member of the Board of Supervisors, the County Administrator and the official or director of the audited department that includes at least the following:

1. Audit scope, objectives and methodology.
2. Significant findings and conclusions developed in response to each audit objective.
3. Recommendations for actions to correct deficiencies and improve operations.
4. All instances of significant noncompliance.
5. The comments of the department official or director concerning the auditor's findings, conclusions and recommendations including plans to correct deficiencies.
6. Noteworthy accomplishments of the department.
7. The nature of any material information omitted from the report and the reason for its nondisclosure.

OCT 2 6 1999

PIMA COUNTY, ARIZONA
BOARD OF SUPERVISORS POLICY

Subject:	Policy Number	Page
Tax Reduction and Debt Retirement Fund	D 22.4	1of1

Purpose

The purpose of this policy is to establish a Pima County Tax Reduction and Debt Retirement Fund to be used to reduce cash flow borrowing as well as reduce or offset property tax rate increases that would otherwise be required to retire long term deficits within the County or fund other one-time expenditures necessary to provide for the health, safety or welfare of County residents.

Policy

There is established a Pima County Tax Reduction and Debt Retirement Fund. The Fund consists of unrestricted monies specifically budgeted or transferred to the Fund by the Board of Supervisors.

Monies to be considered by the Board for potential budgeting or transfer to the Fund shall include:

1. Unanticipated reimbursements for previously provided services.
2. Unbudgeted revenues from newly implemented fee schedules.
3. Unbudgeted revenue sharing or cost savings resulting from actions of the state or federal government.
4. Proceeds from the sale of County assets.
5. Unbudgeted monetary judgments in favor of the County.

The minimum target balance for the Fund is five million dollars and may be increased by recommendation of the County Administrator and approval by the Board.

The Fund shall be used by the Board of Supervisors in adopting the annual operating budget for the County to reduce the amount of countywide taxes that would otherwise be necessary to be levied.

Expenditures and uses of the Fund may include:

1. Fiscal stabilization by supplementing revenues during economic downturns. Such use shall include a plan to implement appropriate budgetary and financial management changes to accommodate the new, constrained economic environment.
2. Retiring outstanding long and/or short term debt.
3. Reduction of cash flow borrowing.
4. Funding of one-time capital purchases with cash to avoid incurring debt, as long as sufficient reserves remain to ensure financial stability.
5. Funding of outstanding but otherwise unfunded liabilities of the County including liabilities associated with major County assets.

The County Administrator shall include within the annual Recommended Budget recommendations consistent with this policy for allocations to and expenditures from the Fund. During a Fiscal Year the County Administrator may recommend to the Board that monies identified by this policy be transferred into the Fund.

OCT 26 1999

PIMA COUNTY, ARIZONA
BOARD OF SUPERVISORS POLICY

Subject: Periodic Review of Departmental Base Budgets	Policy Number	Page
	D 22.5	1of1

Purpose

To provide for a periodic, comprehensive review of the base budgets of all County departments; to thoroughly reevaluate the expenditures and revenues attributable to each program within a department; and to determine optimal levels of funding that coincide with workload, projected revenues, operational management controls and policy priorities.

Background

Pima County uses a system of target base budgeting to develop and recommend to the Board of Supervisors an annual operating budget. Under this system a department's budgeted expenditures and revenues are adjusted from year-to-year only to the extent that readily identifiable changes to laws or factual circumstances directly impact expenditures or revenues or to implement specific actions of the Board. The cumulative effect of target base budgeting is that ongoing programs within departments are never subject to a comprehensive, systematic reevaluation that examines whether expenditures and revenues originally assigned within the base continue to be justified within the context of changing service demands and overall County policies and priorities. This policy addresses this deficiency by providing for such reevaluation for all departments on a periodic basis.

Policy

A. **Utilization of Zero-Base Budgeting** - Beginning with fiscal year 2000/2001, every department in Pima County shall develop an annual operating budget at least once during each subsequent four year period using zero-base budgeting methodology as described in subsection B of this policy. The County Administrator shall, prior to December 1, forward to the Board of Supervisors for approval a list of departments recommended for zero-base budget development for the next fiscal year. For fiscal year 2000/2001 the County Administrator's recommended list shall emphasize departments that exceeded budgeted net fund impact in fiscal year 1998/1999.

B. **Zero-Base Budgeting Methodology** - The County Administrator shall develop, adopt and implement administrative procedures for zero-base budget development that accomplish the following policy objectives:

1. Requires a department and all of its programs to build a budget from zero to a level based upon actual services performed.

2. Compares the projected cost of services provided by each program with costs incurred by other public providers of that service.

3. Requires departments to prioritize and justify the continued existence of each of their programs.

4. Provides the Board of Supervisors with additional relevant information to facilitate a decision as to whether each program within a department should be continued, discontinued or continued at an increased or decreased level of funding and service delivery. This information should include a description of the projected impacts of incremental reductions to funding received by each program in the previous fiscal year.

5. Requires departments to submit separate zero-base budget requests for new or expanded services.

OCT 2 6 1999

PIMA COUNTY, ARIZONA
BOARD OF SUPERVISORS POLICY

Subject: **Policy for Administering Grants**	Policy Number	Page
	D 22.6	1 of 2

Purpose

The purpose of this policy is to establish uniform guidelines and responsibilities regarding the administration of grants within Pima County.

Background

Grants are a critical source of revenue that supplement or fully fund many Pima County programs and projects that benefit the citizens of Pima County. Grants have aided the County in provision of a wide range of services, such as human services initiatives, law enforcement technology upgrades, road construction and health programs. Utilizing revenue from grants to fund authorized programs and operations benefits the public by reducing reliance on tax revenues. Efforts to identify, pursue and obtain grant funding is a priority for Pima County.

The acceptance and use of grant funding, however, obligates the County to undertake extra responsibilities, to commit valuable resources, and to comply with conditions or requirements beyond normal operations. Therefore, proper approvals and prudent monitoring for all grants are necessary to ensure that the County does not incur unnecessary obligations or become exposed to undue liabilities.

To mitigate these risks, standardized and centralized coordination and facilitation of grant administration is required. A standardized, centralized structure assures objective assessment and timely pursuit of grant funding opportunities consistent with Pima County's best interest, clear definition of roles and responsibilities throughout the full grant life cycle (funding opportunity, application, award, implementation, evaluation and close out), clear channels for communication, and implementation of protocols required to comply with applicable laws, rules, regulations and conditions that govern grants.

Policy

It is the policy of the Pima County Board of Supervisors that the County will actively seek, apply for, and accept grants, when such grants serve the interests, purpose or mission of a County program or operation and when such grants do not obligate or expose the County to unacceptable conditions, requirements or liabilities.

Due to the nature and complexity of grant requirements and the risks associated with non-compliance to such requirements, Pima County shall implement a County wide, standardized, centralized oversight model for key components of grant administration. Standardized and centralized processes shall be implemented that ensure:

- Coordination of timely, effective pursuit of appropriate grant funding opportunities
- Board of Supervisor acceptance of grant awards, as required
- Implementation of comprehensive grant compliance and fiscal procedures

- Oversight of grant compliance, monitoring proper grant reporting, and prompt, effective audit issue resolution
- Adequate control by individual departments of specialized services and programs that require technical knowledge.

Implementation

The County Administrator shall develop and distribute administrative procedures governing uniform grant administration consistent with this Policy.

Revised: July 12, 2011

PIMA COUNTY DEBT POLICIES AND PRACTICES

This section presents the types of debt, uses, restrictions, legal requirements, and other considerations related to the issuance of debt by Pima County. Individual long-term debt schedules are included in the following *Supplemental Information* section - *Long Term Debt Schedules.* All of the following items except Line of Credit are considered long term debt.

General Obligation Bonds General Obligation Bonds are considered to be a general debt of the County. According to the Arizona State Constitution, general obligation debt may not exceed 6 percent of the value of the County's taxable property, as of the latest assessment. However, with voter approval, debt may be incurred up to 15 percent of the value. The legal debt margin projected as of June 30, 2017 is specified in the *Supplemental Information* section - *Long Term Debt Service Schedules*. Chapter 3.06 of the Pima County Code, *Bonding Disclosure, Accountability and Implementation* (the last eight pages of this section), sets forth requirements for presenting general obligation and revenue bond packages to the electorate for approval and for monitoring utilization of the proceeds from authorized bonds. General obligation bonding is to be used to make local infrastructure investments and capital improvements and is not to be used to fund operating activities. Neither is general obligation debt to be used for enterprise improvements. General obligation bond debt authorized by the voters is retired through an annual levy of a secondary property tax assessed against the value of all property in Pima County.

In 1997, voters approved $257,000,000 of general obligation bonds. Per Pima County Board of Supervisors Ordinance No. 1997-35 (*Bond Improvement Plan,* as amended*),* the term of this debt is to be not longer than 15 years, and the secondary property tax rate required to pay off the debt is to be maintained at or below $1.00 per $100 of assessed valuation. For fiscal year 2016/17, the secondary tax rate was $0.7000 per $100 of assessed valuation, and will remain at that level for fiscal year 2017/18.

A special bond election was held on May 18, 2004 approving additional general obligation bonds in the amount of $582,250,000. Per Pima County Board of Supervisors Ordinance No. 2004-18 (*Bond Implementation Plan,* as amended), the term of the general obligation bond debt is to not to exceed 15 years, and the secondary property tax rate required to pay off the debt is to be maintained at no higher than the rate in effect at the time, $0.8150 per $100 of assessed valuation, throughout this term. On May 16, 2006, voters approved another $54,000,000 of general obligation bonds for the construction of psychiatric care facilities. Per Pima County Board of Supervisors Ordinance No. 2006-29 (*Bond Implementation Plan),* the term of this debt is to be not longer than 15 years, and the secondary property tax rate required to pay off the general obligation bond debt service was to be maintained at or below the rate in effect at that time.

A special bond election was held on November 4, 2014 approving additional general obligation bonds in the amount of $22,000,000. Per Pima County Board of Supervisors Ordinance No. 2014-42 (*Bond Implementation Plan,* as amended), the term of the general obligation bond debt is to not to exceed 30 years, and the secondary property tax rate required to pay off the debt is to be maintained at no higher than the rate in effect at the time, $0.7000 per $100 of assessed valuation, throughout this term.

Revenue Bonds Sewer revenue bonds may be issued to provide financing for improvements to the County's wastewater reclamation system. Such bonds are a debt obligation of Regional Wastewater Reclamation enterprise operations. Revenues, comprised primarily of sewer fees and connection fees, are pledged to retire the debt. Before Regional Wastewater Reclamation can issue bonds, voters must authorize the Enterprise Fund to incur debt, but not to exceed a specified amount. The authorization must specify the purpose for which the proceeds will be used. Board of Supervisors

Resolution 1991-138 directs Regional Wastewater Reclamation to maintain a "bond coverage ratio" which is calculated as the product of total revenue minus operational expenses and divided by debt service costs. This resolution mandates that the "bond coverage ratio" must be at least 1.20. Through this resolution, the County establishes and maintains rates, fees and charges for service supplied by the wastewater system sufficient at all times to pay the reasonable operation and maintenance costs of the system, as well as 1.20 times debt service costs. Per Pima County Board of Supervisors Ordinance No. 1997-35, the schedule of bond sales on $105 million of voter approved debt was premised on annual increases in Regional Wastewater Reclamation user fees of approximately five percent and increases in connection fees of approximately 12 percent. Fee increases under this ordinance were as follows:

	User Fees	Connection Fees
Fiscal Year 1999/00	5.3%	11%
Fiscal Year 2000/01	5.0%	11%
Fiscal Year 2001/02	3.8%	12%
Fiscal Year 2002/03	5.0%	12%
Fiscal Year 2003/04	-	12%
Fiscal Year 2004/05	4.0%	6%

Additional sewer revenue bonds in the amount of $150,000,000 were approved in the special bond election held on May 18, 2004. Per Pima County Board of Supervisors Ordinance No. 2004-18, user fees can increase as much as eight percent and connection fees can increase as much as 12 percent as a result of the new issuance. Actual increases were eight percent and 10 percent, respectively.

Per Pima County Ordinance No. 2006-52, user fees could increase as much as six percent on August 11, 2006 and an additional six percent on January 1, 2007. Per Pima County Ordinance No. 2006-51, connection fees could increase as much as six percent on August 11, 2006 and an additional six percent on January 1, 2007. These increases were implemented as approved.

Per Pima County Ordinance No. 2007-39, user fees increased six percent on July 1, 2007.

Per Pima County Ordinance No. 2007-109, user fees increased nine percent on January 1, 2008 and 9.5 percent on July 1, 2008. Per Pima County Ordinance No. 2007-110, connection fees increased six percent on January 1, 2008 and 9.5 percent on July 1, 2008.

Per Pima County Ordinance No. 2009-014, user fees increased 12.75 percent on March 20, 2009, 12.75 percent on July 1, 2009, and increased 12.75 percent on January 1, 2010.

Per Pima County Ordinance No. 2010-11, user fee increases of 10 percent and connection fee increases of 6.5 percent each July 1 of 2010, 2011, 2012, and 2013 were authorized and implemented as approved. A proposed connection fee increase of 3 percent for fiscal year 2015/16 and a proposed 4 percent sewer user fee increase per year for fiscal year 2015/16 through fiscal year 2017/18 were denied by the Board of Supervisors August 17, 2015.

Per Pima County Ordinance Nos. 2017-2 and 2017-12, user and connection fees increased 3 percent on May 19, 2017.

Transportation revenue bonds, authorized in the November 1997 bond election, are repaid with Highway User Revenue Fund (HURF) revenues. Arizona Revised Statute § 11-378 requires specific ratios between HURF revenues and debt service payments. Aggregate debt service payments budgeted for fiscal year 2017/18 are within the statutory requirements.

Certificates of Participation (COPs) A common form of lease-purchase financing, Certificates of Participation are lease-purchase agreements that are divided into fractions and sold to multiple

investors, similar to stocks, usually in $5,000 denominations. COPs are tax-exempt agreements that fund capital improvement projects, with the underlying project assets serving as collateral for investors. Pima County finances a variety of acquisitions and improvement projects using COPs as financing including the acquisition of the Bank of America Building, construction of the Downtown Public Services Building, construction of the Fleet Services Building, and improvements to the County's wastewater management infrastructure.

Repayment terms for COPs may be structured over a term of up to fifteen years. Payments for principal and interest on certificates of participation are made with funds transferred from County departments that benefit from the specific assets acquired. Examples include Fleet Services, General Fund, Regional Wastewater Reclamation, etc.

In addition to the General Obligation Bonds, Revenue Bonds, and Certificates of Participation discussed above, the Adopted Budget further provides for an additional issue of $45,000,000 in Sewer Revenue Obligations for required improvements to the County's wastewater reclamation system in fiscal year 2016/17.

Special District Bonds Pima County is authorized to create several different types of special taxing districts, each bound by separate statutory provisions. Special districts so created are:

Regional Flood Control District The Regional Flood Control District is coterminous with Pima County and can issue debt when voters authorize the district to levy a tax on the secondary valuation of real property. The authorization must specify the purpose for which the proceeds will be used, not to exceed a specified amount. Payments for principal and interest on general obligation bonds of the Regional Flood Control District are made from the Debt Service Fund, with property tax revenues transferred from the district. Regional Flood Control District general obligation debt may not exceed five percent of the value of the district's taxable property as of the latest assessment. Currently, no Regional Flood Control debt is outstanding.

Pima County Library District The Pima County Library District is coterminous with Pima County and can issue debt when voters authorize the District to levy a tax on the secondary valuation of real and personal property. The authorization must specify the purpose for which the proceeds will be used, not to exceed a certain amount. To date, the Pima County Library District has issued no debt.

Stadium District The Pima County Stadium District is coterminous with Pima County and can issue debt upon authorization of the Board of Directors to pledge District revenues to retire the debt. The baseball stadium was financed with proceeds of the sale of the Pima County Adult Detention Facility to First Trust of Arizona, National Association for $34,500,000 on February 1, 1997. Money for the bank's purchase of the Adult Detention Facility came from the County's issuance of $35,660,000 principal amount of Certificates of Participation. Also on February 1, 1997, the County entered into a Capital Lease of the Adult Detention Facilities with First Trust for $35,660,000 for a 15 year term. On September 1, 1999, Pima County amended this lease-purchase agreement for the Adult Detention Facility. In 2013, these Certificates were refunded with a new issue, Series 2013B.

Improvement Districts The Board of Supervisors may create specific improvement districts upon petition of property owners proposing the district. Each district is created to finance improvements that benefit all properties in the district. Improvement district loans may be approved to finance the improvements and property owners are assessed their portion of the debt over a period of years. Pima County generally issues these loans for not more than a ten-year period. There is currently no improvement district debt outstanding.

Other Districts There are many other special taxing or assessment districts throughout the County; however, Pima County has limited, or no, involvement with their operations or their specific debt programs. These districts include, but are not limited to: fire districts and irrigation districts.

Public Authorities Certain public authorities can be created by Pima County but are considered separate and autonomous from the County. Due to the autonomy of such authorities, any debt issued by the authorities is not considered debt of the County. An authority so created by Pima County is the Industrial Development Authority (IDA). The IDA has issued a wide variety and substantial number of bonds and notes for the purpose of economic development. The County considers the debt issued by the IDA no commitment debt.

Lease Purchase Contracts As a practical matter, a lease purchase contract is a financing mechanism with all the characteristics of debt. The payment of principal and interest is subject to annual appropriation out of operating monies and cannot utilize the secondary property tax. Authorization to enter into a lease purchase contract is based on the County's own policies and procedures on entering into contracts.

Loans Payable Several federal and state agencies are authorized to provide below-market rate loans to government jurisdictions to assist in developing infrastructure that is required to comply with federal laws, or to provide bridge loans until other funds become available. Pima County has entered into several loan agreements to date with the state Water Infrastructure Finance Authority (WIFA). The Regional Wastewater Reclamation Enterprise Fund has entered into these loan agreements to provide funds for the defeasance of prior sewer revenue bonds and the construction and improvement of wastewater treatment facilities.

Notes Payable It is the current practice of Pima County to facilitate the purchase of land parcels used in the construction of capital projects by issuing notes to landowners, thereby reducing the need for third-party financing. Issued notes have been of relatively short duration, usually less than three years, and cannot exceed five years, per Arizona Revised Statute § 11-251(45).

CHAPTER 3.06

BONDING DISCLOSURE, ACCOUNTABILITY AND IMPLEMENTATION

Sections:

3.06.010 Intent.
3.06.020 Bond implementation plan.
3.06.030 Advance publication of bond implementation plan.
3.06.040 Pima County bond advisory committee: Capital planning, program and implementation review.
3.06.050 Conservation acquisition commission.
3.06.060 Monitoring and reporting on sold bonds.
3.06.070 Substantial modification of an adopted bond implementation plan.
3.06.080 Coordination with other capital planning of the county and region, and applicability to county bond projects implemented by other agencies.
3.06.090 Design, construction, and equipping of county bond projects by other agencies.

3.06.10 Intent.

The board of supervisors is authorized by Arizona Revised Statutes § 35-452 to call special elections for the purpose of seeking voter authorization to incur bonded indebtedness. The board of supervisors desires to provide voters with complete information on projects, along with their estimated costs, that will be constructed from proceeds of bonded indebtedness, as well as provide voters, to the maximum extent practicable, firm assurances that these projects will be constructed within the estimated costs and time tables established by the board of supervisors. Because it is not practicable to list on a ballot question all of the projects and estimated costs that would be constructed from the sale of authorized bonded indebtedness, the board of supervisors establishes this chapter setting forth requirements for presenting general obligation and revenue bond packages to the electorate for approval and for monitoring utilization of the proceeds from authorized bonds.

(Ord. 2015-26 § 1 (part), 2015; Ord.1997-25 § 1 (part), 1997)

3.06.020 Bond implementation plan.

Prior to the start of early voting for a special election called by the board of supervisors pursuant to A.R.S. § 35-452, the board of supervisors shall adopt by ordinance a "bond implementation plan," which shall be adopted for each bond election and question ordered by the board of supervisors pursuant to A.R.S. § 35-452. The title of the ordinance shall contain the date of the special bond election. After adoption, the ordinance shall govern the development or construction of all listed projects, including the approximate project cost and the proposed construction schedule, unless the ordinance is amended pursuant to Section 3.06.070. The ordinance shall contain the following information:

A. A complete list of all projects to be constructed or acquired by proceeds from the sale of authorized bonds. The project list shall identify each project by name and location and provide a short narrative project description.

1. For capital construction projects, the following information shall also be provided for each project:

    a. A project scope of work containing a description of the facility to be constructed including the size or capacity and whether construction is for a new facility or an expansion, rehabilitation or reconstruction of an existing facility, and whether the project is phased and if so which phases are being funded.

    b. The purpose and specific benefits to be achieved by construction of the project.

    c. A project schedule by major task (i.e. land acquisition, planning/design, construction) as well as the implementation periods projected for starting and completing the project. Implementation periods are blocks of two fiscal years each.

    d. The agency responsible for future operations and maintenance of the facility, and the estimated future operating and maintenance costs and source of funding for those costs if the implementing agency is a governmental entity.

    e. The agency responsible for managing project design and construction.

2. For each land acquisition project related to open space, trails or historic/cultural preservation, the following information shall be provided:

    a. An estimate of the number of acres to be acquired.

    b. The desirable location of the property by section, township, and range, assessor parcel number, or reference to a map that is readily accessible to the public.

    c. The benefits to be achieved by the acquisition.

    d. The estimated future management and security costs, and identification of the management agency if other than the county.

B. The total estimated cost of each project or acquisition, total estimated costs by major task, a discussion of how estimated costs were derived, and analysis of the potential for actual costs to increase or decrease from estimated costs.

C. The total estimated amount and source (federal or state aid, local governments, other county revenues, private sources) of any other revenues that may be obtained for the project or revenues that are required as cost sharing from other governmental entities or private parties, including an assessment of the certainty or uncertainty that other sources will be secured and options that would be available if the other sources are not secured.

D. A detailed strategy for managing the sale of bonds, including discussion of the factors upon which the county will base decisions on the timing, size, and terms of bond sales.

E. For general obligation bonds, discussion of commitments to manage the sale of bonds within limits on secondary property tax rates and analysis of how approval and sale of general obligation bonds could impact actual property taxes paid for debt service.

F. For revenue bonds, a discussion of sources of revenues that will be used to service bond debt and whether fees will be raised, and by how much, if revenue bonds are approved and sold.

(Ord. 2015-26 § 1 (part), 2015; Ord. 2004-16 § 1 (part), 2004; Ord. 1997-25 §1 (part), 1997)

3.06.030 Advance publication of bond implementation plan.

A bond implementation plan adopted pursuant to this chapter shall be published at least once in a newspaper of general circulation in the county prior to the start of early voting for the special bond election. The publication shall set forth the ordinance containing the bond implementation plan adopted by the board of supervisors. Upon adoption, the board of supervisors shall also publish the bond implementation plan on the county's web site prior to the start of early voting for the special bond election.

(Ord. 2015-26 § 1 (part), 2015; Ord. 2004-16 § 1 (part), 2004; Ord. 1997-25 §1 (part), 1997)

3.06.040 Pima County bond advisory committee: Capital planning, program and implementation review.

A. The bond advisory committee shall have a total of twenty-five members, appointed as follows:

1. Fifteen members, three appointed by each member of the board of supervisors;

2. Five members, one appointed by each of the incorporated cities and towns within the county (if additional cities or towns are incorporated, the number of committee members will be increased as necessary to permit each incorporated city or town to have a representative);

3. Two members, one appointed by the Tohono O'odham Nation and one appointed by the Pascua Yaqui Tribe; and

4. Three members appointed by the county administrator.

B. The Pima County bond advisory committee members shall be appointed to a term of six years. Upon resignation of any member, the appointing authority shall appoint another member to begin a new six-year term.

C. The committee will meet as often as it deems necessary but in any event no less frequently than semi-annually.

D. Under direction of the county administrator, county staff shall prepare progress reports and otherwise brief the committee on the status of implementation of the bond implementation plan, with special attention paid to major issues impacting implementation of the bond improvement plan.

E. The committee shall review and make recommendations to the board of supervisors on all proposed amendments to the bond implementation plan.

F. The Committee shall review and approve the semiannual progress reports on the bond implementation plan prior to it being transmitted to the board of supervisors and published, as required by section 3.06.060.

G. The committee shall make recommendations to the board of supervisors about the amount of bond funding and projects to be included in bond implementation plans for future bond elections.

(Ord. 2015-26 § 1 (part), 2015; Ord. 2004-16 § 1 (part), 2004; Ord. 1997-25 §1 (part), 1997)

3.06.050 Conservation acquisition commission.

A. The board of supervisors hereby establishes the conservation acquisition commission.

B. The conservation acquisition commission shall have a total of eleven members, appointed as follows:

1. Five members, one appointed by each member of the board of supervisors;

2. Two members appointed by land conservation organizations active in Pima County;

3. One member appointed from the Pima County natural resources, parks and recreation commission;

4. One member appointed by the local board of realtors;

5. One member appointed by the ranching community; and

6. One member appointed by the county administrator.

C. Appointments to the commission are for a term of eight years. Upon the resignation of any member, the appointing authority shall appoint another member to begin a new eight-year term.

D. The duties and responsibilities of the commission are as follows:

1. Oversee and monitor all open space bond acquisitions placed before the board of supervisors for consideration including, but not limited to, acquisitions funded by general obligation bonds.

2. Make recommendations to the board of supervisors and the Pima County bond advisory committee for priorities in the scheduling of open space acquisitions and periodic assessment and change in priorities as necessary.

3. Make recommendations to the board of supervisors and the Pima County bond advisory committee on any aspects of open space land management, including management of lands acquired for open space.

4. Make recommendations to the county administrator, and the Pima County bond advisory committee on any aspect relating to internal county management of the open space acquisition process.

5. Make recommendations to the Pima County bond advisory committee on the amount of bond funding and the location of open space property to include in bond implementation plans for future bond elections.

E. The commission will meet as often as it deems necessary but in any event no less frequently than semi-annually.

F. Under direction of the county administrator, county staff shall prepare progress reports and otherwise brief the commission on the status of implementation of the conservation bond program component of the bond implementation plan, with special attention paid to major issues impacting implementation of the conservation bond program.

G. The commission shall review and make recommendations to the board of supervisors on all potential amendments to conservation bond program components of the bond implementation plan.

H. The commission shall review and approve the semiannual progress reports on the conservation bond program component of the bond implementation plan prior to it being transmitted to the Pima County bond advisory committee as required by Section 3.06.040.

(Ord. 2015-26 § 1 (part), 2015; Ord. 2004-16 § 1 (part), 2004; Ord. 1997-25 §1 (part), 1997)

3.06.060 Monitoring and reporting on sold bonds.

The county administrator shall prepare semiannual reports on the progress of the bond implementation plan implementation which shall be transmitted to the board of supervisors for review. Semiannual progress reports shall also be posted on the county's web site. Progress reports shall be prepared and transmitted by the county administrator until a bond implementation plan is determined by the board of supervisors to have been completed. Each progress report shall contain the following information on the status of every project or program contained in the plan:

A. The project implementation schedule status, including design, construction, acquisition, and completion.

B. Any estimated substantial variances from the project cost and revenue sources in the adopted bond implementation plan.

C. Any major issues that may affect implementation of the bond implementation plan.

D. Plans and options for addressing substantial modifications in costs or revenue sources or other major issues, including the potential need for substantial modifications in the bond implementation plan as provided for in Section 3.06.070.

E. A fiscal status report, including discussion of bond sales completed and projected; interest rates and terms of completed sales; interest rates received on deposits of bond proceeds; updated projections on conditions in municipal bond markets; current debt service schedules and updated projections of secondary property tax rates for debt service; updated projections of secondary property tax rates with projected future sales of bonds; and analysis and projection of fiscal impacts of completed and projected sales of revenue bonds.

(Ord. 2015-26 § 1 (part), 2015; Ord. 2004-16 § 1 (part), 2004; Ord. 1997-25 §1 (part), 1997)

3.06.070 Substantial modification of an adopted bond implementation plan.

A. A substantial modification in the implementation of an adopted bond implementation plan shall not be made except as provided in this section.

B. For purposes of this section, "substantial modification" means any of the following:

1. An increase or decrease in total actual project costs by twenty-five percent or more.

2. An increase or decrease in actual bond costs by twenty-five percent or more.

3. An increase or decrease in actual other revenues by twenty-five percent or more; for projects with other revenues estimated at zero, a substantial modification shall be defined as an increase in “other” (non-bond) revenues of one hundred thousand dollars or more.

4. A delay in a project construction or implementation schedule of twelve months or more.

5. A delay in the scheduled years of sale of bonds of twenty-four months or more caused by changes in municipal bond market conditions or county financial conditions and necessary to maintain commitments to capping the secondary property tax rate for debt service.

6. Any project that is not constructed.

7. Any project that is added to those to be constructed.

8. Any increase or decrease in the project scope that alters the disclosed project benefits.

9. If some but not all proposed bond questions are approved at the special election, the board of supervisors will make any changes to the projects for the approved questions that are necessary because of the failure of another question, and these will be considered “substantial modifications.”

C. Cost estimates may vary, up or down, as a project proceeds through planning, design, procurement, contract award, and construction, or through appraisals and negotiations for conservation acquisitions. Variations in cost estimates do not constitute "substantial modifications." "Substantial modifications" relating only to cash amounts may occur pursuant to official action by the board of supervisors, in open session, that establish actual costs through awards of construction contracts, contract amendments or change orders, or approval of a contract for acquisition. Such board actions shall be accompanied by notice that the action will require a bond ordinance amendment.

D. Any substantial modification in the implementation of an adopted bond implementation plan requires a specific amendment to the ordinance that adopted the plan. The ordinance amendment must be enacted by the board of supervisors at a public hearing for which at least fifteen days' prior notice was published in a newspaper of general circulation in the county.

1. Bond ordinance amendments shall be scheduled to coincide with transmittal of the semiannual bond progress reports as required by Section 3.06.060.

2. Recommendations for bond ordinance amendments shall be reviewed by the Pima County bond advisory committee, as required by Section 3.06.040, and for conservation acquisitions by the conservation acquisition commission, as required by Section 3.06.050.

3. Substantial modifications of costs, bond funding, or other funding ordinance amendments may be scheduled for the next regular transmission of the semiannual bond progress report, provided the modifications were previously approved by the board of supervisors.

4. All other substantial modifications require amendment of the bond ordinance prior to the substantial modification.

(Ord. 2015-26 § 1 (part), 2015; Ord. 2004-16 § 1 (part), 2004; Ord. 1997-25 §1 (part), 1997)

3.06.080 Coordination with other capital planning of the county and region, and applicability to county bond projects implemented by other agencies.

A bond implementation plan shall be integrated into a five year capital improvement plan to be adopted at the time the annual budget of the county is adopted. The county five-year capital improvement program shall be reported to the Metropolitan Planning Organization for all necessary coordination and integration into a regional capital plan. Any project contained within a bond implementation plan that is being implemented by a political subdivision other than the county, or by a nonprofit community partner (each an “agency”), shall conform with the requirements of this chapter. Specific program or project oversight for the purposes of conforming with this chapter shall remain with the county.

(Ord. 2015-26 § 1 (part), 2015; Ord. 2004-16 § 1 (part), 2004; Ord. 1997-25 §1 (part), 1997)

3.06.090 Design, construction, and equipping of county bond projects by other agencies.

A. Pursuant to Pima County Code Section 3.06.080, bond projects authorized by the board of supervisors in a bond implementation plan for a special bond election to be designed, constructed, or equipped by another agency using county general obligation bonds to fund a project in whole or part shall be funded by the county only pursuant to a binding contract or intergovernmental agreement executed between Pima County and the implementing agency. Each such project shall be authorized and implemented with a separate agreement. Neither this code, nor the inclusion of a project in the bond implementation plan gives an agency any contractual rights with respect to a project until a binding agreement is duly approved and executed. The agreement shall authorize the implementing agency to design, construct, or equip the project, subject to compliance with the terms and mutual responsibilities of the parties agreed upon in the agreement. Each agency with an interest in one or more projects in the bond implementation plan is expected to designate an individual to liaison with the county with respect to bond program implementation to facilitate the development of project-specific agreements and other aspects of overall program implementation.

B. Unless waived by the board of supervisors as being in the best interests of the county and warranted by the circumstances of the bond funded project at issue, the agreement shall include, but not be limited to, provisions establishing the following:
   1. That the implementing agency shall operate and maintain the improvements constructed by county bond funds for a period of not less than twenty-five years.

2. That the implementing agency shall sufficiently fund operations and maintenance of the facility, and identify the estimated amount and source of funding for operations and maintenance of the facility.

3. That the implementing agency and the county will conduct regular performance audits to determine if facilities built, operated and maintained by the implementing agency are being maintained in good working order and are being used for the appropriate purposes; and that the county may suspend the allocation of county bond funding for other not-yet-built projects if the performance audit results in a finding of unsatisfactory and facilities are not returned to good working order within one hundred twenty days.

4. That the implementing agency shall not charge a fee for the use of the constructed improvement that is more than a fee charged by the county for a similar purpose.

5. That the implementing agency agrees to insure the improvements constructed with county bond funds and will replace same them if they are damaged or destroyed.

6. That the implementing agency agrees to make the improvements available to all residents of Pima County without restriction or preference to jurisdiction of residence.

7. That the implementing agency agrees to comply with all provisions of Chapter 3.06 (Bonding Disclosure, Accountability, and Implementation) of the Pima County Code and will provide all reports to the county in a format and schedule agreed upon by the parties.

8. That the county will only transfer county general obligation bond proceeds to the implementing agency upon request from the implementing agency, with full documentation.

9. That the implementing agency agrees to a provision requiring compliance with federal arbitrage regulations.

10. That the implementing agency, by action of its governing body at a public hearing, shall notify the county of events that would require an amendment of the bond implementation plan ordinance and formally request the board of supervisors to hold a public hearing on the necessary ordinance amendment.

11. The maximum amount of county bond funds allocated to the specific project, and what entity will own improvements as they are constructed.

12. That the implementing agency will pay for any and all project costs in excess of the allocated county bond fund.

(Ord. 2015-26 § 1 (part), 2015; Ord. 2004-16 § 1 (part), 2004; Ord. 1997-25 §1 (part), 1997)

LONG TERM DEBT

General Obligation Bonds

Payment Source

Payments for principal and interest on general obligation bonds are made from property tax revenues of the Debt Service Fund.

Debt Service Requirements

The debt service requirements on general obligation bonds are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2018	$ 45,295,000	$ 10,918,326	$ 56,213,326
2019	48,655,000	9,470,673	58,125,673
2020	52,425,000	8,092,617	60,517,617
2021	40,945,000	6,646,987	47,591,987
2022	40,350,000	5,173,294	45,523,294
2023	28,810,000	3,561,282	32,371,282
2024	20,215,000	2,448,182	22,663,182
2025	13,630,000	1,692,982	15,322,982
2026	14,160,000	1,164,282	15,324,282
2027	9,910,000	609,419	10,519,419
2028	5,905,000	255,569	6,160,569
2029	985,000	29,550	1,014,550
TOTALS	**$321,285,000**	**$ 50,063,163**	**$ 371,348,163**

Legal Debt Margin

Under the Arizona Constitution, general obligation debt may not exceed six percent of the value of the County's taxable property as of the latest assessment. However, with voter approval, debt may be incurred up to 15 percent of the value of taxable property. All Pima County general obligation debt obtained 15 percent margin voter approval. Legal debt margin projected at June 30, 2018 is as follows:

15% Limitation	
Full Cash Net Assessed Valuation	8,508,989,948
Debt Limit	1,276,348,492
General Obligation Bonds Outstanding	(321,285,000)
Assets Available for Principal	2,648,938
Debt Applicable to Limit	(318,636,062)
Legal Debt Margin	957,712,430

Legal Debt Margin Percentage:

General Obligation Bonds Outstanding	$	321,285,000	= 3.78%
Secondary Net Assessed Valuation	$	8,508,989,948	

LONG TERM DEBT

Transportation Bonds

Payment Source

Payments for principal and interest on transportation bonds are made from Highway User Revenue Funds.

Debt Service Requirements

The debt service requirements on transportation bonds are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2018	$ 15,105,000	$ 4,232,207	$ 19,337,207
2019	14,000,000	2,828,756	16,828,756
2020	14,405,000	2,239,906	16,644,906
2021	9,545,000	1,569,906	11,114,906
2022	10,080,000	1,117,856	11,197,856
2023	5,525,000	626,856	6,151,856
2024	5,680,000	476,906	6,156,906
2025	2,785,000	329,831	3,114,831
2026	2,885,000	231,681	3,116,681
2027	2,970,000	141,719	3,111,719
2028	1,455,000	49,109	1,504,109
TOTALS	**$84,435,000**	**$ 13,844,733**	**$ 98,279,733**

Legal Debt Margin

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

	PRIOR FISCAL YEAR HURF REVENUE	HIGHEST FUTURE DEBT SERVICE PAYMENT
Series 2007	$56,936,526	$19,330,859
Series 2008	$58,637,523	$18,521,469
Series 2009	$53,906,177	$16,259,263
Series 2012	$50,459,963	$17,592,058
Series 2014	$47,448,777	$18,902,107
Series 2015	$49,211,480	$18,742,155
Series 2016	$56,005,745	$18,699,655
Series 2017	$59,442,500	$19,337,207

LONG TERM DEBT

Stadium District Debt

Payment Source

Payments for principal and interest on Stadium District debt are made from stadium revenues, Transient Lodging Excise Tax proceeds, Recreational Vehicle Space Surcharge proceeds, and Rental Car Tax proceeds.

Debt Service Requirements

The debt service requirements on Stadium District debt is summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2018	$ 2,785,000	$ 69,625	$ 2,854,625
TOTALS	**$2,785,000**	**$69,625**	**$2,854,625**

LONG TERM DEBT

Certificates of Participation

Payment Source

Payments for principal and interest on certificates of participation are made from funds transferred from County Free Library, Development Services, Fleet Services, General Fund, Health, Parking Garages, Regional Flood Control, Regional Wastewater Reclamation, Risk Management, Stadium District, Telecommunications, and Transportation.

Debt Service Requirements

The debt service requirements on certificates of participation including estimated amounts planned issues in fiscal year 2017/2018 are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2018	$ 49,820,001	$ 6,547,837	$ 56,367,838
2019	27,180,000	4,049,151	31,229,151
2020	9,685,000	3,113,626	12,798,626
2021	9,390,000	2,663,493	12,053,493
2022	9,995,000	2,203,313	12,198,313
2023	7,370,000	1,791,772	9,161,772
2024	4,805,000	1,508,317	6,313,317
2025	5,030,000	1,281,981	6,311,981
2026	5,270,000	1,042,887	6,312,887
2027	5,520,000	790,524	6,310,524
2028	5,785,000	524,196	6,309,196
2029	6,060,000	243,438	6,303,438
2030	1,230,000	75,541	1,305,541
2031	1,280,000	25,824	1,305,824
TOTALS	**$148,420,001**	**$ 25,861,900**	**$ 174,281,901**

Summary of Debt Service Fund Expenditures

Long Term Debt:	
General Obligation Bonds (GOB)	$56,213,326
Transportation Revenue Bonds	19,337,207
Stadium District Debt	2,854,625
Certificates of Participation	56,367,838
Total Long Term Debt	$134,772,996
Fiscal and Other Charges	17,380
Total Budgeted Debt Service Expenditures	$134,790,376

LONG TERM DEBT

Loans Payable

Payment Source

Payments for principal and interest on loans payable are made from user charges received in the Regional Wastewater Reclamation Enterprise Fund.

Debt Service Requirements

The debt service requirements on loans payable are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2018	$ 543,626	$ 100,988	$ 644,614
2019	557,021	87,592	644,613
2020	570,746	73,868	644,614
2021	584,809	59,804	644,613
2022	599,219	45,394	644,613
2023	613,984	30,630	644,614
2024	629,113	15,502	644,615
TOTALS	**$4,098,518**	**$413,778**	**$4,512,296**

Legal Debt Margin

There is no legal debt margin for loans payable.

LONG TERM DEBT

Sewer Revenue Bonds

Payment Source

Payments for principal and interest on sewer revenue bonds are made from user charges received in the Regional Wastewater Reclamation Enterprise Fund.

Debt Service Requirements

The debt service requirements on sewer revenue bonds are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2018	$ 9,285,000	$ 809,738	$ 10,094,738
2019	9,755,000	441,650	10,196,650
2020	1,465,000	54,938	1,519,938
TOTALS	**$20,505,000**	**$1,306,326**	**$21,811,326**

Legal Debt Margin

There is no legal debt margin for sewer revenue bonds.

LONG TERM DEBT

Sewer Revenue Obligations

Payment Source

Payments for principal and interest on sewer revenue obligations are made from user charges received in the Regional Wastewater Reclamation Enterprise Fund.

Debt Service Requirements

The debt service requirements on sewer revenue obligations are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2018	$ 39,890,000	$ 23,744,600	$ 63,634,600
2019	44,510,000	22,407,926	66,917,926
2020	54,490,000	20,244,165	74,734,165
2021	57,520,000	17,645,351	75,165,351
2022	59,760,000	14,911,241	74,671,241
2023	62,725,000	12,066,914	74,791,914
2024	56,170,000	8,996,122	65,166,122
2025	57,190,000	6,254,794	63,444,794
2026	38,895,000	3,464,293	42,359,293
2027	19,550,000	1,590,548	21,140,548
2028	8,075,000	686,061	8,761,061
2029	3,515,000	357,261	3,872,261
2030	3,615,000	258,510	3,873,510
2031	3,710,000	157,059	3,867,059
2032	3,815,000	52,838	3,867,838
TOTALS	**$513,430,000**	**$ 132,837,683**	**$ 646,267,683**

Legal Debt Margin

There is no legal debt margin for sewer revenue bonds.

VALUATION OF PROPERTY FOR TAXING PURPOSES IN ARIZONA

The largest revenue source for Pima County is the property tax. Property tax is paid in accordance with the value of real and personal property. A number of County functions are funded by property taxes. The *primary property tax* supports the General Fund, which finances the continuing maintenance and operation of the County. The *secondary property tax* is used to pay debt service for capital expenditures, special County taxing districts, and some "budget override" amounts approved by voters. Beginning in 2015, *primary* and *secondary property taxes* are both based on the *taxable net assessed value* of the property. For locally assessed real property and mobile homes, the *taxable net assessed value* is based on the property's *limited value*. For centrally assessed real property and personal property excluding mobile homes, the *taxable net assessed value* is based on the property's *full cash value*. The *taxable net assessed value* is set by multiplying the applicable *limited value* or *full cash value* of the property by an *assessment ratio* based on the property's use classification and then subtracting any constitutionally defined *exemptions*.

All property in the County has a *full cash value* and a *limited value*. The *full cash value*[1] of each property is set by the County Assessor or the Arizona Department of Revenue in accordance with standards and procedures established by the Arizona Legislature and Arizona Department of Revenue. The value of railroads, mines, utilities, and some types of personal property are valued by the Arizona Department of Revenue. The "market standard" is used by Arizona for the establishment of the *full cash value* of a property. In other words, the value of a property must come close to the selling price of a similar property which has been sold in an arms length transaction without stress or duress on the part of the seller or buyer. It takes about two years for market values to be reflected in the *full cash value*.

The *limited value*[2] each year for most real property is an amount 5 percent greater than the previous year's *limited value*. The *limited value* of a property cannot exceed its *full cash value, however*. For personal property and certain centrally assessed property, such as mines and utilities, the *limited value* is set to the *full cash value*.

The *assessment ratios*[3] are defined by the Arizona Legislature. They are assigned to a property in accordance with its use. There are nine basic classes of property, with each class having a different *assessment ratio*. The same *assessment ratio* is applied to the *full cash value* and *limited value* to determine a property's *taxable assessed value* for *secondary*[4] and *primary*[5] property taxes.

The Arizona Constitution stipulates that certain types of property will not be fully taxed or will not be taxed at all. Properties owned by government or nonprofit organizations are not taxed, as long as they are not used in commerce. Widows, widowers, and disabled individuals are given partial exemptions from property tax. The amount of the exemption is determined by the *taxable value* of the property and the person's income.

The Assessor identifies the amount of property that is exempt. The largest amount of exempt property in the County is vacant land which is owned by state and federal agencies. Although these agencies do not pay property taxes, some agencies do pay "in lieu" taxes to compensate jurisdictions in which the property is located for minimal services provided to the property.

For FY 2017/18, the *taxable net assessed value* for the County's *primary property tax and secondary property tax* is 3.30% greater than last year's *taxable net assessed value*.

Endnotes

[1] See Full Cash Value By Class: 2013-2017.

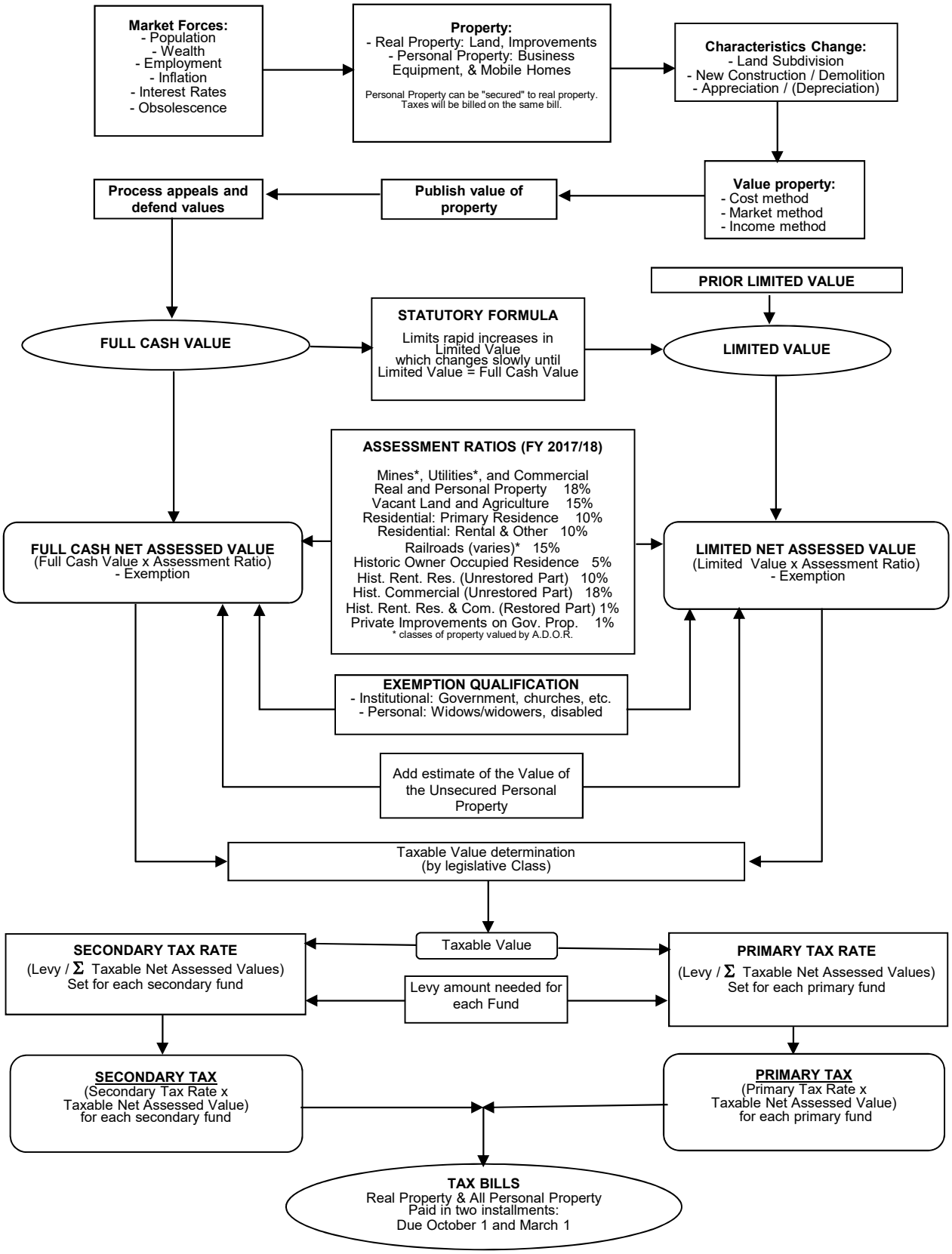
[2] See Limited Value By Class: 2013-2017.

[3] See Assessment Ratios By Class: 2013-2017.

[4] See Full Cash Net Assessed Value By Class: 2013-2017.

[5] See Limited Net Assessed Value By Class: 2013-2017.

COMPONENTS OF ARIZONA'S PROPERTY TAX SYSTEM



FULL CASH VALUE BY CLASS FOR TAX YEARS 2013-2017

Legislative Class	2013 Amount	2013 % of Total	2014 Amount	2014 % of Total	2015 Amount	2015 % of Total	2016 Amount	2016 % of Total	2017 Amount	2017 % of Total
I. 8 -14. Commercial R.P., Mines & Utilities	12,345,774,193	16.55%	12,297,487,370	16.31%	12,660,191,638	15.91%	13,272,581,907	15.89%	13,624,868,363	16.07%
I. 11, 13. Commercial & Telecommunications P.P.	1,330,728,734	1.78%	1,380,768,162	1.83%	1,171,908,948	1.47%	1,183,202,956	1.42%	1,167,910,923	1.38%
All Class I Property	13,676,502,927	18.33%	13,678,255,532	18.14%	13,832,100,586	17.38%	14,455,784,863	17.31%	14,792,779,286	17.45%
II. R. Vacant Land / Agricultural R.E.	12,228,776,011	16.40%	12,451,875,029	16.52%	12,557,745,506	15.79%	12,118,459,931	14.51%	11,396,701,449	13.44%
II. P. Vacant Land / Agricultural P.P.	69,054,943	0.09%	68,077,338	0.09%	50,818,411	0.06%	46,501,917	0.06%	75,342,488	0.09%
All Class II Property	12,297,830,954	16.49%	12,519,952,367	16.61%	12,608,563,917	15.85%	12,164,961,848	14.57%	11,472,043,937	13.53%
III. Residential, Owner Occupied	37,227,263,168	49.91%	34,435,159,440	45.68%	36,440,185,060	45.81%	39,202,337,154	46.94%	40,121,567,068	47.33%
IV. Residential, Renter Occupied	10,473,817,244	14.04%	13,920,392,173	18.46%	15,758,097,334	19.81%	16,745,687,857	20.04%	17,382,255,295	20.50%
V. Railroads	58,865,050	0.08%	67,092,166	0.09%	79,079,597	0.10%	86,079,063	0.10%	98,438,881	0.12%
VI. Historic Owner Residential, Enterprise & Trade Zones	841,059,802	1.13%	754,689,687	1.00%	818,435,613	1.03%	857,872,615	1.03%	891,554,343	1.05%
VII. Historic Commercial	6,225,902	0.01%	6,274,314	0.01%	5,833,656	0.01%	5,639,927	0.01%	5,754,879	0.01%
VIII. Historic Rental Residential	917,924	0.00%	917,924	0.00%	624,225	0.00%	174,896	0.00%		0.00%
IX. Possessory Interests	7,583,778	0.01%	6,421,784	0.01%	7,239,443	0.01%	2,009,617	0.00%	8,194,672	0.01%
	74,590,066,749		75,389,155,387		79,550,159,431		83,520,547,840		84,772,588,361	
Percent Change From Previous Year	-4.04%		1.07%		5.52%		4.99%		1.50%	

Sources: Values from Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," January of each year.
Abbreviations: R.P. - Real Property, P.P. - Personal Property, R.E. - Real Estate.

LIMITED VALUE BY CLASS FOR TAX YEARS 2013-2017

Legislative Class	2013 Amount	2013 % of Total	2014 Amount	2014 % of Total	2015 Amount	2015 % of Total	2016 Amount	2016 % of Total	2017 Amount	2017 % of Total
I. 8-14. Commercial R.P., Mines & Utilities	12,120,738,012	16.54%	12,099,711,523	16.26%	12,214,811,881	15.97%	12,751,066,532	16.16%	12,988,416,780	16.14%
I. 11, 13. Commercial & Telecommunications P.P.	1,318,886,809	1.80%	1,380,768,162	1.86%	1,171,908,948	1.53%	1,183,202,956	1.50%	1,167,910,923	1.45%
All Class I Property	13,439,624,821	18.34%	13,480,479,685	18.12%	13,386,720,829	17.50%	13,934,269,488	17.66%	14,156,327,703	17.59%
II. R. Vacant Land / Agricultural R.E.	11,282,314,776	15.40%	11,904,855,335	16.00%	12,011,594,671	15.70%	11,650,951,589	14.76%	10,898,930,606	13.55%
II. P. Vacant Land / Agricultural P.P.	68,923,430	0.10%	68,077,338	0.09%	50,818,411	0.07%	46,501,917	0.06%	75,342,488	0.09%
All Class II Property	11,351,238,206	15.50%	11,972,932,673	16.09%	12,062,413,082	15.77%	11,697,453,506	14.82%	10,974,273,094	13.64%
III. Residential, Owner Occupied	37,194,981,439	50.77%	34,349,830,511	46.17%	35,065,865,143	45.84%	36,826,454,428	46.67%	38,505,085,876	47.86%
IV. Residential, Renter Occupied	10,375,983,567	14.16%	13,772,437,519	18.51%	15,088,064,774	19.73%	15,554,980,397	19.71%	15,884,855,447	19.74%
V. Railroads	58,360,706	0.08%	66,523,685	0.09%	77,714,940	0.10%	80,786,411	0.10%	85,176,830	0.11%
VI. Historic Owner Residential, Enterprise & Trade Zones	827,950,874	1.13%	747,149,376	1.00%	795,653,037	1.04%	809,814,536	1.03%	840,478,444	1.04%
VII. Historic Commercial	6,119,050	0.01%	6,211,538	0.01%	5,819,311	0.01%	5,450,810	0.01%	5,509,784	0.01%
VIII. Historic Rental Residential	860,375	0.00%	894,883	0.00%	492,030	0.00%	131,317	0.00%		0.00%
IX. Possessory Interests	7,583,778	0.01%	6,421,784	0.01%	6,911,273	0.01%	2,004,498	0.00%	8,193,129	0.01%
	$73,262,702,816		$74,402,881,654		$76,489,654,419		$78,911,345,391		$80,459,900,307	
Percent Change From Previous Year	-3.71%		1.56%		2.80%		3.17%		1.96%	

Sources: Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," January of each year.

Notes: Values from Pima County Abstracts have been adjusted to the Net Assessed Values appearing in the Assessor's Levy Limit Calculation Worksheets.

Abbreviations: R.P. - Real Property, P.P. - Personal Property, R.E. - Real Estate.

ASSESSMENT RATIOS BY CLASS FOR TAX YEARS 2013-2017

Legislative Class	2013	2014	2015	2016	2017
I. 1-14 Commercial, Mines, Utilities - Real & Personal Property	19.50%	19.00%	18.50%	18.00%	18.00%
II. Vacant Land/Agricultural - Real & Personal Property	16.00%	16.00%	16.00%	15.00%	15.00%
III. Residential, Primary Residence	10.00%	10.00%	10.00%	10.00%	10.00%
IV. Residential, Rental & Other	10.00%	10.00%	10.00%	10.00%	10.00%
V. Railroads	15.00%	16.00%	15.00%	14.00%	15.00%
VI. Historic Noncommercial (Note 1)	5.00%	5.00%	5.00%	5.00%	5.00%
VII. Historic Commercial (Note 2)	1.00%	1.00%	1.00%	1.00%	1.00%
VIII. Historic Rental Residential (Note 2)	1.00%	1.00%	1.00%	1.00%	1.00%
IX. Possessory Interests	1.00%	1.00%	1.00%	1.00%	1.00%
Weighted Average Assessment Ratio for Full Cash Value	12.68%	12.58%	12.38%	12.07%	12.03%
Weighted Average Assessment Ratio for Limited Value	12.62%	12.55%	12.39%	12.11%	12.04%

Note 1. Legislative Class VI also includes property in foreign trade zones, military reuse zones, and property used in the manufacture of environmental technology and renewable energy equipment, environmental remediation, and biodiesel fuel production.

Note 2. The 1 percent assessment ratio applies to the value of recent renovations and improvements and applies for 10 years after the improvements are made. The remainder of the value is at the rate for the class as determined by the use of the property.

FULL CASH NET ASSESSED VALUE BY CLASS FOR TAX YEARS 2013-2017

Legislative Class	2013 Amount	2013 % of Total	2014 Amount	2014 % of Total	2015 Amount	2015 % of Total	2016 Amount	2016 % of Total	2017 Amount	2017 % of Total
I. 8 -14. Commercial R.P., Mines & Utilities	2,157,110,730	28.30%	2,080,393,403	27.45%	2,081,422,201	26.33%	2,108,710,171	25.52%	2,215,214,158	26.03%
I. 11, 13. Commercial & Telecommunications P.P.	256,415,847	3.36%	258,052,514	3.40%	216,452,423	2.74%	212,700,038	2.57%	209,903,169	2.47%
All Class I Property	2,413,526,577	31.66%	2,338,445,917	30.85%	2,297,874,624	29.07%	2,321,410,209	28.09%	2,425,117,327	28.50%
II. R. Vacant Land / Agricultural R.E.	439,909,044	5.77%	413,759,181	5.46%	397,060,760	5.02%	358,267,413	4.34%	339,658,308	3.99%
II. P. Vacant Land / Agricultural P.P.	3,322,740	0.04%	3,427,493	0.05%	2,801,626	0.04%	2,116,920	0.02%	2,399,725	0.03%
All Class II Property	443,231,784	5.81%	417,186,674	5.51%	399,862,386	5.06%	360,384,333	4.36%	342,058,033	4.02%
III. Residential, Owner Occupied	3,690,043,699	48.40%	3,409,651,055	44.98%	3,610,703,154	45.67%	3,886,108,879	47.03%	3,978,209,871	46.75%
IV. Residential, Renter Occupied	1,024,062,086	13.43%	1,365,044,133	18.01%	1,544,007,933	19.53%	1,639,046,335	19.84%	1,703,412,445	20.03%
V. Railroads	8,829,761	0.12%	10,734,741	0.14%	11,861,940	0.15%	12,051,073	0.15%	14,765,832	0.17%
VI. Historic Owner Residential, Enterprise & Trade Zones	42,615,692	0.56%	37,488,217	0.49%	40,675,804	0.51%	42,610,899	0.52%	44,308,610	0.52%
VII. Historic Commercial	1,214,053	0.02%	1,192,120	0.02%	1,079,227	0.01%	1,015,188	0.01%	1,035,879	0.01%
VIII. Historic Rental Residential	91,792	0.00%	91,792	0.00%	62,423	0.00%	17,490	0.00%		0.00%
IX. Possessory Interests	75,836	0.00%	64,219	0.00%	62,648	0.00%	20,096	0.00%	81,951	0.00%
	$7,623,691,280		$7,579,898,868		$7,906,190,139		$8,262,664,502		$8,508,989,948	
Percent Change From Previous Year	-6.70%		-0.57%		4.30%		4.51%		2.98%	

Sources: Values from Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," January of each year.
Abbreviations: R.P. - Real Property, P.P. - Personal Property, R.E. - Real Estate.

LIMITED NET ASSESSED VALUE FOR TAX YEARS 2013-2017

Legislative Class	2013 Amount	2013 % of Total	2014 Amount	2014 % of Total	2015 Amount	2015 % of Total	2016 Amount	2016 % of Total	2017 Amount	2017 % of Total
I. 8-14. Commercial R.P., Mines & Utilities	2,121,813,049	28.07%	2,050,871,063	27.27%	2,013,722,768	26.43%	2,033,800,884	26.02%	2,113,676,863	26.18%
I. 11, 13. Commercial & Telecommunications P.P.	254,156,433	3.36%	258,052,514	3.43%	216,452,423	2.84%	212,700,038	2.72%	209,903,169	2.60%
All Class I Property	2,375,969,482	31.43%	2,308,923,577	30.70%	2,230,175,191	29.27%	2,246,500,922	28.74%	2,323,580,032	28.78%
II. R. Vacant Land / Agricultural R.E.	426,659,489	5.64%	404,429,880	5.38%	382,241,360	5.02%	342,981,780	4.39%	318,622,250	3.95%
II. P. Vacant Land / Agricultural P.P.	3,307,677	0.04%	3,427,493	0.05%	2,801,626	0.04%	2,116,920	0.03%	2,399,725	0.03%
All Class II Property	429,967,166	5.68%	407,857,373	5.43%	385,042,986	5.06%	345,098,700	4.42%	321,021,975	3.98%
III. Residential, Owner Occupied	3,686,808,223	48.77%	3,401,121,728	45.24%	3,473,421,256	45.58%	3,648,755,938	46.68%	3,816,829,614	47.27%
IV. Residential, Renter Occupied	1,015,072,592	13.43%	1,351,489,802	17.98%	1,479,335,273	19.41%	1,523,808,131	19.49%	1,557,914,748	19.28%
V. Railroads	8,754,108	0.12%	10,643,789	0.14%	11,657,245	0.15%	11,310,098	0.15%	12,776,527	0.16%
VI. Historic Owner Residential, Enterprise & Trade Zones	41,202,437	0.55%	37,111,820	0.49%	39,540,498	0.52%	40,211,648	0.51%	41,761,124	0.52%
VII. Historic Commercial	1,193,216	0.02%	1,180,192	0.02%	1,076,573	0.01%	981,146	0.01%	991,762	0.01%
VIII. Historic Rental Residential	86,037	0.00%	89,488	0.00%	49,203	0.00%	13,132	0.00%		0.00%
IX. Possessory Interests	75,836	0.00%	64,219	0.00%	62,648	0.00%	20,045	0.00%	81,935	0.00%
	$7,559,129,097		$7,518,481,988		$7,620,360,873		$7,816,699,760		$8,074,957,717	
Percent Change From Previous Year	-6.38%		-0.54%		1.36%		2.58%		3.30%	

Sources: Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," January of each year.

Notes: Values from Pima County Abstracts have been adjusted to the Net Assessed Values appearing in the Assessor's Levy Limit Calculation Worksheets.

Abbreviations: R.P. - Real Property, P.P. - Personal Property, R.E. - Real Estate.

PROPERTY TAX LEVIES AND COLLECTIONS - 10 YEAR HISTORY

(in thousands)

				Collected through June 30th End of Tax Fiscal Year[1]		Collected through June 30, 2016[1]	
Fiscal Year	**Original Real Property Tax Levy**	**Tax Roll Corrections**	**Adjusted Levy**	**Amount**	**Percent of Original Levy**	**Amount**	**Percent of Adjusted Levy**
2006-07	330,240	(322)	329,918	318,520	96.5%	329,818	100.0%
2007-08	362,535	(622)	361,913	348,741	96.2%	361,687	99.9%
2008-09	379,674	(360)	379,314	363,624	95.8%	379,040	99.9%
2009-10	402,062	(106)	401,956	384,983	95.8%	401,662	99.9%
2010-11	402,532	(384)	402,148	383,978	95.4%	400,273	99.5%
2011-12	383,709		383,709	369,100	96.2%	382,141	99.6%
2012-13	370,922		370,922	357,556	96.4%	369,401	99.6%
2013-14	368,313		368,313	355,338	96.5%	366,935	99.6%
2014-15	411,484		411,484	397,670	96.6%	410,465	99.8%
2015-16	433,549		433,549	418,716	96.6%	418,716	96.6%

Source: Pima County Comprehensive Annual Financial Report, Fiscal Year Ending June 30, 2016, Exhibit D - 8.

[1] Amounts collected are on a cash basis rather than the modified accrual basis used in financial statements.

PROPERTY TAX RATES - DIRECT AND OVERLAPPING GOVERNMENTS - 10 YEAR HISTORY[1]

(Per $100 Net Assessed Value)

Fiscal Year	Pima County[2]	Regional Flood Control District[3]	County Free Library	State of Arizona	State Education Assistance	Junior College District	City of Tucson	City of South Tucson	Central AZ Water Conservation District[4]
2008/09	4.0374	0.2935	0.3393	0.0000	0.0000	1.1355	0.9601	0.2143	0.1000
2009/10	4.0639	0.2635	0.2643	0.0000	0.3306	1.0770	0.9344	0.2035	0.1000
2010/11	4.1063	0.2635	0.3100	0.0000	0.3564	1.0848	0.9550	0.1999	0.1000
2011/12	4.2396	0.2635	0.3460	0.0000	0.4259	1.1094	1.1621	2.6603	0.1000
2012/13	4.2425	0.2635	0.3460	0.0000	0.4717	1.1741	1.2639	2.7640	0.1000
2013/14	4.4921	0.2635	0.3753	0.0000	0.5123	1.2933	1.4304	2.9776	0.1400
2014/15	5.0251	0.3035	0.4353	0.0000	0.5089	1.3344	1.4606	0.2528	0.1400
2015/16	5.1344	0.3135	0.5153	0.0000	0.5054	1.3689	1.5960	0.2528	0.1400
2016/17	5.0364	0.3335	0.5153	0.0000	0.5010	1.3733	1.5982	0.2528	0.1400
2017/18	5.2055	0.3135	0.5053	0.0000	0.4875	1.3890	1.4342	0.2487	0.1400

(1) Some rates apply to limited areas or base measures.

(2) Pima County property tax includes a Transportation Property Road Tax of $0.2500 in FY 2017/18.

(3) The Regional Flood Control District property tax applies to real property and not personal property.

(4) Under the Central Arizona Water Conservation District is a Ground Water Replenishment District with a per Acre Foot Water Use Fee of $305.00 in fiscal year 2008/09, $333.00 in 2009/10, $377.00 in 2010/11, $427.00 in 2011/12, $474.00 in 2012/13, $548.00 in 2013/14, $615.00 in 2014/15, $685 in 2015/16, $706 in 2016/17, and $758 in 2017/18. The District also levied an Annual Membership Dues Fee of $4.34 per lot in fiscal year 2011/12, $6.24 per lot in 2012/13, $8.38 per lot in 2013/14, $9.87 per lot in 2014/15, $13.21 per lot in 2015/16, $16.89 per lot in 2016/17, and $23.58 per lot in 2017/18.

PIMA COUNTY POPULATION
CITIES & TOWNS AND
UNINCORPORATED AREAS: 2000 - 2016

	Incorporated Towns & Cities		Unincorporated Pima County		Total Pima County	
Year	Population	Annual % Change	Population	Annual % Change	Population	Annual % Change
2000	542,924	--	305,451	--	848,375	--
2001	553,466	1.94%	312,235	2.22%	865,701	2.04%
2002	563,953	1.89%	317,576	1.71%	881,530	1.83%
2003	576,879	2.29%	320,959	1.07%	897,838	1.85%
2004	587,368	1.82%	326,643	1.77%	914,011	1.80%
2005	603,877	2.81%	336,127	2.90%	940,004	2.84%
2006	614,871	1.82%	344,603	2.52%	959,474	2.07%
2007	625,861	1.79%	351,397	1.97%	977,258	1.85%
2008	630,301	0.71%	353,731	0.66%	984,032	0.69%
2009	630,024	-0.04%	354,250	0.15%	984,274	0.02%
2010	627,849	-0.35%	353,319	-0.26%	981,168	-0.32%
2011	631,124	0.52%	354,957	0.46%	986,081	0.50%
2012	633,499	0.38%	356,881	0.54%	990,380	0.44%
2013	637,874	0.69%	358,172	0.36%	996,046	0.57%
2014	645,095	1.13%	362,067	1.09%	1,007,162	1.12%
2015	648,348	0.50%	361,023	-0.29%	1,009,371	0.22%
2016	651,449	0.48%	361,654	0.17%	1,013,103	0.37%

Note: Population estimates as of July 1 for the indicated year.

Source: Arizona Office of Economic Development.

POPULATION ESTIMATES & PROJECTIONS
PIMA COUNTY COMPARED WITH
ARIZONA, MARICOPA COUNTY AND OTHER COUNTIES
FOR YEARS 2005 - 2016, 2020, 2030, 2040, and 2050

	Arizona	Pima County		Maricopa County		Other Counties	
Year	Population	Population	% of State	Population	% of State	Population	% of State
2005	5,924,476	940,004	15.87%	3,577,074	60.38%	1,407,398	23.76%
2006	6,116,409	959,474	15.69%	3,663,915	59.90%	1,493,020	24.41%
2007	6,274,981	977,258	15.57%	3,753,413	59.82%	1,544,310	24.61%
2008	6,368,649	984,032	15.45%	3,808,829	59.81%	1,575,788	24.74%
2009	6,389,081	984,274	15.41%	3,821,136	59.81%	1,583,671	24.79%
2010	6,401,569	981,168	15.33%	3,824,058	59.74%	1,596,343	24.94%
2011	6,438,178	986,081	15.32%	3,843,370	59.70%	1,608,727	24.99%
2012	6,498,569	990,380	15.24%	3,884,705	59.78%	1,623,484	24.98%
2013	6,581,054	996,046	15.14%	3,944,859	59.94%	1,640,149	24.92%
2014	6,667,241	1,007,162	15.11%	4,008,651	60.12%	1,651,428	24.77%
2015	6,758,251	1,009,371	14.93%	4,076,438	60.32%	1,672,442	24.75%
2016	6,835,518	1,013,103	14.82%	4,137,076	60.52%	1,685,339	24.66%
2020	7,346,800	1,064,400	14.49%	4,480,900	60.99%	1,801,500	24.52%
2030	8,535,900	1,176,400	13.78%	5,280,100	61.86%	2,079,400	24.36%
2040	9,706,800	1,276,700	13.15%	6,031,000	62.13%	2,399,100	24.72%
2050	10,820,900	1,370,500	12.67%	6,698,400	61.90%	2,752,000	25.43%

Note: Population as of July 1 for the year indicated.

Source for July 1, 2005, to July 1, 2016, population estimates: Arizona Office of Economic Opportunity.

Source for July 1, 2020, to July 1, 2050, population projections: *Arizona State and County Population Projections: 2015-2050, Medium Series*, Arizona Office of Economic Opportunity.

PIMA COUNTY
POPULATION & EMPLOYMENT: 10-YEAR HISTORY

Year	Population as of July 1	Total Employment	Unemployment Rate	Mining & Logging	Construction	Manufacturing	Private Service Providers	Government
2007	977,258	441,600	3.7%	1,800	26,600	27,400	252,000	77,900
2008	984,032	446,800	5.8%	1,900	22,900	27,100	249,700	79,800
2009	984,274	441,800	9.1%	1,700	16,700	24,900	238,900	79,100
2010	981,168	434,100	9.3%	1,800	15,100	23,800	234,400	78,200
2011	986,081	427,300	8.5%	1,900	14,500	23,300	237,900	76,800
2012	990,380	428,800	7.4%	2,100	14,400	23,200	242,400	77,700
2013	996,046	427,000	6.8%	2,300	15,400	23,000	245,300	77,200
2014	1,007,162	434,500	6.0%	2,300	14,800	22,500	249,100	77,000
2015	1,009,371	441,200	5.4%	2,300	14,600	22,600	253,000	76,200
2016	1,013,103	448,900	4.9%	1,600	14,900	23,200	257,200	76,400

Sources: Calendar year employment and unemployment rate information from U.S. Department of Labor, Bureau of Labor Statistics.
Population estimates from Arizona Office of Economic Opportunity.

PIMA COUNTY GOVERNMENT
ADDRESSES & TELEPHONE NUMBERS

NOTE: Area Code is 520 for all areas. City, State, & ZIP Code is Tucson, AZ 85701 unless otherwise noted.

County Operator		724-9999
Telecommunications Device for the Hearing Impaired		711
Superior Court Building	110 W. Congress Street	
Old Courthouse	115 N. Church Avenue	
Administration East Building	130 W. Congress Street	
Administration West Building	150 W. Congress Street	
Legal Services Building	32 N. Stone Avenue	
Public Works Building	201 N. Stone Avenue	
Public Service Center	240 N. Stone Avenue	
Bank of America Building	33 N. Stone Avenue	
Pima Emergency Communications & Operations Center	3434 E. 22nd Street Tucson, AZ 85713	

General Government Services

Supervisor District 1	Ally Miller	130 W. Congress St, 11th Fl	724-2738
Supervisor District 2	Ramon Valadez	130 W. Congress St, 11th Fl	724-8126
Supervisor District 3	Sharon Bronson	130 W. Congress St, 11th Fl	724-8051
Supervisor District 4	Steve Christy	130 W. Congress St, 11th Fl	724-8094
Supervisor District 5	Richard Elias	130 W. Congress St, 11th Fl	724-8126
Assessor	Bill Staples	240 N. Stone Avenue, 3rd Fl	724-8172
Clerk of the Board	Julie Castaneda	130 W. Congress St, 5th Fl	724-8449
County Administrator	C.H. Huckelberry	130 W. Congress St, 10th Fl	724-8751
Elections	Brad R. Nelson	6550 S. Country Club Road Tucson, AZ 85756	724-6830
Facilities Management	Lisa Josker	150 W. Congress St, 3rd Fl	724-3104
Finance & Risk Management	Keith Dommer	130 W Congress St, 6th Fl	724-8496
Fleet Services	Frank Samaniego	1291 S. Mission Road Tucson, AZ 85713	724-5920
General Government Services Administration	Tom Burke	130 W Congress St, 10th Fl	724-3030
Human Resources	Allyn Bulzomi	150 W Congress St, 4th Fl	724-8028
Information Technology	Jesse Rodriguez	33 N. Stone, 14th Fl	724-7580
Office of Emergency Mgmt. & Homeland Security	Jeff Guthrie	3434 E. 22nd St, Ste A Tucson, AZ 85713	724-9313
Procurement	Mary Jo Furphy	130 W Congress St, 3rd Fl	724-8161
Recorder	F. Ann Rodriguez	240 N. Stone Avenue	724-4350
Treasurer	Beth Ford, CPA	240 N. Stone Avenue	724-8341
Wireless Integrated Network (PCWIN)	John Voorhees	3434 E. 22nd St, Ste B Tucson, AZ 85713	724-8508

Community Resources

Attractions & Tourism	Diane Frisch	33 N. Stone Ave, 8th Fl	724-7353
Communications Office	Mark B. Evans	130 W. Congress St, 1st Fl	724-3334
Community & Economic Dev. Grants and Data Office	Jan Lesher	130 W. Congress St, 10th Fl	724-8977
Community Development & Neighborhood Conservation	Margaret Kish	2797 E Ajo Way Tucson, AZ 85713	724-6745
Community Services, Employment & Training	Charles Casey	2797 E Ajo Way Tucson, AZ 85713	724-6742

PIMA COUNTY GOVERNMENT
ADDRESSES & TELEPHONE NUMBERS

NOTE: Area Code is 520 for all areas. City, State, & ZIP Code is Tucson, AZ 85701 unless otherwise noted.

Community Resources (Continued)

Kino Sports Complex / Stadium District	Maureen Ochoa	2500 E. Ajo Way Tucson, AZ 85713	222-1001
School Superintendent	Dustin Williams	200 N. Stone	724-8451

Health Services

Behavioral Health	Dr. Francisco Garcia	130 W. Congress St, 10th Fl	724-8977
Health	Marcy Flanagan	3950 S. Country Club Rd, Ste 100 Tucson, AZ 85714	724-7765
Medical Examiner	Dr. Gregory Hess	2825 E. District St Tucson, AZ 85714	724-8600
Pima Animal Care Center	Kristen Auerbach	4000 N. Silverbell Rd, Tucson, AZ 85745	724-5908

Justice & Law

Clerk of the Superior Court	Toni Hellon	110 W. Congress St, 1st Fl	724-3200
Constables	Michael Stevenson, Admin Constable	240 N. Stone Avenue	724-5442
County Attorney	Barbara LaWall	32 N. Stone Ave, 14th Fl	724-5600
Justice Court Ajo	Judge John Peck	111 La Mina Avenue, Ajo, AZ 85321	387-7684
Justice Court Green Valley	Judge Lisa Royal	601 N. La Canada Drive Green Valley, AZ 85614	222-0200
Justice Court Tucson	Presiding Judge Adam Watters	240 N. Stone Avenue	724-3505
Juvenile Court	Presiding Judge Kathleen Quigley	2225 E. Ajo Way Tucson, AZ 85713	724-2068
Public Defense Services	Lori Lefferts	33 N. Stone Ave, Ste 2100	724-6966
Sheriff	Mark Napier	1750 E. Benson Highway, Tucson, AZ 85714	351-4600
Superior Court	Presiding Judge Kyle Bryson	110 W. Congress Street, 4th Fl	724-4200

Public Works

Capital Projects	Michelle Campagne	130 W. Congress St, 6th Fl	724-8410
Development Services	Carla Blackwell	201 N. Stone Ave, 1st Fl	724-9516
Environmental Quality	Ursula Nelson	33 N. Stone Ave, Ste 700	724-7454
Natural Resources, Parks & Recreation	Chris Cawein	3500 W. River Rd Tucson, AZ 85741	724-5256
Office of Sustainability & Conservation	Linda Mayro	201 N. Stone Ave, 6th Fl	724-6451
Public Works Admin	Carmine Debonis, Jr.	130 W. Congress St, 10th Fl	724-8474
Regional Flood Control District	Suzanne Shields	201 N. Stone Ave, 9th Fl	724-4680
Regional Wastewater Reclamation	Jackson Jenkins	201 N. Stone Ave, 8th Fl	724-6549
Transportation	Priscilla Cornelio	201 N. Stone Ave, 4th Fl	724-6410

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