



MEMORANDUM

Date: February 8, 2013

To: Chairman and Members
Pima County Bond Advisory Committee

From: C.H. Huckelberry
County Administrator

A handwritten signature in black ink, appearing to be "CH Huckelberry", is written over the printed name of the County Administrator.

Re: **Bond Projects Performance Audit**

At the last Bond Advisory Committee (BAC) meeting, member Terri Hutts suggested reviewing completed bond projects to determine how well they are maintained; and if maintained by other jurisdictions, whether those jurisdictions charge a fee for receiving services from the project that are different than those charged by the County. This request coincided with my earlier request of County staff in late December 2012 to begin performance audits of all authorized and completed County bond programs to determine:

- If what was anticipated or advertised to the voters was actually completed;
- The cost to complete the project;
- Whether the project met the performance expectations expressed when the project was approved for inclusion in a bond authorization; and
- Whether completed projects are being adequately maintained and operated by the County and other jurisdictional beneficiaries.

I am providing for the BAC's review six examples of performance audits of projects completed by past bond authorizations; three are facilities related and three are parks related. Please note in one of the facilities related projects the delineation of anticipated community use. For example, the Marana Continental Ranch New Library has actual reutilization requirements for annual visitors, annual library circulation, computer use sessions and use of meeting or study areas by the general public.

After your review of the attached examples of performance audits, please provide feedback as to whether the information is adequate in addressing the BAC's need for performance audits of bond projects. Performance audits are ongoing, and we hope will be completed before the BAC's March 2013 meeting.

A separate inquiry is being sent to other jurisdictions regarding the issue of differential fees for use of facilities constructed with County bond funds. We are hopeful answers to these inquiries will also be received prior to the BAC's March meeting.

Chairman and Members, Pima County Bond Advisory Committee
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Suggested Motion for the February 15, 2013 Bond Advisory Committee Meeting

The Bond Advisory Committee provide direction to County staff regarding the adequacy of draft performance audit measures and provided examples and to request modifications, if any, that may be necessary to provide the Bond Advisory Committee with full disclosure of information regarding performance audits of completed County bond projects.

CHH/dph

Attachments

c: Nicole Fyffe, Executive Assistant to the County Administrator
Diana Durazo, Special Staff Assistant to the County Administrator

2004 GO Bonds

3.5 Interagency Victim Advocacy Center



Original Scope: Construct an Interagency Advocacy Center on County-owned property. The center will be built in phases with Phase One specializing in services focused on children. This facility will house various agencies and community partners responsible for victim response, investigation, and litigation, including human service providers, victim advocates, medical personnel, law enforcement and prosecuting attorneys. The concept for the Center has been developed by the Pima County InterAgency Council (IAC), a collaboration of over 20 local victims' service providers founded in 1998. The Center will be open 7 days per week and 24 hours per day.

The Council completed a master plan for the full facility, which envisions a multi-level building of approximately 113,000 square feet. Because of funding constraints, the Center will be constructed in phases. Phase One will construct the "core facility" of approximately 21,000 square feet specializing in services for children, at an estimated total cost of \$6 million. The 3-acre parcel of land is necessary to construct Phase One with some potential for expansion. However, more adjacent land will be necessary to complete a full build out to 113,000 square feet. Phase One is intended to provide space for staff of 51 people, from the Sheriff's Department, Pima County Attorney's Office, Victim Witness, Tucson Police Department, Child Protective Services, and several social service agencies.

Proposed Benefits: This facility will be a victim-friendly building specifically designed to minimize trauma and foster rapid and integrated multi-disciplinary responses. The proposed advocacy services center will co-locate the community partners responsible for response, investigation and litigation in a victim-friendly setting that is both physically and psychologically safe for clients and their families. This approach will reduce further trauma and improve victim treatment. Case processing will be streamlined which will increase efficiency and decrease costs. More perpetrators will be held accountable as prosecution and conviction rates increase, thereby increasing public safety. The facility will house multiple agencies, including Pima County, the City of Tucson, the State of Arizona, and various community victim services agencies.

Approved Bond Funding: \$6,000,000

Project Outcome

Completion Date: FY 2010/2011

2004 GO Bonds

Square Footage: 21,460 s.f.

Location: 2329 E. Ajo Way

Project Cost: \$5,047,732

Performance Indicators: The Southern Arizona Children's Advocacy Center (SACAC) was designed for the child victim. The waiting rooms and playrooms are painted in muted colors, furniture consists of overstuffed chairs and love seats, and the lighting is soft and inviting. The rooms have a calming effect on the child and parents. Our medical suite is decorated with wall paintings, mobiles suspended from the walls, and other distractions to try to relieve the stress and embarrassment of undergoing these sometimes intrusive examinations. For the child's safety, interview rooms and playrooms are separate from the main waiting area and behind doors that may be locked and secured. A suspect family member or parent would have a difficult time accessing and removing the child from the building if they tried.

Along with SACAC staff, the Las Familias Crisis counselor, the Child Crimes Section of the Pima County Sheriff's Department, the Sex Abuse Unit of Child Protective Services, and the Criminal Investigative Unit of CPS are co-located at the Center. The Tucson Police Department and Pima County Attorney's office have office space they use when working in the building.

With partners co-located, assistance from CPS or law enforcement is immediate and effective. During an interview the child may disclose abuse that is happening inside the home- a simple call upstairs result in CPS involvement in the case immediately, thus avoiding duplicate interviews or delays in resolving the case. A more common occurrence is that children can receive medical evaluations in a timely manner and in conjunction with interviews. This avoids parents, foster parents, or CPS from having to make several trips to various locations.

- * The Advocacy Center was designed for the child victim
- * 7 agencies are co-located in this facility
- * On-site medical suite

Annual Operating and Maintenance Cost:

Fiscal Year 2010/2011	Annual O&M Budget	Annual O&M Cost
	\$132,803	\$130,438

Operating and Maintenance Responsibilities: Pima County Facilities Management is responsible for maintenance at this facility including all interior, exterior, janitorial, and landscaping.

Applicable IGA's: Lease agreements with tenants, administered by PCFM.

2004 GO Bonds

Bond Question No. 4 - Parks and Recreational Facilities

For the purpose of acquiring, developing, expanding, improving and equipping new and existing parks and recreational facilities in the County, including, without limitation, athletic fields, community centers, libraries, historic and cultural facilities and trails, and the acquisition or construction of real or personal property or interests or rights in property for such purpose and paying all expenses properly incidental thereto and to the issuance of such bonds, shall Pima County, Arizona be authorized to issue and sell general obligation bonds of the County in an aggregate principal amount not exceeding \$96,450,000.

4.18 Flowing Wells Community Center



Original Scope: This project proposes the development of a new 18,000 square foot community center. The center may include office space, multi-purpose room, game room, teen, youth, and senior rooms, exercise room, craft room, social services offices, and landscaping. This project shall be constructed on Pima County property adjacent to a scheduled Pima County Transportation highway improvement project on Wetmore and Romero Roads. The highway improvement project is expected to be completed in 2005. The community center's concept plan has been approved by the Pima County Parks and Recreation Commission.

Proposed Benefits: The demand for a community center in this area of our community is great. The development of this facility will enable the County parks agency to meet the recreational and educational demands of a broad cross-section of users.

Approved Bond Funding: \$3,500,000

Project Outcome

Completion Date: FY 2006/2007

Square Footage: 19,200 s.f.

Location: 1660 W Ruthrauff

Project Cost: \$4,058,110*

* \$558,110 in Grant funds were used to supplement available funding.

Performance Indicators: The Ellie Towne Flowing Wells Community Center opened in 2008 and provides recreational, educational, and wellness services to the community through a variety of programs and partnerships. Key partners include the Flowing Wells Neighborhood Association and Community Coalition, Pima Council on Aging, Catholic

2004 GO Bonds

Social Services, Marana Health Centers, and the Pima County Public Library. The center is open to the public Monday through Friday and offers programs for youth, seniors, and adults, including community meetings, youth and teen programming, art and leisure classes, exercise and nutrition programs, a computer lab, Wi-Fi, a bi-monthly farm stand, and a medical and dental clinic.

Numerous programs are offered on a seasonal or ongoing basis. For example, children's and teen's programs include the KAPP Kids and Parents Playtime program for children ages 3-5 and their parent(s), After School "at will" program for children ages 5-13 years, a teen program for youth ages 14-17, ACES (A club for every senior), for ages 50 and older, Oldies but Goodies Fitness, Enhance Fitness, and the Senior Nutrition Program. The Ellie Towne Health Center, operated by Marana Health Centers specializes in dental services, family practice, medical services, and women's health. The Ellie Towne Flowing Wells Community Center has a monthly participation of approximately 4000.

- * Numerous programs are offered on a seasonal or ongoing basis
 - o KAPP Kids and Parents Playtime program
 - o After School "at will" program
 - o ACES (A club for every senior)
 - o Oldies but Goodies Fitness
 - o Senior Nutrition Program
 - o Health Center, operated by Marana Health Centers
 - o Monthly participation of approximately 4000

Annual Operating and Maintenance Cost:

Fiscal Year 2010/2011	Annual O&M Budget	Annual O&M Cost
	\$498,940	\$353,887

Operating and Maintenance Responsibilities: Pima County Facilities Management is responsible for maintenance at this facility including all interior, exterior, janitorial, and landscaping.

Applicable IGA's: None

2004 GO Bonds

4.44 Marana Continental Ranch New Library



Original Scope: Design and construct a new 20,000 square foot library to serve the Town of Marana/Continental Ranch area. The library will be constructed to house an eventual 100,000 volume book collection, state-of-the art technology, computer lab, large meeting room and small study rooms, and a parking lot.

Proposed Benefits: The current Marana Library is too small to serve the growing population in the Continental Ranch area and the nearest library, the Nanini Library, is several miles distant from the population center in Marana. Opening of this new library will relieve pressure on the Nanini Library

Approved Bond Funding: \$4,500,000

Project Outcome

Completion Date: 2008/2009

Square Footage: 20,168 s.f.

Location: 7800 N Schisler Dr. Marana Az.

Project Cost: \$6,400,378*

- * \$1,674,000 in Library District Revenues were used to supplement available funding.
- * \$272,500 were contributed from the town of Marana

Performance Indicators: The Wheeler-Taft Abbett Branch Library in the Town of Marana serves a growing population of young families and retirees. Early literacy programs, Homework Help, and GED classes are the most popular services provided to the 429,000 people who visited the library in fiscal year 2012. 1,511 people used the meeting rooms and over 48,000 computer sessions were utilized in the computer lab. The 80,000 volume collection is well used and growing, and the study rooms are in constant use by students and tutors after school.

- * 429,000 people visited the library in fiscal year 2012
- * 48,000 computer sessions in fiscal year 2012
- * 1,511 people used the meeting rooms
- * 80,000 volume collection is well used and growing

2004 GO Bonds

Branch	Weekly Total Hours of Operation	Annual Gate Count	Annual Circulation	Annual Computer Use Sessions	Annual Meeting/Study Room Use	Year Completed	Square Footage
					Use/Attendance		
Abbett	59 hrs	255,745	362,329	48,391	1,511 / 7,254	2008	20,000

Annual Operating and Maintenance Cost:

Fiscal Year 2010/2011	Annual O&M Budget	Annual O&M Cost
	\$860,085	\$875,831

Operating and Maintenance Responsibilities: Pima County Facilities Management is responsible for maintenance at this facility including all interior, exterior, janitorial, and landscaping.

Applicable IGA's: None

1997 General Obligation Bonds
P-05, Tucson Athletic and Play Field Improvements
Yes2Kids Handball Court



Original Scope: Projects will only be considered on public property in neighborhoods with high negative stress factors defined by using existing census or other reliable data bases within the City of Tucson limits. Work will consist of upgraded accommodations for athletic fields, courts, turf areas, walking/running asphalt paths, and nighttime lighting.

This project is within the P-05 funding allocation requirements provided by the Pima County Ordinance No. 1997-35.

Benefits: Research shows that the trend for American youth and young adults to suffer from metabolic-related disease and complications continues to escalate. This facility will provide healthy, outdoor activity for students during the school day and the public during non-school hours.

Approved Bond Funding: \$150,000

Project Outcome

Completion Date: June 2008

Square Footage:

Location: Amphitheater Middle School

Project Cost: \$146,362

P-05 GO Bonds	\$145,840
Private Contributions	\$ 522

Ranking: Excellent—these courts have been well maintained and are in excellent condition.

1997 General Obligation Bonds

P-05, Tucson Athletic and Play Field Improvements

Yes2Kids Handball Court

Performance Indicators: Neither Amphitheater School District, nor Pima County have kept records on usage. However, the school district staff reports that the facility is used regularly by students, both as an extension of the school’s physical education curriculum and casually during the school day, and by the public during non-school hours.

Annual Operating and Maintenance Cost:

Fiscal Year 2008-2009	Annual O&M Budget	Annual O & M Cost
	\$0*	\$0*

*Note: Costs for this small facility are not broken out; rather, they are integrated into the school ground’s general operating and maintenance budget.

Operating and Maintenance Responsibilities: The Amphitheater Unified School District is solely responsible for the operation and maintenance of this sports facility.

Applicable IGAs: The Amphitheater Unified School District and Pima County entered into an IGA on November 1, 2005, Agreement Number CT12*2060 (formerly 137275), whereby the school district will operate and maintain the facility for a period of no fewer than twelve (12) years.



2004 General Obligation Bonds PR4.29, Picture Rocks Pool



Original Scope: This proposed new facility includes the development of a 25-yard pool, zero-depth area, 360° slide, guardhouse, maintenance and storage building, ramadas, and support facilities such as parking lots landscaping and fencing.

Benefits: This project provides recreational swimming, water safety, and swimming instruction classes, health, wellness, and exercise programs for youth, adults, and senior citizens. No similar facilities are located nearby, and residents benefit from safe, supervised, and convenient access to aquatic recreation and instruction.

Approved Bond Funding: \$2,000,000

Project Outcome

Completion Year: June 2007

Square Footage: 4,250 square feet

Location: 5615 N. Sanders Road, Picture Rocks, Arizona

Project Cost: \$1,950,334

Ranking: Excellent—the pool has been maintained well

Performance Indicators: 4,089 people visited the pool facility in 2012

2004 General Obligation Bonds

PR4.29, Picture Rocks Pool

Annual Operating and Maintenance Cost:

Fiscal Year 2008-2009	Annual O&M Budget	Annual O&M Cost
	Staffing and operations: \$68,072 Maintenance: (see note below)	Staffing and operations: \$68,072 Maintenance: (see note below)

Note: Maintenance cost for the physical plant and grounds are combined with the total budgeted cost for Picture Rocks Park, thus are not separately identified.

Operating and Maintenance Responsibilities: Pima County Natural Resources, Parks and Recreation is responsible for all maintenance and operational activities at this facility including cleaning, maintaining, repairing, and applicable replacement of all equipment, fixtures, and structures, in addition to operation of programs, lifeguard staffing, and community outreach.

Applicable IGAs: No applicable IGAs are in effect for this facility.



2004 General Obligation Bonds

PR4.21, Curtis Park – Flowing Wells East



Original Scope: This project proposes the development of a new community park. Improvements includes two lighted little league fields, one lighted senior league field, restroom, walkways, riparian restoration, off-leash dog facility, free-play turf area, ramadas, picnic facilities, playground, landscaping, parking, field and security lighting and connections to the Rillito River Park. The park’s concept plan has been approved by the Pima County Parks and Recreation Commission.

Benefits: This site was a former sand and gravel operation that was restored for use as a community park. Curtis Park provides an array of recreation activities, including baseball and softball diamonds and access to the Rillito River Park to a neighborhood that has historically been devoid of park facilities. This recreation complex also provides recreational opportunities for the region’s residents and youth sports leagues.

Curtis Park was developed to provide sports opportunities and outdoor enjoyment to local residents and address common concerns about the safety and quality of life in their neighborhood.

Approved Bond Funding: \$ 2,650,000

Project Outcome

Completion Year: June 2007

Square Footage: 19 acres

Location: 2110 W. Curtis Road, Tucson, Arizona (Curtis Road and La Cholla Boulevard)

Project Cost: \$ 2,799,135

PR4.21 GO Bonds \$ 2,649,135

PR4.23 GO Bonds \$ 150,000

Ranking: Excellent—the park has been maintained well

2004 General Obligation Bonds

PR4.21, Curtis Park

Performance Indicators: Sixteen teams (approximately 215 people) use the park almost daily throughout the year. Pima County Natural Resources, Parks and Recreation Department does not maintain records for non-league park users.

Annual Operating and Maintenance Cost:

Fiscal Year 2008-2009	Annual O&M Budget	Annual O&M Cost
	\$167,250*	\$167,250*

*Note: This budget includes lifeguards and supplies only.

Operating and Maintenance Responsibilities: Pima County Natural Resources, Parks and Recreation Department is solely responsible for the operating and maintenance costs for Curtis Park. Responsibilities include grounds and facility maintenance.

Applicable IGAs: None.

