

PCWIN Cooperative  
Business Plan  
August 2019



**PCWIN** Pima County Wireless  
Integrated Network

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**...a better state of communication**

Pima County Wireless Integrated Network  
3434 East 22<sup>nd</sup> Street • Tucson, AZ 85713

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## Summary of Revisions

Overall, this Business Plan represents a completely new communication tool for the governance of the Pima County Wireless Integrated Network (PCWIN). The August 2019 Business Plan updates the description of the network and organizational structure of PCWIN and establishes new goals and projects for the 2019-2020 fiscal year. Below is a brief summary of the significant revisions to the document:

Title	Sub-Title	Page(s)	Change
<b>Executive Summary</b>			
	<b>PCWIN Project Background</b>	3	Changed reference to fourth year of operation to sixth year of operation
	<b>Business Plan Purpose</b>	3	Changed 2018 to 2019
	<b>PCWIN Costs</b>	4	Updated costs based on FY 20/21 projections; Added FY 23/24
<b>PCWIN Cooperative Goals</b>		15	Updated Cooperative Goals to reflect goals and objectives for FY19/20
<b>Projected Annual Membership Fees</b>		16	Updated the expense estimates to reflect the FY 19/20 draft 5-year plan.
<b>Appendix A PCWIN Cooperative Current Members and Participants</b>			Updated
<b>Appendix B FY 18/19 Budget with 5-year Forecast</b>			Updated

## Executive Summary

PCWIN is a state-of-the-art digital trunked radio communications system designed to provide public safety grade radio communications throughout Pima County. The system is based on the Telecommunications Industry Association Project 25 standard for interoperable communications, supported by multiple public safety industry associations, and provides participating agencies and first responders with:

- Improved support for public safety operations with significant improvements, such as real-time, on-demand, automatic county-wide communications that expands the service areas for all users;
- Enhanced in-building communication in major population centers, particularly within the

- City of Tucson to meet the demanding needs of firefighters and law enforcement;
- System capacity to support routine, peak and emergency traffic that relieves the overcrowding that previously existed;
  - Interagency and interdisciplinary interoperable communications with other member agencies;
  - Improved dispatch center communications with field subscriber units including increased coverage in hard-to-reach places;
  - Options for interconnections with state and federal communication systems for interoperability with external public safety service providers;
  - New subscriber unit equipment with expanded radio features for improved safety of first responders;
  - Improved system reliability designed to survive weather or emergency conditions, through the use of redundant equipment, hardened facilities, and backup power; and,
  - Cost effective system maintenance, radio programming, and support services.

### **PCWIN Project Background**

In December 2003, public safety entities in Pima County joined in a collaborative effort to present a plan for a regional public safety communications system to the Pima County Board of Supervisors. The plan for the new system was subsequently approved by the voters and Pima County was authorized to issue bonds for the development, procurement, implementation, and management of the Pima County Wireless Integrated Network (PCWIN). The Bond Implementation Plan assigned responsibility for implementing the program to the PCWIN Executive Management Committee (EMC).

Now entering its sixth year of operation, the PCWIN radio system has delivered superb communication to Pima County's public safety professionals without fault or failure. PCWIN, as a Pima County bond project, has proven to be a success by every estimate.

The following sections explain the construct of the Radio System's governance and financial structure.

### **PCWIN Cooperative Overview**

The Cooperative organization consists of a Board of Directors, Executive Committee and an Executive Director. To ensure representation and opportunity for all participants, the Board of Directors is comprised of a representative from each Member Agency, with each Member having one (1) vote. Any Member can bring an item to the Board of Directors for consideration.

Appendix A contains the current list of participating public safety agencies.

To manage the Cooperative functions the Board of Directors appoints a seven (7) member Executive Committee with representatives from Pima County, the City of Tucson, and other persons nominated by Member entities. This Committee reviews Cooperative activities and proposals, sets Board agendas, and manages Executive Director's activities. Finally, the Executive Director manages the administration of the Cooperative, including the establishment of working groups as necessary to address any issues affecting the Cooperative or its Membership.

Operations and maintenance activities, and any special projects, are funded through the establishment of an annual operating budget as approved by the Board of Directors. The Executive Director prepares budgets, five (5) year forecasts, and fund balance reports for presentation to the Executive Committee and the Board of Directors. Approved budgets are used to develop the rates or the Annual Membership Fees of the Cooperative.

**Business Plan Purpose**

The purpose of the PCWIN Cooperative Business Plan is to clearly communicate the business goals and objectives, cost projections, financial and administrative activities to the Membership and stakeholders of the PCWIN Cooperative. This document is consistent with and satisfies the philosophy, policy and objectives by which the PCWIN Project was envisioned and implemented. The PCWIN Cooperative Business Plan is intended to be a living document, the content of which will be revised annually by the Executive Director and submitted to the PCWIN Board of Directors for approval and adoption. This Business Plan (PCWIN Cooperative Business Plan August 2019) represents a recommended plan from the Executive Director to the PCWIN Cooperative Board of Directors as established by the PCWIN Intergovernmental Agreement (Intergovernmental Agreement to Operate, Maintain, Sustain, Improve and Finance the Pima County Wireless Integrated Network).

**PCWIN Costs**

PCWIN operates three fund accounts to support the operation and maintenance of the radio system and business cooperative. A *Special Revenue Fund* supports the daily expenses required to sustain the radio system and the employees that maintain it. An *Infrastructure Replacement Fund* (IRF) was established in FY15/16 to fund the periodic, large-scale upgrades and maintenance necessary to keep the radio system viable for the expected life of the system. Finally, a *Subscriber Services Fund* supports the maintenance of the portable and mobile radio units of the PCWIN participants.

Revenue is derived from three primary sources. Quarterly, per radio, subscriber fees are collected from most participants on the radio system and are used to support, operate and maintain the PCWIN network. Additionally, revenue is garnered from special assessments to members and participants, when necessary, to support a specific endeavor. Finally, third-party rental revenue bolsters the PCWIN *Special Revenue Fund* and helps defray direct expense to the PCWIN Cooperative members and participants. The table below contains projected monthly subscriber fees for the next five years.

Table 1: Projected Monthly Subscriber Unit Rates

	FY 19/20	FY 20/21	FY 21/22	FY22/23	FY23/24
MONTHLY SUBSCRIBER RATE	\$35	\$37	\$37	\$37	\$37

## **Support Overview**

Pima County is the designated Administrative and Network Managing Member for PCWIN. The County has ultimate responsibility for the management of the network and cooperative. PCWIN will function within the administrative framework of Pima County government as a standalone department. The PCWIN Executive Director, as a Pima County employee will work with the applicable functional areas of Pima County government to achieve the objectives of the PCWIN Board of Directors.

As Administrative Managing Member, Pima County will be responsible for conducting business on behalf of the membership, including day-to-day management of the Cooperative organization and finances.

PCWIN will be supported to specific service levels as defined by the Cooperative. As the Network Managing Member, Pima County will be responsible for management and programming of the network electronics, in collaboration with operations and technical working groups.

Maintenance Providers will provide technical support for the Network components and the subscriber units. The City of Tucson and Pima County are currently the only approved Maintenance Providers. The Board of Directors may authorize third parties to provide support for subscriber equipment as deemed necessary.

## **PCWIN Cooperative**

The Cooperative is formed for the purpose of using best efforts through cooperation and sharing of common resources, for the mutual benefit of all parties to operate, maintain, sustain, improve, and finance PCWIN. The governing principles defined in the PCWIN IGA set forth a structure that will promote participation of all member agencies in the decisions affecting their mission critical communications services of the Cooperative. Entities become members of the Cooperative by executing the PCWIN IGA which defines rights, roles and responsibilities of members related to operating, maintaining, sustaining, improving and financing the PCWIN.

This section contains an overview of the key concepts contained in the PCWIN IGA and the PCWIN Governance document. Refer to those documents for further detail. Also, a PCWIN Governance Quick Reference Guide is shown in Figure 2.

## **PCWIN Board of Directors**

The PCWIN Board of Directors is the overarching governing body responsible for setting strategic direction, policy formation, financial oversight, and the ongoing viability of the PCWIN Cooperative. Each Member organization of the PCWIN Cooperative will have a voting Representative on the Board of Directors. The Board of Directors is responsible for the following:

- To develop, sustain, and promote the vision and guiding principles of the Cooperative;
- Act on business and policy matters relevant to the Cooperative;

- To review and approve the annual PCWIN Cooperative Business Plan;
- To review and approve the annual PCWIN Operating Budget;
- Establish Capital Funds and Special Assessments on behalf of the Membership, as required;
- To review and approve policy recommendations, as appropriate;
- To appoint members of the Executive Committee;
- To establish the responsibilities of the Executive Director;
- To authorize and review an annual financial audit or review;
- To comply with all statutes and ordinances.

## **Voting**

Voting rights are afforded to all PCWIN Cooperative Members through their Representative on the Board of Directors. Each Member organization will have one vote and the Board of Directors will utilize a numerical vote which will require a majority to carry a motion. If necessary, a weighted vote, based on subscriber unit count, will be utilized to decide business matters. Any matter requiring a weighted vote must also pass a numerical vote. Matters that cannot be resolved through the voting process will be subject to mediation.

## **PCWIN Executive Committee**

- The Executive Committee is a seven member committee appointed by the Board of Directors and serves in advisory capacity to the Board and the Executive Director. Members of the Executive Committee are executive level members of police, fire, technology, maintenance organizations, and an Indian Community or at-large member. The Executive Committee is responsible for:
  - Advising the Board of Directors and the Executive Director on matters of relevance to the Cooperative;
  - Reviewing all proposals, recommendations, financial reports, and system performance reports prior to submittal to the Board of Directors;
  - Establishing Board of Directors meeting agendas;
  - Vetting policies and procedures;
  - Other duties as assigned by the Board of Directors.

## **PCWIN Executive Director**

The PCWIN Executive Director is an at-will employee of Pima County and a non-voting member of the Board of Directors and of the Executive Committee. The primary responsibility of the Executive Director will be to ensure that the Cooperative's Guiding Principles of representation, participation, transparency, system sustainability, and equitable cost allocation are evident in all aspects of the Cooperative. The Director will serve as the Cooperative's liaison to the Maintenance Providers to ensure that Service Level Agreement (SLA) metrics are being met, to resolve service delivery complaints, mediate contract disputes with suppliers, and enforce

operational policies approved by the Board of Directors. The Director is also the administrative head of the Pima County Wireless Integrated Network, Wireless Services Division (one of two authorized maintenance providers for PCWIN). The Director will be the Cooperative's ambassador to the community and will represent the Cooperative's membership on all matters relative to PCWIN. The Director's office will be responsible for providing administrative support for the Board of Directors, the Executive Committee, and the Working Groups.

The PCWIN Executive Director is expected to be an executive level employee, capable of working with Elected Officials and County, City, and Indian Community Executives. The Executive Director will be expected to engender trust and build consensus among all parties. The primary responsibilities of the Executive Director are as follows:

- To oversee all administrative aspects of the Cooperative;
- To oversee financial transactions of the Cooperative;
- To actively pursue additional funding for the sustainability of PCWIN;
- To develop a public relations strategy and take an active role in public relations;
- To help educate the community, PCWIN users, and political leaders about issues of relevance to the Cooperative;
- To develop and secure appropriate intergovernmental agreements;
- To assemble the Operations Working Group and Technical Working Group and task each work group appropriately;
- To maintain an awareness of advances in technology, national trends, best practices relative to radio communications;
- Represent the interests of all members of the Cooperative; and
- Function as an advisor to the Board of Directors and Executive Committee

## **Managing Members**

Managing Members are Member organizations that provide a service, or collection of services, to the Cooperative in lieu of a third party. The types of administrative and maintenance providers contemplated by the PCWIN Governance Document are as follows:

Administrative Managing Member - Pima County will serve as the Administrative Managing Member for the Cooperative and will be responsible for conducting business on behalf of the membership, including day-to-day management of the Cooperative organization and finances. As the Administrative Managing Member, the County will be responsible for collection of all Annual Membership Fees, disbursement of funds as approved by the Board of Directors, financial reporting, entering into legal agreements on behalf of the Cooperative, and employing the Executive Director and administrative staff.

Network Managing Member - Pima County, with collaboration from the Operations and Technical Working groups, will function as the Network Managing Member and is responsible for management and programming of the network electronics, coordination of the maintenance activities, and reporting of network performance.

Maintenance Providers - The City of Tucson and Pima County will both function as Maintenance Providers. As such, both the City and County will retain their existing radio shop staffs and facilities. They will provide technical support to their respective portions of the system and will provide subscriber unit programming and maintenance services as assigned by the Cooperative.

## **Operations Working Group**

Each Member organization of the Cooperative can appoint up to four (4) Representatives, one each from police, fire, and municipal user departments, to the Operations Working Group (OWG). One representative from each Communications Center operating on the Network can also be appointed to the OWG. The OWG will function in an advisory capacity to the Executive Director and is responsible for the following activities:

- To recommend to the Executive Director policies and procedures required for consistent, reliable, and coordinated use of PCWIN;
- To recommend to the Executive Director policies and procedures for the efficient and effective management of grants to support the PCWIN Network;
- To develop recommendations to the Executive Director regarding the planning of operational exercises and annual events utilizing PCWIN;
- To develop recommendations to the Executive Director for the purchase and use of equipment relative to PCWIN;
- To review applications for membership submitted by potential members for operational impact to PCWIN;
- To coordinate with and support the Technical Working Group as necessary.

## **Technical Working Group**

Each Maintenance Provider authorized by the Board of Directors may have up to three (3) representatives from their respective technical support teams as members of the Technical Working Group (TWG). The TWG shall be responsible for addressing all technical, architectural and engineering issues and maintaining Board of Director approved policies and procedures for the technical operation and maintenance of the Network. The Technical Working Group is assembled by the Executive Director and has the following responsibilities:

- To evaluate and plan for new equipment and technologies;
- To evaluate system performance and configuration with applicable recommendations for improvement;
- To develop and maintain standards, procedures, and processes for equipment usage;
- To review reports for service providers regarding system performance;
- To review applications for membership submitted by potential members for technical impact to PCWIN; and
- To coordinate and support the Operations Working Group, as necessary

## **Members and Participants**

Members are defined as entities that execute and become a party to the PCWIN Intergovernmental Agreement to operate, maintain, sustain, improve, and finance the Cooperative. All city, town, state, federal, Indian community, fire district or other separately constituted public entity that provides public safety services are eligible for Membership. Members are represented on the Board of Directors and have voting rights. Those entities eligible for initial membership are as defined in the 2004 Bond Ordinance as participants in the PCWIN project.

One of the objectives of PCWIN is to expand the user base for improved interoperability and the operational benefits that result, and to help make the system as cost effective as possible to operate on behalf of all Members. Therefore, additional members may be admitted upon Board of Director's approval of their application for membership, and the subsequent execution of appropriate Cooperative agreements. Each applicant will undergo an evaluation to assess the potential operational and technical impact to the Cooperative.

Similarly, accommodations for improvement to interoperability for Public Safety Service and Emergency Medical Service Participants have been made as well. Participants are defined as non-member, non-voting agencies and organizations that are authorized by the PCWIN Executive Committee<sup>1</sup> to use PCWIN to provide public safety or emergency medical services. Participants will be required to execute an appropriate Intergovernmental Agreement or Memorandum of Understanding with the Cooperative. Consideration for participation by the PCWIN Executive Committee will include assessing the benefits and impact to the Cooperative, with the highest priority to maintaining service for public safety entities.

A list of current members and participants, by category, can be found in Appendix A.

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<sup>1</sup> Authorized by the PCWIN Board of Directors November 2017

Figure 1: PCWIN Cooperative Structure

**Cooperative Organization and Operational Associations**

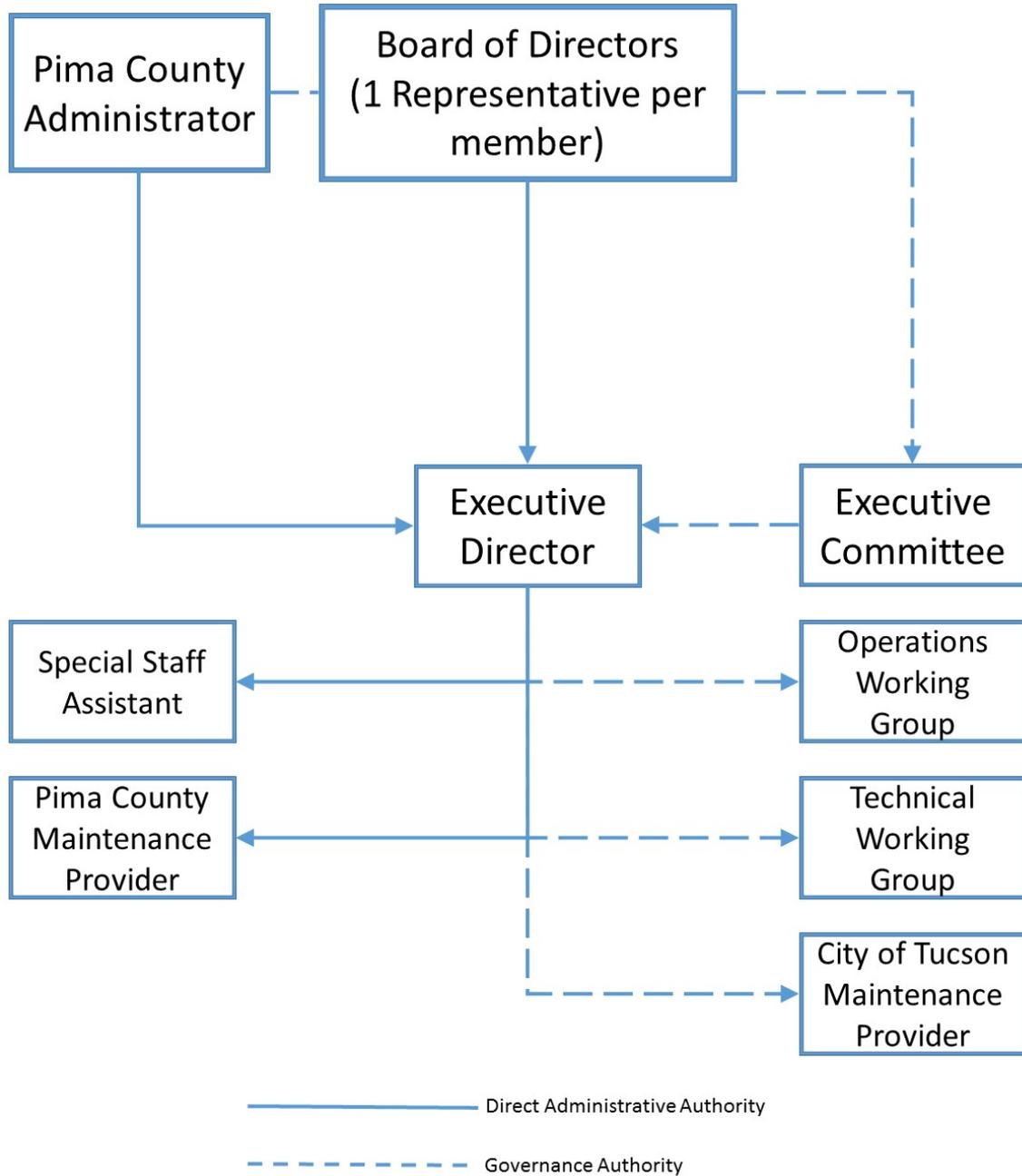


Figure 2: PCWIN Governance Quick Reference Guide

PCWIN Governance Quick Reference Guide

Member/Participant Description	Committee Membership/Voting Rights				Fees
	Board of Directors	Executive Committee	Operations Work Group	Technical Work Group	
<b>Member</b>					<b>Yes</b>
Any city, town, county, state, federal, Indian nation, fire district or other separately constituted public entity that provides public safety services and becomes a party to the IGA.	1 Member 1 Representative 1 Vote  Numerical vote based on majority of a quorum  Weighted vote based on majority of numerical vote and affirmative vote of members representing 80% of weighted votes of the members voting	1 City of Tus Rep 1 County Rep 1 Law Enf Rep 1 Fire Rep 1 Indian Community /At Large Rep 1 CIO 1 Network/Maint Managing Member Rep  Representatives of a single member cannot form a majority	Up to 4 reps per member (1 for each type of user on the system - police, fire, public works, dispatch)  Staff working group. No specific quorum or voting rights established. Decisions are by consensus.	Up to 3 reps per Maintenance Provider from their technical staff.  Working group is chaired by a member of the Network Managing Member.  Staff working group. No specific quorum or voting rights established. Decisions are by consensus.	Member partners share O&M costs.
<b>Participants</b>					
<b>Associate Participant</b>	None	None	1 Rep per Associate Participant		<b>Yes</b>
A non-member agency or organization sponsored by a Member who is authorized by the BOD to use the network to support an existing member's public safety mission.					Fees are paid by the sponsoring member. Sponsor may have arrangements to recover costs from the Associate.
<b>Conditional Participant</b>	None	None	None	None	<b>No</b>
A non-member agency or organization authorized by the BOD to temporarily use the network for special preplanned events, tactical situations or emergency circumstances.					Temporary authorization to use the network for mutual aid or interop only. Primary communications are provided by other means.
<b>Emergency Medical Service Participant</b>	None	None	1 Rep per EMS Participant	None	<b>Yes</b>
A non-member EMS provider authorized by the BOD to use the network to provide EMS services.					Use of network is to support primary communications needs of the applicant.
<b>Interoperability Participant</b>	None	None	None	None	<b>No</b>
A non-member public safety services agency authorized by the BOD to use the network for mutual aid and/or interoperability purposes.					Intermittent use of network for mutual aid or interop only. Primary communications are provided by other means.
<b>Public Safety Service Participant</b>	None	None	1 Rep per Public Safety Services Participant	None	<b>Yes</b>
A non-member law enforcement, fire, emergency management and disaster preparedness service provider authorized by the BOD to use the network for purposes of providing public safety services.					Use of network is to support primary communications needs of the applicant.
<b>Open Meeting Law Applicability</b>	Yes	Yes	No	No	

## **Radio System Overview**

PCWIN offers improved radio service features, reliability and coverage. Agencies are using trunked systems and conventional systems. PCWIN has been designed to not only improve radio service for participant agencies but also bridge the gap of interoperability between participants and non-participants. In short, the PCWIN radio system was designed to meet the demanding needs of the area's public safety agencies.

The PCWIN system is a P25 Phase II Digital 800 MHz system that incorporates simulcast and trunking technology. The system provides the participating agencies with the highest level of interoperability possible. Conventional channel gateways provide opportunity to interconnect the PCWIN radio system with other state and federal systems for interoperability. The trunked system is augmented by simplex channels and digital vehicular repeaters (DVRs) to meet the demanding communications requirements for fire ground and police tactical communications.

## **Coverage**

PCWIN benefits all of the participating agencies by providing greatly improved radio service coverage. The PCWIN radio system provides County-wide coverage for all participants. This significantly improves radio coverage for all agencies, and provides a mechanism for responders to communicate with their dispatch support and other responders when travelling outside their current service area.

The system is designed to provide reliable communications anywhere within the entire coverage area. County-wide portable coverage and mobile coverage was provided in accordance with industry accepted standards for delivered audio quality (DAQ), with the goal of providing coverage with minimum dead spots or areas with no radio coverage. The formal coverage testing results showed a DAQ of 3.4 or better for over 90% of the tested area. This means that over 90% of Pima County (and over 95% of the greater Tucson metropolitan area) radio transmissions are transmitted and received with virtually no anomalies. For more insight into this process an Executive Summary of PCWIN's coverage testing results can be made available upon request to the Executive Director's office.

## **Interoperability**

Emergencies are rarely constrained to a specific geographic or political boundary. These incidences often require a multi-discipline, multi-agency response. PCWIN promotes interagency and interdisciplinary interoperability through participation of local, county, state and federal public safety agencies and other public safety service providers in the region. This gives the participants the ability to share information on demand, in real time, when needed and as authorized. This helps improve coordination of public safety services, thus improving public safety services.

## **Redundancy**

The PCWIN voice radio system is designed such that no single-point failure shall reduce the ability of the system to provide the required two-way radio communications under routine day-to-day operational conditions. Path diversification for network connections and redundant electronics throughout the system provide the necessary backup to ensure PCWIN remains highly reliable.

## **Capacity**

The system is designed to relieve the overcrowding problems that existed previously. System design accommodates growth through the year 2026. The system is also designed with sufficient channels and talkgroups to allow agencies or departments with different functions to have their own channels or talkgroups, without interfering with other non-related groups or functions.

## **Maintenance**

The technical support staffs of Pima County and the City of Tucson will collaborate to form a cohesive maintenance support organization for PCWIN. In the past, differing agencies have utilized a wide range of maintenance programs for their radio systems yielding varying levels of customer service. Now, PCWIN cooperative policies require a consistent level of service and response times throughout the County. Rather than the patchwork of diverse levels of service, there are now common maintenance objectives. Operating procedures will continue to be developed and reviewed routinely by the Cooperative and adopted by the Maintenance Providers which will result in maintaining PCWIN using practices consistent with direction established by the Cooperative.

Pima County serves as the Network Managing Member responsible for the day-to-day operations and programming of PCWIN. The County and City of Tucson function as Maintenance Providers to maintain the system and optimize the performance and availability of the PCWIN network and maintain subscribers. Maintenance providers participate with the Cooperative's Technical and Operations Working Groups to ensure that services are coordinated to support Cooperative objectives.

PCWIN is maintained in accordance with service levels agreements (SLAs) defined in the Cooperative's policies and procedures. The SLAs define the level of network performance, support service, and infrastructure maintenance, with requirements for monthly performance reporting.

## **Radio Programming**

Radios on PCWIN operate with specialized custom software allowing them to be programmed with their own radio ID, talk groups, switch positions, emergency button settings, etc. The configuration of the radio's feature set determines the "personality" of the radio. PCWIN's maintenance organizations have employees trained and authorized to program radios.

PCWIN is also equipped with over-the-air programming (OTAP) capability. This feature is particularly valuable because it will permit a technician to reprogram a radio remotely without requiring the end user having to travel to a repair facility. Additionally, with the purchase and implementation of Motorola Radio Management software in FY17/18, Maintenance Providers can now update radios with the most current software release sooner, ensuring subscriber radios are optimized and secure. This feature reduces the time and expense associated with initial radio programming, re-programming and applying critical software updates.

## PCWIN Cooperative Goals – FY 19/20

Every effective organization must have organizational goals and objectives that reflect the priorities of the organization. For FY19/20 the Board of Directors proposes the following goals:

Table 2: PCWIN Cooperative Goals FY 19/20

Category	Description	Owner	Target Date
<b>Governance</b>			
	Develop an interoperability relationship with Pinal County public safety agencies.	Executive Director	June 30, 2020
	Pursue a statewide interoperability solution for members who traverse multiple regional radio systems (ongoing)	Executive Director	June 30, 2020
	Seek interoperability communication options with Critical Infrastructure Sectors with emphasis on Energy, Water and Wastewater Systems	Executive Director	June 30, 2020
	Continue to seek to increased PCWIN participation and membership	Executive Director	Ongoing
	Develop short and long range plans towards integration with FirstNet	Executive Director	Ongoing
	Participate in the Arizona Public Safety Radio System Administrator's Forum to stay abreast of regional radio system communication activities	Executive Director	Ongoing
	Pursue a PCWIN Network Backhaul upgrade that will retire outdated, out of warranty equipment and replace with industry standard equipment that will serve PCWIN for 10-15 years	Executive Director/Network Managing Member	June 30, 2020
<b>Network &amp; Subscriber Maintenance</b>			
	CommSHOP Upgrade	Network Managing Member	August 2021
	Continue to review and improve Common Operating and Reporting for Network Health monitoring	Network Managing Member	Ongoing
	Review and revise PCWIN Backhaul network Service Level Agreements, incorporating new technologies.	Network Managing Member	May 2020
	Complete Annual Preventative Maintenance on PCWIN Infrastructure and Subscribers.	Network Managing Member/Maintenance Providers	June 30, 2019

Network & Subscriber Maintenance			
	Evaluate and Remediate Site Battery backup systems (Ongoing)	Network Managing Member/Maintenance Providers	June 30, 2019
	Conduct backhaul infrastructure configuration and monitoring training.	Network Managing Member	May 2020

## **Annual Operating & Maintenance Cost Projections**

All PCWIN Members participate in the benefits of the system; therefore, it is appropriate that they also proportionately share the costs for the system. A forecast of the 5 Year Annual Operating and Maintenance costs associated with the PCWIN is contained in Appendix A. It should be noted that the Board of Directors and the Executive Director will continue to explore funding opportunities and improved methods to minimize the operations and maintenance costs associated with PCWIN.

The following assumptions have been applied to the financial forecast:

- Costs for operations and maintenance support are calculated on an annual basis and billed to the PCWIN participant agencies quarterly.
- Infrastructure Replacement Fund (IRF) will be used to fund unbudgeted infrastructure equipment replacement and repair.
- Annual budgeted expenses for PCWIN will vary, but the PCWIN Board of Directors will strive to minimize the changes in Annual Membership Fees to assist Members in forecasting budgetary requirements.
- The PCWIN Annual Budget is approved by the Board of Directors and expenses are apportioned to the Membership based on their pro-rata share of the subscriber unit count.
- When Members are authorized to add additional subscriber units to the Network, the Member participation ratio on which Annual Membership Fees are based shall be adjusted in future Annual Membership fee projects, if warranted.
- Individual Members will be responsible for replacement costs for subscriber units bought by the County which are lost, stolen or damaged and not covered under warranty.
- Individual Members will be responsible for replacement of accessories such as battery chargers, carrying cases, and lapel microphones, unless a subscriber service maintenance plan has been executed.
- Pima County will maintain master repair depot contracts with manufacturers for the benefit of the Members.

## **Projected Annual Membership Fees**

Appendix B contains the current estimates of the 5-Year revenue and operations and maintenance expenses for the Cooperative. The estimate for the full yearly income is \$3,625,919 and year expenses estimated at \$2,899,792 based on an Annual Membership Fee of \$37/month (based on a subscriber unit count of 7,945).

**APPENDIX A – PCWIN Cooperative Current Members and Participants**

<b>MEMBERS</b>	<b>PUBLIC SAFETY PARTICIPANTS</b>	<b>INTEROPERABILITY PARTICIPANTS</b>
Avra Valley Fire District	Ajo Ambulance	162nd Fighter Wing (ANG)
Bureau of Alcohol Tobacco Firearms Explosives	Rural Metro Fire Department	AZ Attorney General's Office
Corona de Tucson Fire District	<b>ASSOCIATE PARTICIPANTS</b>	AZDPS Aviation Unit
City of Tucson Fire Department	Ajo/Gibson Volunteer Fire Department	AZ Game and Fish
City of Tucson Police Department	Arivaca Fire District	Customs & Border Protection Tucson Sector
City of South Tucson Fire Department	Elephant Head Volunteer Fire Department	Cochise County Sheriff's Office
City of South Tucson Police Department	Helmet Peak Fire District	Davis-Monthan AFB
Drexel Heights Fire District	Mt. Lemmon Fire District	Federal Bureau of Investigations
Golder Ranch Fire District	Southern Arizona Rescue Association	MAC Team (Nursewise)
Green Valley Fire District	Why Fire District	National Park Service
Northwest Fire District	<b>EMERGENCY MEDICAL SERVICES PARTICIPANTS</b>	Pinal County Sheriff's Department
Marana Police Department	Green Valley Hospital	Sunnyside Unified School District
Oro Valley Police Department	Northwest Medical Center	Union Pacific Railroad Police Department
Pascua Yaqui Fire	Oro Valley Hospital	United States Forest Service
Pascua Yaqui Police	Saint Joseph's Hospital	United States Marshal Service
Picture Rocks Fire District	Saint Mary's Hospital	
Pima College Department of Public Safety	Southern Arizona VA Hospital	
Pima County Sheriff's Department	Tucson Medical Center	
Rincon Valley Fire District	Banner University Medical Center - University Campus	
Sabino Vista Fire District	Banner University Medical Center - South Campus	
Sahuarita Police Department	University of Arizona EMS Team	
Tanque Verde Fire District		
Three Points Fire District		
Tucson Airport Authority		
Tucson Country Club Estates Fire District		
University of Arizona		

FY2020-21 BUDGET FORM								
Bureau: B291								
Fund: 2101								
PCWIN Special Revenue Fund								
	FY2018-19 Working Trial Balance Period 15	FY2019-20 Revised Budget	FY2019-20 Forecast Period 5	FY2020-21 Requested	FY2021-22 Forecasted	FY2022-23 Forecasted	FY2023-24 Forecasted	FY2024-25 Forecasted
FULL TIME EQUIVALENT - FTE	10	9	9	8	8	8	8	8
<b>REVENUES</b>								
4200 - GEN GOV FEES	1,896,840	2,030,700	2,070,939	2,194,692	2,194,692	2,194,692	2,194,692	2,194,692
4247 - INTER DEPT REV	1,192,158	1,270,500	1,264,305	1,333,776	1,333,776	1,333,776	1,333,776	1,333,776
4400 - RENT & ROYALTIES	68,086	69,655	69,655	65,677	67,503	69,381	71,311	73,297
4404-MISCREVGOV	-	-	-	-	-	-	-	-
4407 - INT POOL OPR	47,777	32,662	32,662	13,191	14,269	14,588	14,189	11,987
4415 - LATE INTRST FEE	-	-	535	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>3,204,860</b>	<b>3,403,517</b>	<b>3,438,096</b>	<b>3,607,336</b>	<b>3,610,240</b>	<b>3,612,437</b>	<b>3,613,968</b>	<b>3,613,752</b>
<b>EXPENSES</b>								
5000 - OFFICE SUPPLIES	2,881	5,500	5,500	2,000	2,000	2,000	2,000	2,000
5001 - SOFTWR <\$5M	-	-	-	17,898	17,898	17,898	17,898	17,898
5002 - COMPTN EQ <1000	158	-	-	2,700	2,700	2,700	2,700	2,700
5003 - FOOD SUPPLIES	100	-	-	-	-	-	-	-
5006 - MED & LAB SUPPLY	440	-	-	-	-	-	-	-
5007 - FUEL & OIL	-	2,599	2,599	2,599	-	-	-	-
5008 - BKS SBSCPTN VDS	-	500	500	500	500	500	500	500
5010 - R & M SUPPLIES	14,818	140,941	132,860	140,941	169,129	202,955	243,546	292,255
5012 - CHEMICALS	-	290	829	290	319	319	351	386
5013 - JANITORIAL SUP	-	-	-	-	-	-	-	-
5014 - APPAREL	216	2,000	2,000	-	2,000	2,000	2,000	2,000
5018 - OTH OPER SUP	-	2,000	2,000	2,000	2,000	2,000	2,000	2,000
5020 - TOOLS & EQ<1000	1,349	1,000	1,000	1,000	1,100	1,100	1,210	1,331
5021-Furniture Under \$1,000	-	-	419	-	-	-	-	-
5121 - ACCNTG & AUDT	9,200	12,000	12,500	12,500	12,500	12,500	13,750	15,125
5125 - SFTWR MNT & SPP	36,609	35,000	38,903	10,921	10,921	10,921	10,921	10,921
5138 - TRAINING IN AZ	6,510	15,000	15,000	20,500	20,500	20,500	20,500	20,500
5139 - OUT AZ TRAINING	-	2,000	2,000	2,000	2,000	2,000	2,000	2,000
5140 - TRAVEL IN AZ	1,263	-	-	-	-	-	-	-
5141 - OUT AZ TRAVEL	881	2,200	2,200	2,200	2,200	2,200	2,200	2,200
5142 - POSTAGE & FRGHT	377	2,215	2,215	2,215	2,215	2,215	2,215	2,215
5143 - PRNTG & MICRFLM	207	620	620	620	620	620	620	620
5147 - LEASES & RENTALS INTERNAL	72,457	99,083	99,773	66,055	66,055	66,055	66,055	66,055
PECOC - Pima County	55,263	99,083	99,773	66,055	66,055	66,055	66,055	66,055
Bigelow - Pima County	17,194	-	-	-	-	-	-	-
5148 - RENT - REAL EST	45,539	67,088	67,088	67,088	68,016	68,016	68,971	69,956
ARIVACA - ASLD	-	2,400	2,400	2,400	2,400	2,400	2,400	2,400
BEACON - Crown Castle	12,143	13,220	13,220	13,220	13,617	13,617	14,025	14,446
BIGELOW - SAT	-	17,710	17,710	17,710	18,241	18,241	18,788	19,352
CONFIDENCE - TEP	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000
HAYSTACK - ASLD	-	2,400	2,400	2,400	2,400	2,400	2,400	2,400
KEYSTONE - AZ DPS	4,234	4,356	4,356	4,356	4,356	4,356	4,356	4,356
LEMMON - AZ DPS	-	4,356	4,356	4,356	4,356	4,356	4,356	4,356
MILDRED - ASLD	15,186	2,400	2,400	2,400	2,400	2,400	2,400	2,400
RVFD - Rincon Valley Fire District	13,976	15,246	15,246	15,246	15,246	15,246	15,246	15,246
5149 - R & M MACH & EQ	1,195,654	1,177,466	1,177,466	1,235,194	1,272,354	1,311,371	1,377,509	1,431,803
Motorola SUA II	723,750	696,407	696,407	731,407	767,977	806,376	846,695	889,030
Motorola LMR Tech Support	109,009	128,046	128,046	128,046	128,046	128,046	140,848	146,480
NICE Audio Logging Service	105,103	120,224	120,224	120,224	120,224	120,224	132,245	137,534
Test Equipment Repair	10,102	9,800	9,800	10,607	10,607	10,607	10,607	10,607
Facilities Site Maintenance	-	13,752	13,752	11,547	11,547	11,547	11,893	12,250
Charges in from Fleet	4,857	1,920	1,920	5,100	5,100	5,100	5,100	5,100
Southwest HeliServices	1,368	3,000	3,000	12,000	12,000	12,000	12,000	12,000
CoT Smartnet CTM (IGA)	-	-	-	-	-	-	-	-
CoT Sonnet (IGA)	-	-	-	-	-	-	-	-
CoT Network Sharing (IGA)	199,849	-	-	-	-	-	-	-
B&W, Color Copies from Toshiba Printer	156	-	-	164	164	164	164	164
Backhaul Network Support	-	204,317	204,317	204,317	204,317	204,317	204,317	204,317
R & M MACH & EQ Service	41,460	-	-	11,783	12,372	12,991	13,640	14,322
5150 - R & M BUILDINGS	-	140	2,688	140	140	140	140	140
5152 - NON MED PRO SRV	-	-	52	100	100	100	100	100
5162 - ADVERTISING	468	-	-	-	-	-	-	-
5167 - LEASES & RENTALS - OTHER MCHNRY	842	1,164	1,164	776	776	776	776	776
5177 - SATELLITE AND CABLE CHARGES	382	657	657	657	657	657	657	657
5179- Pest Control Services	400	-	462	-	-	-	-	-
5203 - INTER SPL SV DR	15,019	9,298	9,298	9,298	9,577	9,864	10,160	10,465
5206 - ADMIN OH	91,406	139,253	139,253	144,199	146,216	153,526	161,203	169,263
5209-PARK CHR	840	840	840	840	882	882	926	972
5301 - ELECTRICITY	56,918	63,760	63,760	63,760	65,035	65,035	66,336	67,663
5306 - MOTOR POOL CHG	56,708	42,720	42,720	40,762	42,800	42,800	44,940	47,187
5309 - DUES MEMBERSHPS	240	1,000	1,000	1,000	1,000	1,000	1,000	1,000
5312 - MISC CHARGES	-	-	-	-	-	-	-	-
5318 - GEN LIAB INS PR	9,516	10,697	10,697	8,605	8,863	8,863	9,129	9,403
5319 - PROPRTY DMG INS	4,848	5,733	5,733	3,274	3,372	3,372	3,473	3,578
5338 - Job Training	190	-	-	-	-	-	-	-
5351 - ISFCOMPCHAR	16,456	17,714	17,714	14,869	15,315	15,315	15,774	16,247
5352 - ISFSERVER	46,785	24,154	24,154	15,370	15,831	15,831	16,306	16,795
5353 - ISFSOFTWARE	5,862	5,945	5,945	3,997	4,117	4,117	4,241	4,368
5360 - INTERNET	1,836	1,690	1,836	1,690	1,690	1,690	1,690	1,690
5361 - MOBLEDEV	5,180	5,412	5,412	5,412	5,412	5,412	5,412	5,412
5362 - TELECOM	97,152	111,000	111,000	12,607	12,607	12,607	12,607	12,607
5503 - FURNITURE NC	-	-	-	-	-	-	-	-
5504 - OFF MCH CMPT NC	-	-	-	-	-	-	-	-
5508 - OTH EQUIP NC	-	-	-	300	-	-	-	-
5654 - INVENTORY ADJ	4,562	-	-	-	-	-	-	-
<b>Subtotal Operating Expenses</b>	<b>1,804,270</b>	<b>2,008,678</b>	<b>2,008,678</b>	<b>1,916,877</b>	<b>1,989,417</b>	<b>2,069,858</b>	<b>2,191,816</b>	<b>2,310,788</b>
5557 - TELECOM EQUIP CAPITAL	-	-	-	-	-	-	-	-
5560 - OFFICE MACHINES & Computers C	32,420	-	-	-	-	-	-	-
5564 - OTH EQUIP C	44,750	-	-	40,000	-	-	-	-
<b>Subtotal Capital Expenses</b>	<b>77,170</b>	<b>-</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PCWIN Staff</b>								
5400 - SALARY & WAGES	675,765	662,713	666,440	624,555	644,002	656,882	670,020	683,420
5401 - OVERTIME	3	100	100	-	-	-	-	-
5409 - FICA & MEDICARE	50,489	54,698	54,698	47,778	48,285	49,250	50,235	51,240
5410 - UNEMPLOYMENT	360	326	326	282	285	291	297	303
5411 - HLTH INS PREM	76,260	78,822	78,822	71,742	57,709	58,863	60,041	61,241
5412 - WORKERS COMP	1,829	1,716	1,716	1,062	1,506	1,536	1,567	1,599
5413 - LIFE INSURANCE	316	340	340	272	354	361	368	375
5415 - EMPLOYER PAID SUBSIDY	120	288	-	-	231	236	241	245
5416 - RETR AZ ST	79,776	86,586	86,586	76,321	75,800	77,316	78,862	80,439
5422 - DENTAL INS PREM	1,263	1,276	1,564	1,011	1,056	1,077	1,099	1,121
5424 - INTER SALARY DR	25,519	24,818	32,383	21,951	22,390	22,838	23,295	23,760
5426 - INTER FRINGE DR	10,241	11,316	12,222	10,812	11,028	11,249	11,474	11,703
5427 - LDFRCR	(12,062)	(14,040)	(14,040)	-	-	-	-	-
5428 - LDFRDR	541	1,957	1,957	2,175	4,215	4,299	4,385	4,473
5429 - LDSALCR	(41,707)	(40,612)	(40,612)	-	-	-	-	-
5430 - LDSALDR	1,691	7,211	7,211	4,459	11,904	12,142	12,385	12,632
5431 - BUDGTD BENEFITS	-	(25,371)	(13,608)	-	-	-	-	-
5440 - SICK PAYOUT	1,211	-	-	-	-	-	-	-
5441 - VACTN PAYOUT	12,942	-	-	-	-	-	-	-
5457 - HSA CONTRIB	(12,942)	13,000	13,000	11,000	9,000	9,000	9,000	9,000
5459 - HSA CONTRIB Offset	-	(13,000)	(13,000)	-	-	-	-	-
<b>Subtotal Personnel Services</b>	<b>871,615</b>	<b>852,144</b>	<b>876,105</b>	<b>873,420</b>	<b>887,765</b>	<b>905,340</b>	<b>923,267</b>	<b>941,553</b>
<b>Total Personnel Services</b>	<b>871,615</b>	<b>852,144</b>	<b>876,105</b>	<b>873,420</b>	<b>887,765</b>	<b>905,340</b>	<b>923,267</b>	<b>941,553</b>
<b>TOTAL EXPENSE</b>	<b>2,753,055</b>	<b>2,860,822</b>	<b>2,884,783</b>	<b>2,830,297</b>	<b>2,877,182</b>	<b>2,975,198</b>	<b>3,115,084</b>	<b>3,252,341</b>
<b>OPERATING INCOME / LOSS</b>	<b>451,806</b>	<b>542,695</b>	<b>553,313</b>	<b>777,040</b>	<b>733,058</b>	<b>637,238</b>	<b>498,885</b>	<b>361,411</b>
<b>FUND IMPACT</b>								
BEGINNING FUND BALANCE	1,169,177	664,833	664,83					

	Working Trial Balance Period 15	FY2019-20 Revised Budget	FY2019-20 Forecast Period 5	FY2020-21 Requested	FY2021-22 Forecasted	FY2022-23 Forecasted	FY2023-24 Forecasted	FY2024-25 Forecasted
FULL TIME EQUIVALENT - FTE	-	-	-	-	-	-	-	-
<b>REVENUES</b>								
4200 - GEN GOV FEES	-	-	-	-	-	-	-	-
4247 - INTER DEPT REV	-	-	-	-	-	-	-	-
4404 - MISC REV OPR	-	-	-	-	-	-	-	-
4408 - INT POOL N OPR	-	-	-	-	-	-	-	-
4415 - LATE INTRST FEE	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	-	-	-	-	-	-	-	-
<b>EXPENSES</b>								
5001 - SOFTWARE UNDER \$5M	-	-	-	-	-	-	-	-
5010 - R & M SUPPLIES	-	-	-	-	-	-	-	-
5018 - REPAIR & MAINTENANCE SUPPLIES	-	-	-	-	-	-	-	-
5020 - TOOLS & EQ<1000	-	-	-	-	-	-	-	-
5500 - FIXED EQUIP NC	-	-	-	-	-	-	-	-
5508 - OTH EQUIP NC	-	-	-	-	-	-	-	-
<b>Subtotal Operating Expenses</b>	-	-	-	-	-	-	-	-
5555 - FIXED EQUIP C	-	-	-	-	-	-	-	-
5556 - MOTOR VEH C	-	-	-	-	-	-	-	-
5557- TELECOM EQUIP C	-	-	-	-	-	-	-	-
5559 - FURNITURE C	-	-	-	-	-	-	-	-
5560 - OFF MCH CMPTR C	-	-	-	-	-	-	-	-
5564 - OTH EQUIP C	32,701	133,095	133,095	156,480	100,118	90,425	90,425	90,425
<b>Subtotal Capital Expenses</b>	32,701	133,095	133,095	156,480	100,118	90,425	90,425	90,425
<b>TOTAL EXPENSE</b>	32,701	133,095	133,095	156,480	100,118	90,425	90,425	90,425
<b>OPERATING INCOME / LOSS</b>	(32,701)	(133,095)	(133,095)	(156,480)	(100,118)	(90,425)	(90,425)	(90,425)
<b>FUND IMPACT</b>								
BEGINNING FUND BALANCE	1,000,000	967,299	967,299	834,204	677,724	577,606	487,181	396,756
TRANSFER IN FROM OPERATIONS	-	-	-	-	-	-	-	-
<b>ENDING FUND BALANCE</b>	1,000,000	967,299	967,299	834,204	677,724	577,606	487,181	396,756
<b>ENDING FUND BALANCE</b>	967,299	834,204	834,204	677,724	577,606	487,181	396,756	306,331

	FY2018-19 Working Trial Balance Period 15	FY2019-20 Revised Budget	FY2019-20 Forecast Period 5	FY2020-21 Requested	FY2021-22 Forecasted	FY2022-23 Forecasted	FY2023-24 Forecasted	FY2024-25 Forecasted	
FULL TIME EQUIVALENT - FTE	2	3	3	4	4	4	4	4	
<b>REVENUES</b>									
4200 - GEN GOV FEES	90,535	77,672	77,672	107,080	107,080	122,296	122,296	137,512	
4247 - INTER DEPT REV	314,151	311,100	311,100	387,180	403,180	474,676	474,676	546,172	
4408 - INT POOL N OPR	5,411	1,761	10,712	2,002	1,356	389	553	383	
4412 - MISC REV N-OPR	36,190	-	-	-	-	-	-	-	
4415 - NSF CHK CHARGE	-	-	-	-	-	-	-	-	
<b>TOTAL REVENUE</b>	<b>446,287</b>	<b>390,533</b>	<b>399,484</b>	<b>496,262</b>	<b>511,616</b>	<b>597,361</b>	<b>597,525</b>	<b>684,067</b>	
<b>EXPENSES</b>									
5000 - OFFICE SUPPLIES	929	500	500	500	500	500	500	500	
5001 - SOFTWR <\$5M	-	500	500	42,102	500	500	500	500	
5002 - COMPTR EQ <1000	-	-	-	-	-	-	-	-	
5006 - MED & LAB SUPPLY	-	-	-	-	-	-	-	-	
5010 - R & M SUPPLIES	74,774	90,000	42,083	138,899	97,832	102,723	107,859	113,252	
5014 - CLOTHING, UNIFORMS	175	-	-	-	-	-	-	-	
5018 - OTH OPER SUP	-	-	-	-	-	-	-	-	
5125 - SFTWR MNT & SPP	-	-	-	25,688	25,688	25,688	25,688	25,688	
5020 - TOOLS & EQ<1000	9,366	1,000	21,830	9,366	9,366	9,366	9,366	9,366	
5138 - TRAINING IN AZ	-	-	-	-	-	-	-	-	
5140 - TRAVEL IN AZ	536	-	-	-	-	-	-	-	
5142 - POSTAGE & FRGHT	533	1,300	1,300	1,300	1,300	1,300	1,300	1,300	
5143 - PRNTG & MICRFLM	-	-	-	-	-	-	-	-	
5147 - LEASES&RNTL-INT	1,964	-	-	33,028	33,028	33,028	33,028	33,028	
5167 - LEASE & Rentals & Equipment Svcs	-	-	-	388	-	-	-	-	
5149 - R & M MACH & EQ	2,436	1,000	26,104	27,619	28,448	29,301	30,180	31,085	
5150 - R&M Building Services	158	-	-	-	-	-	-	-	
5160 - CREDIT CARD FEE	41	200	200	200	200	200	200	200	
5162 - ADVERTISING	106	-	184	-	-	-	-	-	
5167 - Leases & Rentals - Other Mchnry Tele	210	-	282	-	-	-	-	-	
5203 - INTER SPL SV DR	-	-	17	-	-	-	-	-	
5206 - ADMIN OH	39,880	54,001	54,001	26,870	54,001	54,001	54,001	54,001	
5306 - MOTOR POOL CHG	-	-	-	10,190	10,190	10,190	10,190	10,190	
5318 - GEN LIAB INS PR	-	-	-	4,303	4,303	4,303	4,303	4,303	
5319 - PROPRTY DMG INS	-	-	-	1,637	1,637	1,637	1,637	1,637	
5351 - ISFCOMPCHAR	2,057	2,214	2,214	7,434	2,214	2,214	2,214	2,214	
5352 - ISFSERVER	5,848	3,019	3,019	7,685	3,019	3,019	3,019	3,019	
5353 - ISFSOFTWARE	733	743	743	1,999	743	743	743	743	
5361 - MOBLDEVIC	1,553	1,596	1,596	1,596	1,596	1,596	1,596	1,596	
5362 - TELECOM	3,696	4,200	4,200	6,304	4,200	4,200	4,200	4,200	
5503-Furniture - Non-Capital	-	-	1,500	-	-	-	-	-	
5508 - OTH EQUIP NC	-	-	-	600	-	-	-	-	
5509 - Telecommunications Equipment - Non	436	-	-	9,474	-	-	-	-	
5654 - Inventory Adjustment	45,399	-	-	-	-	-	-	-	
<b>Subtotal Operating Expenses</b>	<b>190,830</b>	<b>160,273</b>	<b>160,273</b>	<b>357,182</b>	<b>278,764</b>	<b>284,509</b>	<b>290,525</b>	<b>296,823</b>	
5323 - DEPRECIATION	33,217	33,492	33,492	33,490	18,196	15,000	15,000	15,000	
<b>Subtotal Depreciation</b>	<b>33,217</b>	<b>33,492</b>	<b>33,492</b>	<b>33,490</b>	<b>18,196</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	
<b>Subscriber Services Staff</b>									
5400 - SALARY & WAGES	138,523	201,557	174,303	247,182	251,072	256,094	261,216	266,440	
5409 - FICA & MEDICARE	10,091	10,319	10,319	18,909	19,149	19,532	19,922	20,321	
5410 - UNEMPLOYMENT	72	62	62	112	117	119	122	124	
5411 - HLTH INS PREM	17,101	17,125	17,125	33,420	39,959	39,959	39,959	39,959	
5412 - WORKERS COMP	364	324	324	420	609	622	634	647	
5413 - LIFE INSURANCE	67	68	68	136	138	141	143	146	
5416 - RETR AZ ST	15,917	16,335	16,335	30,206	30,946	31,565	32,196	32,840	
5422 - DENTAL INS PREM	317	319	319	340	638	638	638	638	
5424 - INTER SALARY DB	495	1,904	1,904	1,904	1,942	1,981	2,021	2,061	
5426 - INTER FRINGE DB	171	842	842	842	859	876	894	911	
5427 - LDFRCR FRINGE CR	(2,081)	(1,957)	(1,957)	(2,175)	(4,215)	(4,299)	(4,385)	(4,473)	
5428 - LDFRDR FRINGE DB	13,602	14,040	14,040	-	-	-	-	-	
5429 - LDSALCR INTRA SALARY CR	(6,225)	(7,211)	(7,211)	(4,459)	(11,904)	(12,142)	(12,385)	(12,632)	
5430 - LDSALDR INTRA SALARY DB	46,242	40,612	40,612	-	-	-	-	-	
5431 - BUDGTD BENEFITS	-	28,254	28,254	-	-	-	-	-	
5454 - NPL Related Pension Expense	(51,218)	-	-	-	-	-	-	-	
5457 - HSA CONTRIB	1,019	1,000	1,000	5,000	5,000	5,000	5,000	5,000	
5459 - HSAEXPOFFSET	(1,019)	(1,000)	(1,000)	-	-	-	-	-	
5460 - HBSOPEBEXP	(35)	-	-	-	-	-	-	-	
5461 - LTDOPEBEXP	(31)	-	-	-	-	-	-	-	
<b>Subtotal</b>	<b>183,372</b>	<b>322,593</b>	<b>295,339</b>	<b>331,837</b>	<b>334,311</b>	<b>340,085</b>	<b>345,975</b>	<b>351,983</b>	
<b>Subtotal Personnel Services</b>	<b>183,372</b>	<b>322,593</b>	<b>295,339</b>	<b>331,837</b>	<b>334,311</b>	<b>340,085</b>	<b>345,975</b>	<b>351,983</b>	
OFFICE MACHINES & COMPUTERS - CAPITAL	-	-	-	-	45,000	-	-	-	
<b>Total Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>TOTAL EXPENSE</b>	<b>407,419</b>	<b>516,358</b>	<b>489,104</b>	<b>722,509</b>	<b>676,272</b>	<b>639,595</b>	<b>651,500</b>	<b>663,806</b>	
EQUIP & MACH - CONTRA	-	-	-	-	(45,000)	-	-	-	
<b>Total Capital -Contra</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(45,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Capital outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>OPERATING INCOME / LOSS</b>	<b>38,868</b>	<b>(125,825)</b>	<b>(89,620)</b>	<b>(226,247)</b>	<b>(164,656)</b>	<b>(42,234)</b>	<b>(53,975)</b>	<b>20,261</b>	
<b>FUND IMPACT</b>									
Beginning - Invested in Capital Assets	85,180	118,397	51,688	18,198	45,000	30,000	15,000	-	
Beginning - Unrestricted	526,566	493,350	598,926	542,796	334,747	170,091	127,858	73,883	
<b>Beginning Net Assets</b>	<b>611,746</b>	<b>611,747</b>	<b>650,614</b>	<b>560,994</b>	<b>334,747</b>	<b>170,091</b>	<b>127,858</b>	<b>73,883</b>	
<b>ENDING NET ASSETS</b>	<b>650,614</b>	<b>485,922</b>	<b>560,994</b>	<b>334,747</b>	<b>170,091</b>	<b>127,858</b>	<b>73,883</b>	<b>94,144</b>	
Annual Fee Rate	\$8	\$	8	\$	10	\$	12	\$	14

Note: FY20/21 orange colored cells are subject to change as Pima County proceeds through the annual budget process.