Pima County

Arizona

Adopted Budget

Fiscal Year 2005/2006

PIMA COUNTY, ARIZONA

ADOPTED BUDGET

FISCAL YEAR 2005/2006

SHARON BRONSON, CHAIR
District 3

RICHARD ELÍAS, VICE CHAIR
District 5

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District 1

RAMÓN VALADEZ, MEMBER
District 2

RAYMOND CARROLL, MEMBER
District 4

Submitted by:

C. H. HUCKELBERRY
COUNTY ADMINISTRATOR

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PREFACE

The Fiscal Year 2005/2006 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 two-page 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 2005/06 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 of All Activity by Fund (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 2005/06.

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 Non-Financial segment provides a general view of the non-financial 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: September 9, 2005

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

From: C.H. Huckelberry
County Administrator

Re: **Fiscal Year 2005/06 Adopted Budget**

Transmitted herewith is the budget for fiscal year 2005/06, as adopted by the Board on July 5, 2005. This document provides the detail for the fiscal year 2005/06 budget, which totals $1,202,422,077 in expenditures and $1,089,076,748 in revenues, with a projected ending fund balance of $15,800,000 for the General Fund.

Summary information by fund, department, and functional area provides a Countywide 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 (County Administration, Community & Economic Development, Justice & Law Enforcement, Medical Services, 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 2004/05 budget document received the Distinguished Budget Presentation Award from the Government Finance Officers Association. This is the seventh consecutive year the County's budget was so recognized.

CHH/jj

c: Martin Willett, Chief Deputy County Administrator
Tom Burke, Finance Director
Tom House, Budget Manager, Finance Department

The Governmental Finance Officers Association of the United States and Canada (GFOA) Presented an award of Distinguished Presentation to Pima County for its annual budget for the fiscal year beginning July 1, 2004.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operational guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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Pima County Arizona

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 approximately all of southern Arizona acquired from Mexico by the Gadsden Purchase. Settlement of the region goes back to the 1690s and the arrival Spanish settlers who encountered Native Americans already living here.

About the middle of the 18th century, silver and gold were discovered in the region and prospectors from Mexico entered the area in droves. The latter part of the century saw expansion of mining and ranching in Pima County and an increase in population, despite the threat of attack from roaming bands of Apaches.

The Royal Presidio de 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 of 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 42.1 percent of Pima County's 5.9 million acres. Lands held in trust for the state's schools comprise another 14.7 percent of the County's land ownership, 27.9 percent is held as wildlife refuges, national forests, national parks and mounuments, or are controlled by Federal agencies. Military reserves and bases occupy 1.2 percent, and local government holdings, used for parks and recreation, are 0.2 percent of the County's acreage. Privately owned lands comprise 13.9 percent of the County's total acreage. Pima County has two Enterprise Zones, one in South Tucson and portions of Tucson and the other in an unincorporated portion of the County just southwest of Tucson.

CLIMATE CHARACTERISTICS

	Month with Highest Average	Month with Lowest Average	Annual Average
Daily Max Temperature[1]	June (100.2º)	January (64.5º)	82.5º
Daily Min Temperature[1]	July (73.4º)	January (38.9º)	54.8º
Average Precipitation[1]	August (2.30")	May/June (0.24")	Total Rainfall 12.17"
Possible Sunshine[2]	June (93%)	July (78%)	85%
Relative Humidity[2]	December (48.5%)	June (23.0%)	39.0%
Average Wind Speed[2]	June (8.6 mph)	December (7.2 mph)	8.0 mph

Source: [1]National Oceanic and Atmospheric Administration, 2005.
[2] Western Regional Climate Center, 2005.

TRANSPORTATION FACILITIES

Access to Pima County is provided by interstate highways, state highways, airlines, and railroads. Intracounty transportation is provided by city and County maintained roadways and the bus system owned by the city of Tucson.

Interstate 10 passes through eastern Pima County, connecting Tucson and the surrounding area with Phoenix, to the northwest, and then to points farther west such as Los Angeles. Interstate 10 connects with Interstate 8 in central Pinal County, giving Pima County good road 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 parts of the 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 leads straight north from Tucson in eastern Pima County 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 Indian Nation lands in the center of the County and with Ajo on the western side of the County. Route 86 ends where it meets State Route 85 at a community called Why. State Route 85 goes south from this point to the Mexican border at Lukeville, Arizona. This route connects with the town of Rocky Point on the Gulf of California in Mexico. State Route 85 leads north from Why through Ajo on to Interstate 8 near the Maricopa County community of Gila Bend. There are other less significant state routes that lead to southern Pima County. City and County roads 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 line runs through Tucson. There is a spur line which connects the main line with Nogales and the Mexican border. The main line connects Tucson with the town of Maricopa near Phoenix and Los Angeles to the west and points east such as New Orleans.

Pima County has a number of small airports, an international airport and an Air Force base. The international airport is located on the southern edge of Tucson. It serves as the major air terminal for the whole of southeastern Arizona. There are twelve airlines using the facility, giving good flight service to other parts of the state, other parts of the United States, and Mexico. There are six smaller general aviation facilities, providing a variety of services, and Davis-Monthan Air Force Base.

Source: Pima County Budget Division.

TAX CHARACTERISTICS

CORPORATE INCOME TAX

Corporate income tax in Arizona is 6.968 percent of taxable income. The minimum Arizona corporate income tax is $50.

SALES TAX

Arizona has a general sales tax of 5.6 percent. The city of South Tucson and Marana have a 2.5 percent city sales tax and Oro Valley, Sahuarita, and Tucson have a 2 percent tax rate. Pima County does not have a sales tax.

PAYROLL TAX

Payroll taxes in Arizona are computed based upon federal filings by employers and employees. Generally, withholding for state payroll taxes is between 10 percent and 37 percent of federal withholding. Employers must also pay an unemployment insurance premium that ranges from .05 percent to 5.4 percent of the first $7,000 of each employee's salary. Employers may also be subject to a 0.10% job training tax.

PROPERTY TAX

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

POPULATION CHARACTERISTICS

Population increased 140 percent between 1970 and 2000. Shown below are historical and estimated population statistics for the County, unincorporated areas of the County, and the state of Arizona.

POPULATION

	1970	1980	1990	2000
Pima County	351,667	531,443	666,880	843,746
Unincorporated Pima County	82,514	191,189	245,219	305,059
Arizona	1,775,399	2,716,546	3,665,228	5,130,632

Source: U.S. Bureau of Census, Arizona Department of Economic Security. (Census on April 1 of each year.)

POPULATION GROWTH RATES

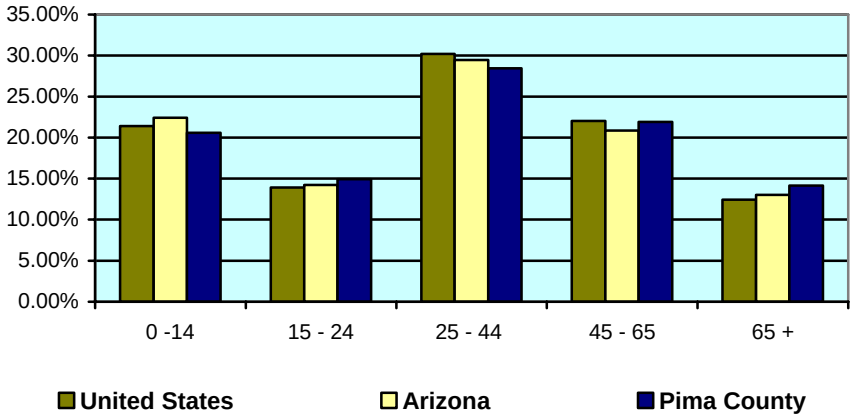
Average Annual Rate of Change

	1970 - 1980	1980 - 1990	1990 - 2000
Pima County	5.1%	2.5%	2.6%
Unincorporated Pima County	13.2%	2.8%	2.4%
Arizona	5.3%	3.5%	4.0%

Source: Pima County Budget Division.

AGE DISTRIBUTION

2000 Census

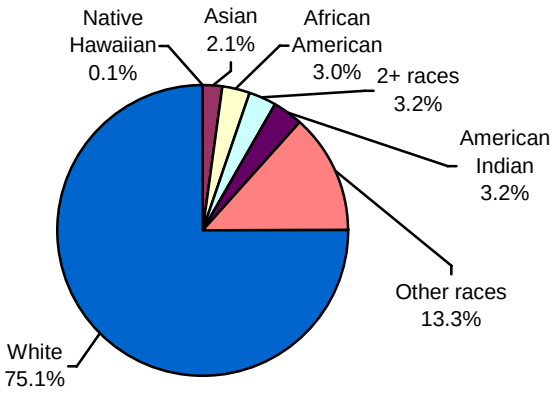


Source: Bureau of the Census, 2000 Census.

POPULATION DIVERSITY

Racial Mix

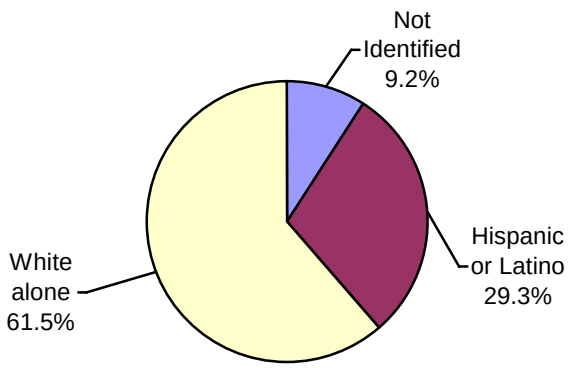
(PERCENT OF TOTAL POPULATION, 2000)



Source: Bureau of the Census, 2000 Census.

White & Hispanic/Latino

(PERCENT OF TOTAL WHITE POPULATION, 2000)



Source: Bureau of the Census, 2000 Census.

EMPLOYMENT CHARACTERISTICS

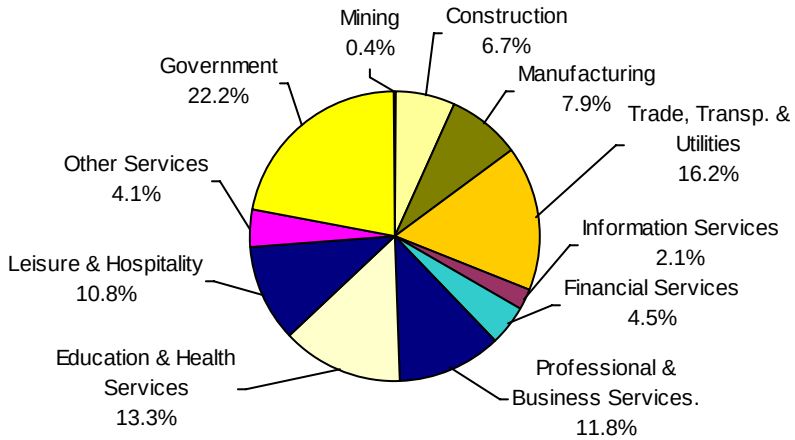
UNEMPLOYMENT RATES

	1999	2000	2001	2002	2003	2004
Pima County	3.2%	3.7%	4.3%	5.5%	5.2%	4.6%
Arizona	4.5%	4.0%	4.7%	6.0%	5.3%	5.0%
United States	4.2%	4.0%	4.8%	5.8%	6.0%	5.5%

Source: Arizona Department of Economic Security, and the U.S. Department of Labor.

EMPLOYMENT BY INDUSTRY

Percent of Non-Farm Employment 2004



Source: Arizona Department of Economic Security.

MAJOR EMPLOYERS (Employers with 2,000 or more employees)

Employer	Employment Sector	Employees	
		2003	2004
University of Arizona	Government (College Ed.)	10,078	10,348
Raytheon Missile Systems Co.	Manufacturing	10,171	10,300
State of Arizona	Government	9,753	9,750
Davis-Monthan Air Force Base	Government (Military)	7,692	8,727
Tucson Unified School District	Government (Ed. K-12)	7,690	7,684
Pima County	Government	8,048	7,338
City of Tucson	Government	5,495	6,757
Wal-Mart Stores	Trade (Retail)	4,420	4,595
Phelps Dodge	Mining	3,400	4,500
Carondelet Health Network	Services (Health)	2,689	3,746
Tohono O'odham Nation	Government	3,515	3,665
TMC Health Care	Services (Health)	2,562	3,135
University Medical Center	Services (Health)	2,700	2,918
Pascua Yaqui Tribe	Government	2,427	2,500
United States Border Patrol	Government	2,189	2,300
Pima Community College	Government (College Ed.)	2,204	2,226
Sunnyside Unified School District	Government (Ed. K-12)	2,173	2,223
Northwest Medical Center	Services (Health)	1,890	2,038
Fry's Food & Drug Stores	Trade (Grocery)	1,855	2,034
CheckMate Professional Employer	Services (Business)	1,818	2,033
Amphitheater Public Schools	Government (Ed. K-12)	2,255	2,014

Source: The Star 200 Directory, published by The Arizona Daily Star (March 2005).

[1] Budgeted FTEs for Fiscal Year 2003/2004 and 2004/2005.

MAJOR MANUFACTURERS (Manufacturers with 400 or more employees)

Company	Type Business	Employees	
		2003	2004
Raytheon Missile Systems Co.	Missile Manufacturing	10,171	10,300
IBM Storage System Division	Computer Systems	1,700	1,700
Texas Instruments, Tucson	Operation Amplifiers	950	950
Bombardier Aerospace	Aircraft Manintenance	1,350	890
Honeywell	Aircraft Electronic Systems	815	800
Ventana Medical Systems	Medical Equipment	395	446
Air System Components	Air Registers	450	405

Source: The Star 200 Directory, published by The Arizona Daily Star (March 2005).

EMPLOYMENT BY INDUSTRY by North American Industry Classification System (NAICS)

Industry	1999	2000	2001	2002	2003	2004
Trade, Transportation, & Utilities	53,600	55,000	55,300	54,400	54,400	58,100
Educational & Health Services	41,700	42,000	41,800	43,600	45,600	47,800
Professional & Business Services	41,100	43,500	41,300	41,500	41,300	42,300
Leisure & Hospitality	38,200	39,900	38,200	37,300	36,500	38,800
Manufacturing	30,300	32,900	33,000	30,500	28,700	28,400
Construction	22,100	22,900	22,700	22,500	22,900	24,000
Financial Services	14,000	14,800	14,400	14,400	15,100	16,700
Information Services	7,800	7,900	7,700	7,900	7,600	7,500
Mining	1,900	1,800	1,800	1,500	1,200	1,300

Source: Arizona Department of Economic Security.

EMPLOYMENT BY OCCUPATION

Occupations	Percent of Total
Office & Administrative Support Occupations	16.9%
Sales & Related Occupations	9.7%
Food Preparation & Serving-Related Occupations	9.2%
Education, Training, & Library Occupations	7.3%
Construction & Extraction Occupations	6.9%
Healthcare Practitioners & Technical Occupations	5.7%
Management Occupations	5.2%
Transportation & Material Moving Occupations	4.7%
Production Occupations	4.4%
Installation, Maintenance, & Repair Occupations	4.0%
Building & Grounds Cleaning & Maintenance Occupations	3.9%
Business & Financial Operations Occupations	3.4%
Healthcare Support Occupations	3.3%
Protective Service Occupations	3.0%
Architecture & Engineering Occupations	2.8%
Personal Care & Service Occupations	2.6%
Computer & Mathematical Occupations	2.2%
Community & Social Services Occupations	1.7%
Arts, Design, Entertainment, Sports, & Media Occupations	1.4%
Legal Occupations	0.9%
Life, Physical, & Social Science Occupations	0.8%
Farming, Fishing, & Forestry Occupations	0.1%

Source: Arizona Department of Economic Security.

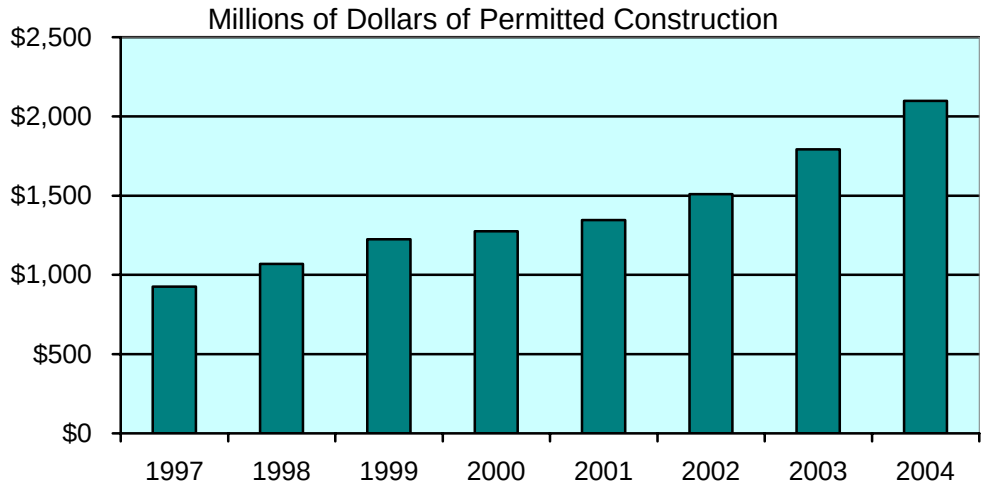
NEW COMPANIES IN PIMA COUNTY (New Companies announced between July 2003 and June 2004).

Company Name	Product or Service	# Jobs
Arizona Dept. of Vet. Affairs Nursing Hm.	State Government, Nursing home	300
VA Consolidated Mail Outpatient Pharmacy	Federal Government, Pharmacy	200
ARGO Tracker	Shipping Tracking Devices	125
CXT Incorporated	Railroad tie manufacturer	100
Silver State Helicopters LLC	Helicopter flight school	80
Bart's Steel Company	Steel Fabricator	60

Source: University of Arizona, Economic and Business Research Project.

CONSTRUCTION ACTIVITY

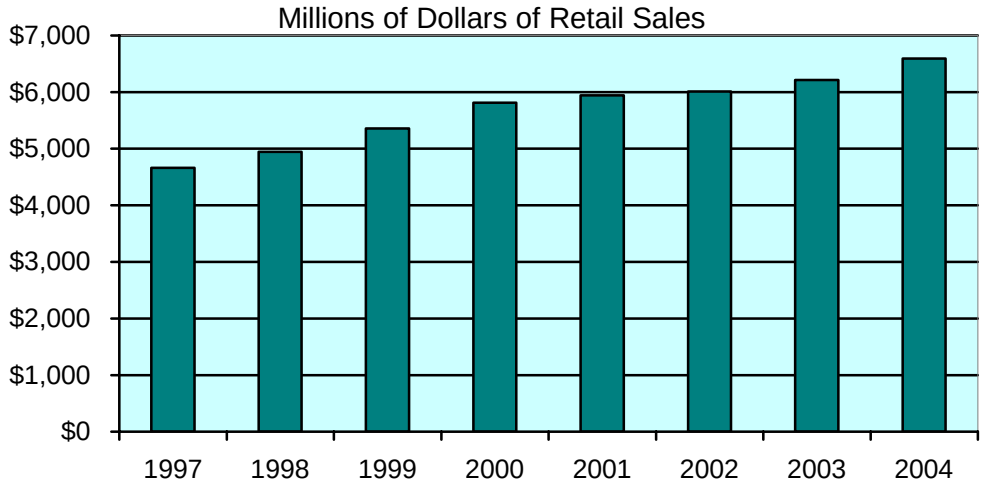
PIMA COUNTY: VALUE OF BUILDING PERMITS



Source: Arizona Real Estate Center, W.P. Carey School of Business, Arizona State University.

RETAIL SALES

PIMA COUNTY RETAIL SALES (not including food)



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; indigent 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 (in cooperation with the city of Tucson); 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 on other boards such as the Corrections Officer Retirement Board, Public Safety Retirement Board, Stadium District Board, Board of Deposit, Board of Health, and various Improvement Districts. The Board of Supervisors is also 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 County Administration, Community & Economic Development, Justice & Law Enforcement, Medical Services, 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 that are organized into the following five functional areas:

COUNTY ADMINISTRATION

County Administration 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, Communications (a subordinate department under Information Technology), County Administrator, Elections, Finance, Forensic Science Center, Human Resources, Information Technology, Non Departmental, Procurement, Recorder, Risk Management, and the Treasurer.

COMMUNITY & ECONOMIC DEVELOPMENT

Community & Economic Development provides educational, cultural, social, and recreational programs to the public. The departments in this functional area are Community & Economic Development Administration; Community Development & Neighborhood Conservation; Community Resources; Community Services, Employment & Training; County Free Library; Economic Development & Tourism; School Superintendent; and the Stadium District.

JUSTICE & LAW ENFORCEMENT

Justice & Law Enforcement 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, Indigent Defense, Justice Court Ajo, Justice Court Green Valley, Justice Courts Tucson, Juvenile Court, Office of Court Appointed Counsel, Public Fiduciary, Sheriff, and Superior Court.

MEDICAL SERVICES

Medical Services provides patient medical services, various public health and animal control services, and medical assistance to indigents. The component departments are Institutional Health, Pima Health System & Services, and Public Health. These departments comprise the major portion of the Pima County Integrated Health Care System (PCIHS), a diverse set of payer and provider operations for which the Department of Institutional Health serves as the administrative oversight structure.

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; Facilities Management; Fleet Services; Graphic Services; Natural Resources, Parks, & Recreation; Public Works Administration; Regional Flood Control District; Solid Waste Management; Transportation; and Wastewater Management.

THE BUDGETARY PROCESS

FUND COMPOSITION

The County adopts budgets for all governmental and enterprise funds. The internal service funds: Communications, Fleet Services, Graphic Services, and Risk Management 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 center/account line item basis. Fiscal year 1998/99 was the first year the budget presentation included and emphasized the programmatic components of County services. Accordingly, the fiscal year 2005/06 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 subsequent 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 new 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 Fund, 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 such an instance, 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, on a monthly basis, both revenue and expenditure projections are prepared by the departments and 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 budget of Pima County is comprised of two components: 1) departmental operating budgets and 2) the Capital Improvement Budget.

Departmental Operating Budgets

All departments within each functional area, except those scheduled to develop zero base budgets, 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 to be identical with those 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 positions, 6) annualized part-year 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 personal services, supplies and services, 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 this *Recommended Budget*, the Board of Supervisors, on or before the third Monday in July, adopts a *Tentative Budget* which sets a ceiling on expenditures that may be incurred for the County as a whole. A 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 second Monday in August, for the adoption of the budget covering the fiscal year that began July 1.

Zero Base Budgets (ZBB)

Board of Supervisors Policy No. D22.5, adopted on October 26, 1999, mandated that, beginning with fiscal year 2000/01, every department shall develop an annual budget using a zero base budget methodology at least once during each subsequent four year period. Under the ZBB approach, no target is established. The department evaluates its current level of operations, its programmatic structure, and its staffing in the context of its function statement and mandates. Organizational revisions are made, if beneficial to the achievement of department goals. Programs are then divided into services which define the department's product, or benefit, to the County. Services are further subdivided into specific activities performed in order to deliver the services. Each service is individually budgeted at its current level and can be individually evaluated for adoption. Each line item for each service is evaluated and justified. During the year, the actual cost of each service can be captured and variances from budget monitored and analyzed. For fiscal year 2005/06, the following departments submitted budgets using the ZBB approach: Community Development & Neighborhood Conservation; Community and Economic Development Administration; Community Resources; Community Services, Employment and Training; County Free Library; Economic Development & Tourism; Elections; Forensic Science Center; Graphic Services; Juvenile Court; Public Health; School Superintendent; Stadium District.

Capital Improvement Budget

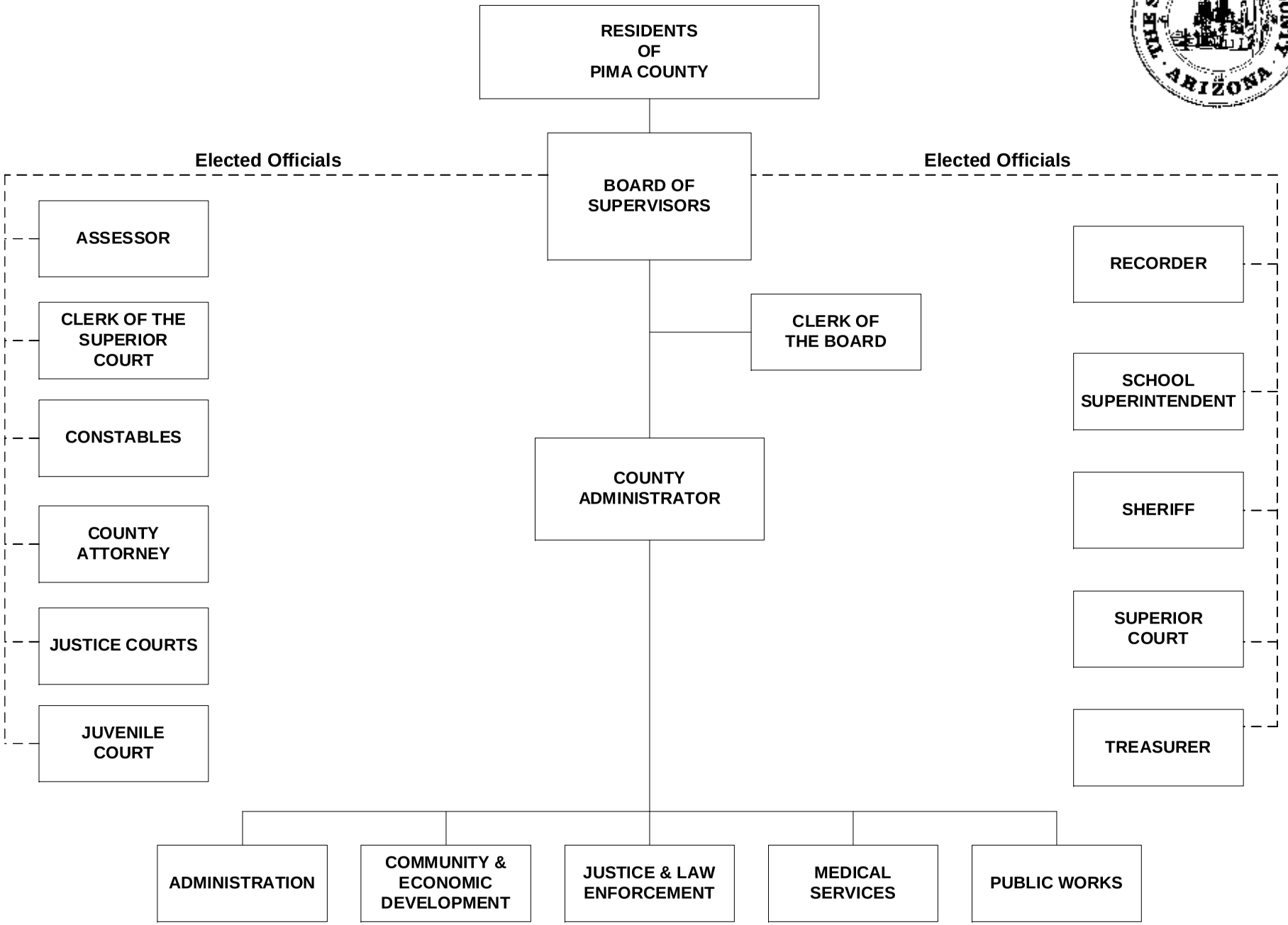
On an annual basis, the County Administrator's office prepares a five-year Capital Improvement Plan (CIP) and a one-year Capital Improvement Budget (CIB). A summary of capital improvement projects for fiscal year 2005/06-2009/10 and beyond is provided in the Summary Schedules section, and a capital improvement 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 2005/06 is provided below.

October 15, 2004	Program/cost center adjustments to departments.
November 5, 2004	Program/cost center adjustments due from departments.
December 3, 2004	Financial Planning System (the budget system), base target budgets, forms, assumptions, and other information are distributed to departments.
December 3, 2004	Budget Guide and FPS Users Manual posted on the County website.
December 6 - 10, 2004	Budget training for department representatives.
February 4, 2005	Budgets due back to the Budget Division from departments.
February 18, 2005	Zero Base Budgets due back to the Budget Division from departments.
March 21 - 31, 2005	County Administrator meets with department directors and managers.
April 5 - 22, 2005	County Administrator gives direction to the Budget Division.
May 3, 2005	County Administrator submits Recommended Budget to the Board.
May 17, 2005	Board of Supervisors Recommended Budget public hearings.
May 24, 2005	Board of Supervisors Tentative Budget adoption.
July 5, 2005	Board of Supervisors Truth in Taxation hearing.
July 5, 2005	Board of Supervisors Final Budget adoption.
August 15, 2005	Board of Supervisors adoption of the Levy of Taxes.

PIMA COUNTY ORGANIZATIONAL CHART



LEGAL REQUIREMENTS

STATE SPENDING LIMITATION

Pima County, like all counties and cities in Arizona, is subject to numerous budgetary and related legal requirements. Article 9, Section 20. (1) of the Arizona Constitution sets limits on the County's legal budget capacity. In general, the Board of Supervisors cannot authorize expenditures of local revenues in excess of the expenditure limitations determined annually by the Arizona Economic Estimates Commission. This limitation is based on the County's actual expenditures incurred during fiscal year 1979/80, adjusted to reflect subsequent inflation and population growth. Not subject to this limit are items such as bond proceeds, related debt service, interest earnings, special voter approved districts, certain highway user revenue funds, federal funds, monies received pursuant to intergovernmental agreements, and state grants which are to be used for specific purposes.

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 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 Board meeting minutes and, must be fully itemized in accordance with forms supplied by the auditor general. (See the *State Reports* section.) ARS § 42-17102 defines the contents of the estimates. The Tentative Budget and the reports include all monies used for County purposes including interest and principal payments on bonds and each special levy.

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 regarding the budget and the tax levy.

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 meeting shall be 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 final adoption.

FINAL BUDGET ADOPTION

State law (ARS § 42-17105) specifies that prior to the date the property tax levy is adopted, and after the hearing required by ARS § 42-17104, the Board of Supervisors must adopt the estimate of proposed expenditures for the fiscal year at a special meeting called for that purpose. The adopted expenditures then become the budget for the upcoming fiscal year and shall not exceed the total amount proposed for expenditures in the published estimates (i.e., the Tentative Budget).

Copies of the Board of Supervisors' resolutions adopting the fiscal year 2005/06 budgets for Pima County, the Free Library District, the Regional Flood Control District, and the Stadium District[1] are provided on pages 3-5 through 3-8.

According to ARS § 42-17106, once adopted, no expenditures shall be made for a purpose not included in the 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 revenue in excess of those required to meet expenditures incurred under the budget.

BUDGET REVISIONS

ARS § 42-17106 requires that no expenditures be made for a purpose not included in the adopted budget in any fiscal year in excess of the amount specified for each purpose in the 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, on the affirmation of a majority of the supervisors at a duly noticed public meeting, to authorize the transfer of funds between programs if the funds are available, if the transfer is in the public interest and based on a demonstrated need, so long as the transfer does not violate the set spending limitations.

TRUTH IN TAXATION

State law (ARS § 42-17052) requires that on or before the 10th of February, 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, ARS § 42-17107 requires that the Board publish a notice of tax increase. The notice must be published twice, not more than twenty days prior to the truth in taxation hearing.

ARS § 42-17107 requires the truth in taxation hearing to be held prior to the adoption of the budget. Furthermore, ARS § 42-17104 requires a hearing be held on or before the fourteenth day before the day taxes are levied. Pima County customarily holds the truth in taxation hearing on the same day and immediately preceding adoption of the Final Budget.

ADOPTION OF TAX LEVY

As specified by ARS § 42-17151, 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 tax rates.

Traditionally, in Pima County, the final assessment roll from the Assessor is available on the first Monday in August. This late timing allows the Assessor to produce the most accurate assessment roll possible, using the most current information for property value and exemption amounts. On the third Monday in August, the Board of Supervisors sets and assesses the primary and secondary property tax amounts, and fixes the tax rates for the County primary and secondary taxes. A copy of the Board of Supervisors' resolution for the levy of taxes for fiscal year 2005/06 is provided on pages 3-9 through 3-21.

PROPERTY TAX LEVY LIMITATION

The Arizona State Constitution and state law specify a property tax levy limitation system. This system consists of two categories of levy, a limited 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 only be used for specific purposes.

Primary Property Tax Levy: There is a strict limitation on how much the County can levy as a primary property tax. ARS § 42-17051 states this primary property tax levy shall be limited to an increase of two percent over the previous year's *maximum allowable primary levy*, plus an increased dollar amount due to a net gain in property not taxed the previous year. Even if the County does not adopt the maximum allowable primary levy from year to year, the two percent allowable increase will be based on the prior year's maximum allowable primary levy. The *net new property* factor is included in the calculation to take into account all new construction and any additional property added to a community through annexation. The two percent increase applies to all taxable property.

Secondary Property Tax Levy: The secondary property tax levy system allows the County to levy property taxes for numerous purposes. For many years, Pima County has levied four secondary taxes. ARS § 11-275 authorizes a secondary tax levy for the purpose of retiring the principal and paying interest on general obligation bonds. ARS § 48-807 mandates that the Board levy a Fire District Assistance Tax (FDAT). ARS § 48-3620 authorizes a secondary tax levy in order to pay the expenses of the Regional Flood Control District, and ARS § 48-3903 authorizes a secondary tax levy in order to pay the expenses of the County Free Library District.

These levies are referred to as *unlimited levies* because these property taxes may be levied in amounts necessary to meet expenses (with the exception of the FDAT, for which the tax rate shall not exceed ten cents per $100 of assessed valuation).

Not only is the dollar amount of the secondary property tax levy unlimited, the actual full cash value of property that is used to determine the tax rate will be increased by changes in market value without a cap, unlike the primary tax system which uses a controlled assessment system to determine the tax rate (Article 9, Section 18 and 19, State Constitution).

ENDNOTE

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[1] The Stadium District is a special district authorized and administered in accordance with ARS § 48-4201 through ARS § 48-4255. ARS § 48-4202. C. directs that the Board of Supervisors shall sit as the Board of Directors of the Stadium District.

Note: Copies of the resolutions for the Adoption of the County Budget, the Adoption of the 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.

RESOLUTION NO. 2005 - 139
PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE BUDGET
FISCAL YEAR 2005/2006

WHEREAS, in accordance with the provisions of A.R.S. §42-17101 et. seq., the Board of Supervisors did, on May 24, 2005, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also 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, and

WHEREAS, publication has been duly made as required by law, of said estimates together with a notice that the Board will hold a public hearing and special board meeting for the purpose of hearing taxpayers at the designated time and place, and

WHEREAS, in accordance with A.R.S. §42-17104, the Board met on July 5, 2005, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies, and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in A.R.S. §42-17051.

NOW, THEREFORE, BE IT RESOLVED, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced or changed by the same, are hereby adopted as the budget of Pima County for the Fiscal Year 2005/2006.

Passed and adopted this 5th day of July, 2005.

Chair, Pima County Board of Supervisors

JUL 05 2005

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Deputy County Attorney

RESOLUTION NO. 2005 - LD 4
PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE FREE LIBRARY DISTRICT BUDGET FOR FISCAL YEAR 2005/2006

WHEREAS, in accordance with the provisions of A.R.S. §42-17101 et. seq. and §48-3903, the Board of Supervisors, sitting as the Free Library District Board, did, on May 24, 2005, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also 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 Pima County Free Library District, and

WHEREAS, publication has been duly made as required by law, of said estimates together with a notice that the Board will hold a public hearing and special board meeting for the purpose of hearing taxpayers at the designated time and place, and

WHEREAS, in accordance with said sections of said titles, the Board met on June 21, 2005, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies, and

NOW, THEREFORE, BE IT RESOLVED, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced or changed by the same, are hereby adopted as the budget of the Pima County Free Library District for the Fiscal Year 2005/2006.

Passed and adopted this 21st day of June, 2005.

Chair, Pima County Free Library District Board

JUN 2 1 2005

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Deputy County Attorney

RESOLUTION NO. 2005 - FC 11
PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE FLOOD CONTROL DISTRICT BUDGET FOR FISCAL YEAR 2005/2006

WHEREAS, in accordance with the provisions A.R.S. §42-17101 et. seq. and §48-3620, the Board of Supervisors, sitting as the Flood Control District Board, did, on May 24, 2005, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also 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 Pima County Flood Control District, and

WHEREAS, publication has been duly made as required by law, of said estimates together with a notice that the Board will hold a public hearing and special board meeting for the purpose of hearing taxpayers at the designated time and place, and

WHEREAS, in accordance with said sections of said titles, the Board met on June 21, 2005, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies, and

NOW, THEREFORE, BE IT RESOLVED, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced or changed by the same, are hereby adopted as the budget of the Pima County Flood Control District for the Fiscal Year 2005/2006.

Passed and adopted this 21st day of June, 2005.

Chair, Pima County Flood Control District Board

JUN 21 2005

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Deputy County Attorney

RESOLUTION NO. 2005 - SD 1
PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE STADIUM DISTRICT BUDGET FOR FISCAL YEAR 2005/2006

WHEREAS, in accordance with the provisions of A.R.S. §42-17101 et. seq. and §48-4232, the Board of Supervisors, sitting as the Stadium District Board, did, on May 24, 2005, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenue from sources other than direct taxation, and

WHEREAS, publication has been duly made as required by law, of said estimates together with a notice that the Board will hold a public hearing and special board meeting for the purpose of hearing taxpayers at the designated time and place, and

WHEREAS, in accordance with said sections of said titles, the Board met on June 21, 2005, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses, and

NOW, THEREFORE, BE IT RESOLVED, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced or changed by the same, are hereby adopted as the budget of the Pima County Stadium District for the Fiscal Year 2005/2006.

Passed and adopted this 21st day of June, 2005.

Chair, Pima County Stadium District Board
JUN 21 2005

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Deputy County Attorney

RESOLUTION NO. 2005 - 213

RESOLUTION OF THE PIMA COUNTY BOARD OF SUPERVISORS FOR THE LEVY OF TAXES FOR FISCAL YEAR 2005/2006

WHEREAS, in accordance with the provisions of A.R.S. §11-275; A.R.S. §42-17101, et. seq.; and A.R.S. §48-3620 and 3903, the Pima County Board of Supervisors did on May 24, 2005, make an estimate of the different amounts required to meet the public expenditures/ expenses of Pima County, Pima County Flood Control District and Pima County Free Library District for the ensuing fiscal year, and on June 21, 2005, the Pima County Board of Supervisors did adopt the budget of the Pima County Flood Control District and Pima County Free Library District and on July 5, 2005, adopt the budget of Pima County and the amounts to be raised by taxation upon real and personal property within Pima County for fiscal year 2005/2006, and;

WHEREAS, pursuant to A.R.S. §42-17104, a meeting was held on June 21, 2005 and July 5, 2005, at which any taxpayer was privileged to appear and be heard in favor of or against any of the proposed Pima County expenditures or tax levies, and;

WHEREAS, in accordance with the provisions of A.R.S. §9-102(D), 15-972, 991.01, 992, 993, 994, 995, 1022, 1461 and 1462; A.R.S. §42-17151; and A.R.S. §48-575, 709, 723, 807, 955, 2223, 3114, 3715, 3715.02, 3778, 4501, and 4503; the Pima County Board of Supervisors has received the budgets and/or the expenditure amounts to be raised by taxation upon real property from School Districts within Pima County; the Unorganized School District Tax; the Education Assistance Tax; Pima Community College District; City of Tucson; City of South Tucson; the Business Improvement District; the Fire Districts within Pima County; the Improvement Districts within Pima County; the Street Lighting Improvement Districts within Pima County; the Health District within Pima County; the Irrigation Districts within Pima County; the Community Facility District within Pima County, the Central Arizona Water Conservation District and the Central Arizona Groundwater Replenishment District.

WHEREAS, public notice of the levy of taxes having been duly made as required by law,

NOW, THEREFORE, BE IT RESOLVED, that the following amounts are taxes to be levied upon property located in Pima County for payment of taxes for fiscal year 2005/2006 for the entities listed:

PIMA COUNTY FISCAL YEAR 2005/06 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
STATE OF ARIZONA:			
State of Arizona Property Tax			
Primary	5,849,548,818	0	0.0000
PIMA COUNTY:			
Primary			
General Fund	5,849,548,818	238,193,628	4.0720
Secondary			
County Free Library	6,050,950,040	15,581,196	0.2575
Debt Service	6,050,950,040	43,264,293	0.7150
Fire District Assistance	6,050,950,040	2,541,399	0.0420
Flood Control District	5,323,432,911	19,941,580	0.3746
TOTAL PIMA COUNTY		319,522,096	5.4611
UNORGANIZED SCHOOL DISTRICT TAX:			
Primary	7,574,552	137,024	1.8090
EDUCATION ASSISTANCE:			
Primary	5,849,548,818	25,492,334	0.4358
PIMA COMMUNITY COLLEGE:			
Primary	5,849,548,818	63,935,569	1.0930
Secondary	6,050,950,040	13,215,275	0.2184
TOTAL PIMA COMMUNITY COLLEGE		77,150,844	1.3114
CENTRAL ARIZONA WATER CONSERVATION DISTRICT:			
Ad Valorem Secondary	6,050,950,040	4,840,760	0.0800
Water Storage Secondary	6,050,950,040	2,420,380	0.0400
Ground Water Replenishment (usage of 236.62 acre feet)			
Category 1 (rate per acre - foot)		53,476	226.0000
Category 2 (rate per acre - foot)		0	195.0000
CITY OF TUCSON:			
Primary	2,641,419,721	9,163,090	0.3469
Secondary	2,722,915,853	24,220,340	0.8895
TOTAL CITY OF TUCSON		33,383,430	1.2364
CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT:			
		355,823	list attached
CITY OF SOUTH TUCSON:			
Primary	17,690,008	42,155	0.2383

PIMA COUNTY FISCAL YEAR 2005/06 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
STREET LIGHTING IMPROVEMENT DISTRICTS:			
Orange Grove Valley	1,161,351	4,294	0.3697
Longview Estates No. 1	1,982,843	5,625	0.2837
Longview Estates No. 2	2,393,977	6,551	0.2736
Manana Grande "B"	1,738,582	4,538	0.2610
Manana Grande "C"	2,154,131	7,465	0.3465
Rolling Hills	4,809,265	10,600	0.2204
Lakeside No. 1	1,533,388	3,384	0.2207
Hermosa Hills Estates	1,849,916	2,622	0.1417
Carriage Hills Est. No. 1	1,962,256	5,168	0.2634
Carriage Hills Est. No. 3	845,201	2,312	0.2735
Desert Steppes	1,361,851	3,080	0.2262
Littletown	1,530,029	11,638	0.7606
Cardinal Estates	830,709	6,952	0.8369
Midvale Park	4,545,437	6,311	0.1388
Oaktree No. 1	841,147	11,636	1.3833
Oaktree No. 2	643,233	8,117	1.2619
Oaktree No. 3	768,702	12,056	1.5684
Peppertree	8,345,616	5,596	0.0671
Peach Valley	856,174	2,611	0.3050
Salida del Sol	596,820	7,329	1.2280
Mortimore Addition	2,978,679	19,748	0.6630
FIRE DISTRICTS:			
Avra Valley	22,697,898		
Operations		680,937	3.0000
Bonds		61,284	0.2700
Total Avra Valley		742,221	3.2700
Corona de Tucson	20,094,787	522,425	2.5998
Drexel Heights	140,255,742		
Operations		3,646,648	2.6000
Bonds		561,023	0.4000
Total Drexel Heights		4,207,671	3.0000
Golder Ranch	228,589,508		
Operations		4,411,777	1.9300
Bonds		416,719	0.1823
Total Golder Ranch		4,828,496	2.1123
Green Valley	206,007,295	3,605,128	1.7500
Heritage Hills	49,149,986	342,182	0.6962
Hidden Valley	9,351,214	65,458	0.7000
La Canada	24,154,717	181,160	0.7500
Mt. Lemmon	5,656,473	183,836	3.2500
North Ranch/Linda Vista	42,177,534	280,143	0.6642

PIMA COUNTY FISCAL YEAR 2005/06 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
FIRE DISTRICTS (continued):			
Northwest	689,938,929		
Operations		16,217,014	2.3505
Bonds		912,789	0.1323
Total Northwest		17,129,803	2.4828
Picture Rocks	28,943,935	839,373	2.9000
Rincon Valley	39,460,378	1,038,637	2.6321
Sabino Vista	25,460,371	213,435	0.8383
Three Points	25,421,383		
Operations		762,642	3.0000
Bonds		381,321	1.5000
Total Three Points		1,143,963	4.5000
Tucson Country Club Est.	15,368,761	64,165	0.4175
Why	821,593	21,462	2.6122
HEALTH DISTRICTS			
Ajo-Lukeville Health Dist.	12,606,415	94,548	0.7500
TUCSON UNIFIED SCHOOL DISTRICT NO 1:			
Primary	2,570,964,583		
Maint & Operation		154,062,482	5.9924
Unrestricted Capital		6,018,628	0.2341
Soft Capital		4,152,108	0.1615
Adjacent Ways		1,149,221	0.0447
TOTAL PRIMARY		165,382,439	6.4327
Secondary	2,650,488,805		
Class A Bond Interest and Redemption		35,081,870	1.3236
Class B Bond Interest and Redemption		3,355,519	0.1266
TOTAL SECONDARY		38,437,389	1.4502
MARANA UNIFIED SCHOOL DISTRICT NO 6:			
Primary	482,599,061		
Maint & Operation		19,706,933	4.0835
Unrestricted Capital		10,617	0.0022
Soft Capital		95,555	0.0198
TOTAL PRIMARY		19,813,105	4.1055
Secondary	501,024,640		
Class A Bond Interest and Redemption		5,329,900	1.0638
Class B Bond Interest and Redemption		4,658,527	0.9298
TOTAL SECONDARY		9,988,427	1.9936

PIMA COUNTY FISCAL YEAR 2005/06 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
FLOWING WELLS UNIFIED SCHOOL DISTRICT NO. 8:			
Primary	166,660,260		
Maint & Operation		7,581,209	4.5489
Soft Capital		359,320	0.2156
TOTAL PRIMARY		7,940,529	4.7645
Secondary	171,730,147		
Class A Bond Interest and Redemption		1,657,711	0.9653
Override Maint. And Operation		2,392,888	1.3934
TOTAL SECONDARY		4,050,599	2.3587
AMPHITHEATER UNIFIED SCHOOL DISTRICT NO. 10:			
Primary	1,077,676,391		
Maint & Operation		42,214,740	3.9172
Unrestricted Capital		830,888	0.0771
Soft Capital		2,470,034	0.2292
TOTAL PRIMARY		45,515,662	4.2235
Secondary	1,115,616,576		
Class A Bond Interest and Redemption		17,491,752	1.5679
Override Maint. and Operation		7,077,472	0.6344
TOTAL SECONDARY		24,569,224	2.2023
SUNNYSIDE UNIFIED SCHOOL DISTRICT NO. 12:			
Primary	321,084,589		
Maint & Operation		12,086,266	3.7642
Soft Capital		491,902	0.1532
Adjacent Ways		999,536	0.3113
TOTAL PRIMARY		13,577,704	4.2287
Secondary	333,315,616		
Class A Bond Interest and Redemption		7,863,582	2.3592
Override Maint. and Operation		6,867,302	2.0603
TOTAL SECONDARY		14,730,884	4.4195

PIMA COUNTY FISCAL YEAR 2005/06 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
TANQUE VERDE UNIFIED SCHOOL DISTRICT NO. 13:			
Primary	139,891,196		
Maint & Operation		5,640,553	4.0321
Unrestricted Capital		51,480	0.0368
Soft Capital		260,198	0.1860
TOTAL PRIMARY		5,952,231	4.2549
Secondary	145,123,282		
Class A Bond Interest and Redemption		1,167,517	0.8045
Override Maint. and Operation		809,498	0.5578
Override Election K-3		263,109	0.1813
TOTAL SECONDARY		2,240,124	1.5436
AJO UNIFIED SCHOOL DISTRICT NO. 15:			
Primary	14,166,279		
Maint & Operation		546,082	3.8548
Unrestricted Capital		30,004	0.2118
Soft Capital		61,312	0.4328
TOTAL PRIMARY		637,398	4.4994
Secondary	15,148,503	0	0.0000
CATALINA FOOTHILLS UNIFIED SCHOOL DISTRICT NO. 16:			
Primary	461,268,562		
Maint & Operation		18,132,467	3.9310
Unrestricted Capital		1,001,414	0.2171
Soft Capital		1,034,164	0.2242
TOTAL PRIMARY		20,168,045	4.3723
Secondary	477,761,886		
Class A Bond Interest and Redemption		8,109,530	1.6974
Class B Bond Interest and Redemption		344,944	0.0722
Override Maint. and Operation		2,111,708	0.4420
Override Election K-3		633,990	0.1327
Override Capital Outlay		600,069	0.1256
TOTAL SECONDARY		11,800,241	2.4699

PIMA COUNTY FISCAL YEAR 2005/06 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
VAIL UNIFIED SCHOOL DISTRICT NO. 20:			
Primary	254,908,537		
Maint & Operation		10,497,134	4.1180
Unrestricted Capital		173,083	0.0679
Soft Capital		543,210	0.2131
Adjacent Ways		602,349	0.2363
TOTAL PRIMARY		11,815,776	4.6353
Secondary	266,357,370		
Class A Bond Interest and Redemption		1,556,592	0.5844
Class B Bond Interest and Redemption		1,245,487	0.4676
Override Maint. and Operation		2,833,243	1.0637
TOTAL SECONDARY		5,635,322	2.1157
SAHUARITA UNIFIED SCHOOL DISTRICT NO. 30:			
Primary	115,452,444		
Maint & Operation		4,650,424	4.0280
Unrestricted Capital		423,710	0.3670
Soft Capital		150,896	0.1307
Adjacent Ways		40,870	0.0354
TOTAL PRIMARY		5,265,900	4.5611
Secondary	121,793,494		
Class A Bond Interest and Redemption		3,155,182	2.5906
Override Maint. and Operation		1,215,255	0.9978
TOTAL SECONDARY		4,370,437	3.5884
SAN FERNANDO ELEMENTARY SCHOOL DISTRICT NO. 35:			
Primary	808,168		
Maint & Operation		30,000	3.7121
TOTAL PRIMARY		30,000	3.7121
Secondary	812,469	0	0.0000
EMPIRE ELEMENTARY SCHOOL DISTRICT NO. 37:			
Primary	4,782,864		
Maint & Operation		380,252	7.9503
Soft Capital		6,825	0.1427
TOTAL PRIMARY		387,077	8.0930
Secondary	5,089,481	0	0.0000

PIMA COUNTY FISCAL YEAR 2005/06 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
CONTINENTAL ELEMENTARY SCHOOL DISTRICT NO. 39:			
Primary	204,154,455		
Maint & Operation		2,249,986	1.1021
Soft Capital		7,758	0.0038
Adjacent Ways		24,907	0.0122
A.R.S. 15-992 B		1,410,503	0.6909
TOTAL PRIMARY		3,693,154	1.8090
Secondary	209,707,044		
Class A Bond Interest and Redemption		581,308	0.2772
Override Maint. and Operation		140,504	0.0670
TOTAL SECONDARY		721,812	0.3442
INDIAN OASIS UNIFIED SCHOOL DISTRICT NO. 40:			
Primary	1,268,016		
Maint & Operation		0	0.0000
TOTAL PRIMARY		0	0.0000
Secondary	1,268,016		
Class A Bond Interest and Redemption		0	0.0000
TOTAL SECONDARY		0	0.0000
REDINGTON ELEMENTARY SCHOOL DISTRICT NO. 44:			
Primary	1,142,606		
Maint & Operation		55,823	4.8856
TOTAL PRIMARY		55,823	4.8856
Secondary	1,145,938	0	0.0000
ALTAR VALLEY ELEMENTARY SCHOOL DISTRICT NO. 51:			
Primary	25,146,255		
Maint & Operation		1,220,800	4.8548
Unrestricted Capital		52,002	0.2068
Soft Capital		36,940	0.1469
Adjacent Ways		11,341	0.0451
TOTAL PRIMARY		1,321,083	5.2536
Secondary	26,106,236		
Override Maint. and Operation		262,916	1.0071
TOTAL SECONDARY		262,916	1.0071

PIMA COUNTY FISCAL YEAR 2005/06 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
FLOWING WELLS IRRIGATION DISTRICT 2078.44 ACRES			
Maintenance & Operation		26,812	12.9000
SILVERBELL IRRIGATION & DRAINAGE DISTRICT 5067 ACRES			
Maintenance & Operation		15,201	3.0000
CORTARO-MARANA IRRIGATION DISTRICT 12,362.70 ACRES (APPROX)			
		741,762	60.0000
GLADDEN FARMS COMMUNITY FACILITIES DISTRICT			
Secondary	2,279,434		
Maintenance and Operation		6,838	0.3000
Bond Indebtedness		56,986	2.5000
TOTAL SECONDARY		63,824	2.8000
		918,260,961	

FISCAL YEAR 2005/06 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY	PARCEL ID #	TAX LEVY
117060820	213.70	11710077A	1,161.02
117060830	651.05	117100780	363.79
117060840	310.05	11710079A	949.39
117060850	525.23	11710081B	344.29
11706089A	3,843.45	11710081C	503.71
117061660	2,904.98	11710082A	852.35
11706168A	2,638.29	11710082B	34.13
11706168B	100.91	11710083A	450.50
11706168C	449.02	117100840	389.34
117061740	209.03	11710089A	9,083.03
11706177A	475.46	117100920	326.53
11706177B	830.19	117100950	278.25
117061780	249.31	117100960	465.61
11706179A	1,615.12	117100970	200.08
11706187D	2,366.45	11710098A	311.85
117061900	1,183.49	117100990	592.43
117061910	1,682.11	11710100A	774.44
11706193A	1,922.52	117101010	1,654.29
11706194A	453.26	117101020	1,167.70
11706195A	1,933.02	117101210	1,205.91
117061960	1,441.28	117101250	441.33
11706197A	1,061.22	117101260	538.69
117062000	559.68	117101270	335.81
117062010	2,254.09	117101280	699.60
117062020	3,529.91	117101290	472.23
117062050	1,127.10	117101300	346.20
117062060	646.44	117101310	307.29
117062070	912.05	117101320	286.52
117062080	1,127.10	11710133A	628.63
117062090	1,127.10	117101350	392.36
117062100	2,976.96	117101360	339.49
117062110	463.11	117110160	908.74
117062120	856.22	117110170	10,938.62
117062160	1,731.40	117110180	487.71
117062170	2,584.28	117110210	2,335.45
11706218A	1,219.53	117110730	524.17
11706219D	2,459.20	117110740	764.63
117062200	2,350.29	117110750	211.79
117100600	1,374.40	11711076A	834.75
117100610	765.90	11711076B	1,765.64
117100620	1,235.59	117110770	420.43
117100630	1,356.54	117110780	434.44
11710065A	872.17	117110790	766.82
117100750	1,239.03	11711080A	21,275.26
117100760	2,699.18	11711080B	2,550.41

FISCAL YEAR 2005/06 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY	PARCEL ID #	TAX LEVY
117110820	1,129.85	117120450	77.17
117110830	1,298.50	117120460	242.50
117110840	1,947.75	117120470	1,359.56
11711085A	2,452.68	11712048A	76.11
117110880	1,634.10	11712048B	38.53
117110890	756.10	117120490	58.83
117110900	3,179.84	117120860	1,308.89
117110910	941.28	117120870	4,295.49
117110920	828.07	11712088A	214.33
11711096C	8,637.52	11712089A	1,525.87
11711096D	7,412.00	11712091D	566.04
11711096E	4,683.93	117120950	192.92
117110980	1,199.13	11712098A	15,406.36
117110990	538.48	11712099A	2,573.47
117111000	1,381.87	11712103C	18,492.28
117111010	1,005.94	117121230	561.80
117111020	1,002.23	117121240	416.58
117111040	1,214.18	117121250	398.83
117111050	1,283.66	117121260	406.19
117111060	278.94	117121270	205.16
117120030	80.30	117121280	414.99
117120040	493.14	117121290	936.83
117120060	258.88	117130250	694.83
11712007A	3,052.80	117130260	162.60
117120080	3,309.43	11713027A	530.56
117120130	516.06	117130290	1,102.40
117120140	735.91	117130300	201.40
117120150	215.18	117130310	201.40
11712017A	2,004.78	117130360	1,134.47
11712019A	481.08	11713037A	1,004.03
117120200	2,425.23	11713038C	3,249.80
117120210	2,593.61	11713038D	922.09
117120220	541.93	117130390	3,942.72
117120280	651.37	117130400	2,078.55
117120290	717.83	117130410	1,585.97
117120300	403.86	117130420	897.34
117120310	1,896.66	117130430	1,304.75
11712032B	14,422.78	117131560	3,368.52
11712033A	1,025.44	11713157A	2,573.92
11712034A	706.70	11713158A	801.68
117120350	510.23	117131590	780.43
117120360	254.40	117131600	2,938.72
117120370	198.75	117131610	583.00
11712043A	88.62	117131620	884.25
11712043B	38.16	117131630	97.94
117120440	109.39	117131640	657.20

FISCAL YEAR 2005/06 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY	PARCEL ID #	TAX LEVY
117131650	26.50	117160140	5,825.97
117131660	826.80	117160200	281.06
117131670	826.80	117160220	845.62
117131680	344.05	117160230	1,857.65
117131720	2,525.13	117160280	530.00
117131740	1,093.81	117160320	265.00
117131750	461.21	117160330	764.05
117131760	702.78	117160360	795.00
117131770	833.16	117160370	975.20
117131780	636.00	117170010	1,035.41
117131790	366.34	117170020	389.55
117131800	286.52	117170060	467.46
11713182A	2,593.18	11717007B	421.30
117131830	1,029.79	11717008B	976.58
11714072A	864.85	117170090	735.64
11714077A	1,578.92	117170100	3,461.27
11714081A	1,213.97	117170110	1,735.17
117140860	2,291.72	117170120	2,298.24
117140870	1,490.78	117170170	2,558.36
117150010	2,104.95	11717020A	2,419.03
117150030	741.31	117170340	398.35
117150040	826.80	117170380	812.54
117150050	1,659.85	11717044B	1,524.02
117160050	1,028.41	11720024A	3,448.76

Total Levy	355,822.79

Passed and adopted this 15th day of August, 2005.

Chair, Pima County Board of Supervisors

AUG 15 2005

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

8/4/05

Deputy County Attorney

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BUDGET ISSUES

This section of the Fiscal Year 2005/2006 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 the Recommended Fiscal Year 2005/2006 Budget*, dated May 3, 2005; his May 24, 2005 memorandum *Tentative Budget Adoption: Fiscal Year 2005/2006*; his June 16, 2005 memorandum, *Fiscal Year 2005/06 Budget Adoption*; and his June 21, 2005 memorandum, *Fiscal Year 2005/2006 Final Budget Adoption*. (The memoranda are located on pages 4-3, 4-37, 4-41, and 4-43, respectively.)

Issues Synopsis

- Budget Increases But Overall Tax Rate Decreases - The overall County budget, including all funds is $1,202,422,077, an increase of $104.7 million over the fiscal year 2004/05 budget. The increase is due to increased expenditures in the General Fund ($31.9 million), in Capital Projects ($11.7 million), the Enterprise Funds ($39.0 million), Special Revenue Funds ($16.4 million) and Debt Service Fund ($5.7 million).

  The total County tax rate decreased by $0.0356. The primary property tax rate for the General Fund remained the same; the secondary tax rate for Bond Debt Service decreased by $0.1000, the secondary tax rate for the Regional Flood Control District increased by $0.0200, and the secondary tax rate for the Library District increased by $0.0451. The Fire District Assistance rate decreased by $0.0007.

- $3.3 million of the FY 2004/05 Ending Fund Balance Used – The projected fiscal year 2004/05 General Fund ending fund balance is $19,809,123, an increase of $6,809,123 over the budgeted $13,000,000. The Board of Supervisors adopted the County Administrator's recommendations to use $3,270,381 to fund fiscal year 2005/06 requirements. A total of $1,283,123 was allocated to retire the two remaining fund deficits in the County: $683,123 in the Graphic Services Internal Service Fund and $600,000 in the Juvenile Court Grants Fund. The Facilities Maintenance Fund, established to provide resources for the on-going need to repair and rehabilitate aging County buildings, was appropriated $1,612,258. Also set aside in the Reserve Contingency Fund was the $375,000 County contribution to the Institute for Global Pharmaceutical Development.

- Rainy Day Funds Increased – $15,800,000 of the projected fiscal year 2004/05 ending fund balance is budgeted as the ending fund balance for fiscal year 2005/06. This is a $2.8 million increase over the fiscal year 2004/05 budgeted year-end fund balance of the General Fund. Having this budgeted 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.

- Employees Receive a Salary Adjustment – Prior to the adoption of the fiscal year 2005/06 Budget, the Board of Supervisors approved a new step plan for Sheriff's deputies and sergeants along with a market adjustment to bring these employees in line with the city of Tucson police department. The cost of this salary adjustment for fiscal year 2005/06 is $3,356,057. Corrections staff assigned to the Step Plan were not included in this adjustment and were awarded one step on their anniversary date at a cost of $232,100. Most other County employees will be awarded a 2.5 percent increase to address inflation effective July 10, 2005. The General Fund cost for this salary adjustment for fiscal year 2005/06 is $3,485,058. The Board also approved an additional 1.7% salary adjustment to

employees participating in the Arizona State Retirement System to offset an equal percentage increase in required employee contributions. The cost to the General Fund for this salary adjustment is $2,014,860. Non-General Fund supported departments will absorb these increases.

- Costs in the Criminal Justice System Continue To Escalate – An additional $1,150,000 was budgeted in the Budget Stabilization Fund for two areas of service delivery within the Criminal Justice System that are experiencing a rapid growth in costs that are difficult to predict and accurately budget in advance: $500,000 to cover unforeseen costs associated with staff, supplies, and services at the new Adult Detention Center and a $650,000 increase for the State Restoration to Competency Program. The Juvenile Detention health care contract increased by $3,795,122, while the Adult Detention health care contract increased by $1,359,453. In addition, a total of $3,913,912 in supplemental funding requests was approved for the criminal justice system for a variety of needs, primarily growth related, including new judges and hearing officers throughout the court system.

- Supplemental Requests From Departments – County departments submitted $38,366,650 in supplemental funding requests. Many requests were well justified, but were not recommended for funding due to lack of available financial resources. The Board approved a total of $12,222,613 in supplemental funding requests from General Fund supported departments. As mentioned in the paragraph above, almost a third of this total was approved for the Criminal Justice System. Other supplemental requests approved were for funding management, operation and maintenance of new facilities; costs related to voter approved bond and Capital Improvement Plan projects; new election laws requirements; restoration of lost grant funding for critical community services; and information technology needs.

Board of Supervisors Memorandum

Date: May 3, 2005

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

From: C.H. Huckelberry w/ for
County Administrator

Re: **Transmittal of Recommended Fiscal Year 2005/06 Budget**

Introduction

This memorandum is to transmit the Recommended Fiscal Year 2005/06 Budget for Pima County. These recommendations are made based on information available in mid-April 2005. It is possible that additional relevant information will become available for the Board as it deliberates on the budget prior to final adoption.

Significant events in the Budget adoption and tax levy process are scheduled as follows:

May 17, 2005	Budget Hearing
May 24, 2005	Tentative Budget Adoption (Sets Budget Ceiling)
June 21, 2005	Final Budget Adoption
August 15, 2005	Tax Levy Adoption (Date Set by State Statute)

This Recommended Budget is being transmitted prior to adjournment of the Arizona Legislature and adoption of the State Budget for Fiscal Year 2005/06. Many proposals are under consideration at the Legislature that would affect expenditures and revenues of Pima County. It is not possible at this time to precisely predict what the net impact of the State's Budget, when finally adopted, will be on Pima County. 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 from the State. It is probable, however, that this Recommended Budget will require revisions in some amount prior to final adoption to reflect additional fiscal impacts ultimately enacted by the State. In particular, it has been assumed that the State appropriation of $3,817,800 to hold Pima County harmless from the 2001 State implementation of Proposition 204 relating to indigent healthcare will continue. If it does not, this Recommended Budget will require substantial adjustment to reduce expenditures.

Following this budget memorandum are:

- 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.

Included within the Recommended Budget is information derived from the zero-base budgeting methodology utilized for select departments. On October 26, 1999, the Board adopted Board of Supervisors Policy No. D 22.5, providing that all departmental budgets undergo a periodic zero-base budget review to evaluate the existing base level of funding as compared to the level and volume of services actually being provided. This year the recommended General Fund budgets of Community Development and Neighborhood Conservation, Community and Economic Development Administration, Community Resources, Community Services, Economic Development and Tourism, Elections, Forensic Science Center, Juvenile Court, Public Health, and School Superintendent were constructed using a zero-base approach. The results of this process are discussed in Section V of this budget memorandum.

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I. Overview of Recommended Budget

- The Recommended Budget reduces the combined County property tax rate by 3.49 cents.

- The Library District Budget will accommodate initiation of a five year transition of all funding and operation of the regional Library System to the District, if an acceptable plan is approved by the Board of Supervisors, by increasing the District's property tax rate by 6.51 cents to afford over $2 million in relief to the City of Tucson and to open three new facilities and expand library hours throughout the County.

- The General Obligation Debt Service property tax rate is reduced 10 cents which, when combined with the proposed increase in the Library District's rate, results in a 3.49 cent net reduction in the combined County tax rate.

- The remainder of this Budget, including the General Fund, is balanced using available resources and does not propose to increase or establish new taxes or fees.

- This Budget continues to fund all existing County responsibilities, programs and functions and does not propose any cuts or eliminations within existing departmental budgets.

- This Budget addresses numerous needs relating to increased mandates, population growth, inflationary cost increases, decreasing grant revenues, and operating costs for new, voter approved bond projects including:

  - Almost $2 million of operating costs for new facilities and acquisitions, including parks, open space and the new Jail.

  - Restoration of almost $1.5 million of lost federal and state grant dollars to fund critical community programs.

  - More than $3.7 million to address increased caseloads and costs within the criminal justice system including adding judges and judicial hearing officers throughout the Court system.

  - Almost $0.5 million to comply with the new election law requirements of the federal Help America Vote Act and State Proposition 200.

  - More than $5.3 million for the increased costs of providing medical care in County detention facilities.

- More than $4.3 million for increased payments mandated by the State of Arizona to fund indigent acute and long term care programs.

- Almost $5 million for the increased costs of employee benefits.

- Almost $9.5 million to increase the compensation of commissioned Sheriff's staff and the remainder of the County workforce in order to try and remain competitive with other jurisdictions within the market, primarily the City of Tucson.

II. Summary of Key Budget Issues

- The projected General Fund ending balance for Fiscal Year 2004/05 is $19,070,381, an increase of $6,070,381 over the budgeted balance of $13,000,000.

- It is recommended that the one-time Fiscal Year 2004/05 ending balance be allocated for the following purposes:

  - $375,000 as the first of five annual contributions to support establishment of the Institute for Global Pharmaceutical Development subject to specific approval by the Board during the coming year.

  - $1,283,123 to retire the last remaining accumulated, long-term fund deficits in the County: Juvenile Grants Fund and Graphic Services Fund.

  - $1,612,258 for the Facilities Maintenance Fund to continue rehabilitation of ageing County buildings in the downtown area.

  - $15,800,000 as the budgeted General Fund ending balance for Fiscal Year 2005/06.

- Assuming continuation of the current primary property tax rate of $4.072, General Fund base revenues and transfers in for Fiscal Year 2005/06 are projected to be $410,295,225.

- General Fund base expenditures and operating transfers out for Fiscal Year 2005/06 are recommended to be $393,034,035 which is $17,261,190 less than projected revenues.

- Recommended adjustments to base expenditures to allocate excess revenues are:

  - $1,150,000 set aside in the Reserve Contingency to be used as needed to fund operations at the newly opened Adult Detention Facility and the cost of the State-shifted Restoration to Competency Program.

- $6,232,018 for an employee compensation package consisting of one step for corrections staff assigned to a Step Plan, 2.5 percent for most other employees to address inflation, and 1.7 percent for employees who are members of the Arizona State Retirement System whose required contribution will increase by that amount.

- $1,965,738 for adjustments to six zero-based department budgets, primarily for increased costs for supplies and services in Public Heath and the Juvenile Detention Facility.

- $1,976,813 for operating costs for new facilities and acquisitions, primarily voter approved bond projects.

- $465,324 for the cost of complying with new federal and state election law requirements.

- $1,476,528 to restore a portion of lost federal and state grant revenues, primarily for job training programs.

- $2,658,248 for a variety of needs in the Criminal Justice System, primarily growth related, including new judges and hearing officers throughout the Court system.

- $400,000 to continue to enhance and expand the County's Information Technology capabilities.

- $936,521 for other departmental supplemental requests including disease outbreak management and additional field appraisers.

- The recommended budget for the Library District is $16,148,401, an increase over this year of $5,629,720, and requires a recommended tax rate of $0.2775, an increase of $0.0651 over the current rate in order to accommodate, if ultimately approved by the Board, initiation of a five year transition of all funding and operational control of the Library System from the City of Tucson to the District.

- The recommended budget for Debt Service is $67,738,662, a $5,690,629 increase from this year, and the recommended tax rate to support the General Obligation portion of that budget is $0.7150, a $0.1000 decrease from the current year.

- The recommended operating budget of the Flood Control District is $9,340,697, a $1,902,358 increase over this year, and the recommended tax rate is the same as this year's at $0.3546.

- The recommended operating budget of the Stadium District is $1,541,169, a $59,515 increase from this year's budget.

- The recommended combined County primary and secondary tax rate is $5.4191 per $100 of assessed value, a $0.0349 decrease from the current year.

- The overall recommended expenditure authority for all funds in the County is $1,201,721,282, a $103,999,736 increase in this year's County Budget.

III. General Fund Ending Fund Balance: Fiscal Year 2004/05

A. Positive Ending Fund Balance

The projected General Fund ending fund balance for Fiscal Year 2004/05 is $19,070,381. This is a projected increase in the ending fund balance of $6,070,381 over the budgeted ending balance of $13,000,000. This increase results primarily from an actual beginning fund balance based on the final audit of Fiscal Year 2003/04 that was $7,125,768 greater than the estimated amount adopted in this year's budget. If the actual beginning fund balance had not exceeded the budgeted amount, the ending balance would be $11,944,613 or $1,055,387 less than budget.

Significant factors that contributed to an actual Fiscal Year 2004/05 beginning General Fund balance that was greater than the estimate adopted in the budget include:

- Property tax – $1.9 million increase due to higher than anticipated collection rate.

- State shared sales tax – $1.7 million increase due to a strengthening economy.

- Federal and State program reimbursements and refunds – $1.5 million increase due to receipt of funds after budget adoption from ALTCS, SCAAP and SWBPI.

- Court fees, fines and other revenues – $1,061,000 increase from Justice Courts, Juvenile Court and Clerk of the Superior Court.

- Vehicle License Tax – $613,000 increase reflecting population growth.

B. Recommended Uses of General Fund Ending Fund Balance

Set forth below are my recommendations for use of the $19,070,381 of non-recurring, one-time monies projected as the ending balance of the General Fund on June 30, 2005.

1. Institute for Global Pharmaceutical Development

In the fall of 2004 the University of Arizona requested that Pima County provide financial support to establish an Institute for Global Pharmaceutical Development.

This non-profit Institute is proposed as a collaborative partnership involving the University of Arizona, SRI International, and the Federal Drug Administration. The purpose of the Institute will be to facilitate expedited development and approval of new medications. The Institute will be located in Pima County and, hopefully, will attract new related industry to the community.

As an enhancement to local economic development Pima County has been requested to contribute $375,000 annually for five years to this project whose total annual budget will be approximately $4 million. The first payment will be made after a contract acceptable to the Board of Supervisors has been approved that provides for appropriate terms and conditions governing this contribution. I recommend that $375,000 be allocated to the Reserve Contingency Fund for this purpose subject to Board of Supervisors' specific approval of this contribution at some point during the next fiscal year.

2. **Retirement of All Long-Term Deficits**

In 1998 the Pima County Attorney opined that the County could no longer continue its historic practice of rolling over from one fiscal year to the next accumulated, long-term deficits in any of its various enterprise and special revenue funds. Since that time the Board of Supervisors has appropriated a total $58,088,539 from the General Fund to retire these accumulated deficits. The largest payment of $49,363,539 was to the Kino Community Hospital Enterprise Fund which was retired in its entirety prior to dissolution of the Fund at the time University Physicians Inc. undertook operation of the Hospital. The most recent deficit payment of $3,420,883 to entirely eliminate the Stadium District deficit occurred this fiscal year using excess, unbudgeted intergovernmental revenues.

Only two accumulated fund deficits remain in the County: $683,123 in the Graphic Services Internal Service Fund and $600,000 in the Juvenile Court Grants Fund. These two deficits were substantially incurred several years ago and have not significantly increased since. Therefore, it is not expected that deficits will accumulate in these funds in the future. I recommend that $1,283,123 be allocated to retire the last two accumulated deficits in the County.

3. **Facilities Maintenance Fund**

Several years ago the Board of Supervisors established a Facilities Maintenance Fund, subject to annual appropriation, to provide resources for the on-going need to repair and rehabilitate existing, ageing County buildings. Past expenditures from the Fund have been used for items such as cooling/heating system replacement, asbestos abatement, building/fire code upgrades, window sealing and roof replacement.

I recommend that $1,612,258 be appropriated to this Fund to continue rehabilitative work on County buildings in the downtown area.

4. **Budgeted General Fund Ending Fund Balance: Fiscal Year 2005/06**

During the past six years the Board of Supervisors has taken a variety of significant actions to stabilize the finances and enhance the fiscal integrity of the County including increasing the reserve fund balance. From a low of zero in Fiscal Year 1996/97 the budgeted ending balance has been steadily increased to $13,000,000 this fiscal year.

Having this budgeted reserve has contributed to an enhanced bond rating being assigned to the County which has saved substantial public dollars 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.

It has been the Board of Supervisors' goal to build the reserve fund balance to a minimum of 5 percent of General Fund revenues. Based on projected revenues and transfers-in for Fiscal Year 2005/06, $20,751,826 would need to be reserved to achieve this goal next year. Based on available resources, however, I am only able to recommend that $15,800,000 of this year's projected General Fund ending balance be rolled over and budgeted as the General Fund ending balance for Fiscal Year 2005/06.

C. Summary of Recommended Uses of General Fund Ending Balance

Table 1 below summarizes the recommendations discussed in Section III (B) above for allocation of the non-recurring, one-time resources projected as the Fiscal Year 2004/05 ending fund balance of $19,070,381.

Table 1

Recommended Allocation of Fiscal Year 2004/05
General Fund Ending Balance

Recommendation	Amount
Institute for Global Pharmaceutical Development	$ 375,000
Retirement of All Long-Term Deficits	1,283,123
Facilities Maintenance Fund	1,612,258
Budgeted Ending Fund Balance	15,800,000
Total	**$19,070,381**

IV. General Fund Base Budget: Fiscal Year 2005/06

A. General Fund Base Budget Revenues

Assuming continuation of the current primary property tax rate of $4.0720, projected Fiscal Year 2005/06 base budget revenues and operating transfers to the General Fund total $410,295,225. This is an 8.6 percent or $32,399,813 increase over the current year's budgeted revenues and operating transfers to the General Fund.

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

1. General Government Revenues Other Than Property Taxes

Excluding primary property tax revenues, projected Fiscal Year 2005/06 base budget General Government revenues from all other sources is $137,353,771, which is $12,638,553 million or 10.1 percent above the current Adopted Budget. The increase is mainly due to stronger County and State economies that will produce significantly higher state shared sales tax revenues and continued growth of vehicle license tax revenues:

- State shared sales taxes — $6,710,000 or 7.8 percent increase reflecting progressively stronger local and state economies.

- Vehicle license taxes — $642,000 or 2.7 percent increase reflecting population growth in the County and a strengthening economy.

Also included in base revenues for the first time, given the unpredictability of the State Legislature, is $3,817,800 of annually appropriated dollars to hold the County harmless from the State implementation of Proposition 204 relating to increased indigent healthcare approved by voters in 2000. If this amount is not ultimately reappropriated during the currently pending session of the Legislature, then expenditures in this Recommended Budget must be reduced in like amount.

2. Primary Property Tax Revenues

The Assessor's Office has published the Preliminary Primary Assessed Value (PNAV) for Fiscal Year 2005/06 that totals $5,868,143,484, an 8.4 percent increase over the PNAV for Fiscal Year 2004/05. Approximately 3.9 percent of the total 8.4 percent increase in assessed valuation is attributable to an increased number of parcels and new construction added to the property tax rolls. The remainder of the increase represents market appreciation in the value of existing property. The assessed value of all classes of properties has grown over the past few years with the greatest growth being in owner occupied residential properties. Assuming the same primary rate as this year, $4.0720 per $100 of assessed value

and a collection rate of 95.72 percent, General Fund property tax revenues for Fiscal Year 2005/06 are projected to be $228,719,346 which is $16.2 million greater than this year's projected property tax collections.

In addition to collection of current year property taxes, the County also receives revenue from payment of delinquent property taxes and associated interest and penalties which are projected to be $13,413,543. Together with the projected primary property tax collections next year as discussed above, the total base property tax revenues projected for Fiscal Year 2005/06 are $242,132,889, an 8.5 percent increase over Fiscal Year 2004/05.

3. **Departmental Revenues**

Base budget General Fund revenues from departments and operating transfers in for Fiscal Year 2005/06 are projected to be $30,808,565. This amount is $694,687 more than the budgeted departmental revenues and operating transfers in for this fiscal year. The most substantial decrease to the revenue streams in this category is the loss of a $3,000,000 equity transfer from Pima Health System. For several years Pima Health System was able to transfer approximately $5 million of excess fund equity to the County General Fund. This year the transfer was budgeted at $3,000,000, however, the excess equity did not materialize and the budgeted transfer will not occur. Consequently, no excess equity is projected for Fiscal Year 2005/06 and base budget revenues must be decreased $3,000,000. The elimination of system equity available for transfer is the result of three factors: capitation adjustments by the State AHCCCS Administration that have reduced revenue, increased enrollment, relative to the system's overall membership, of acute care members which has substantially increased medical costs as a component of System overhead, and rising medical inflation.

The loss of the Pima Health System equity transfer has been offset, however, by increased revenues in other departments including:

- Justice Courts Tucson – $952,908 net increase from fines and fees.
- Facilities – $769,996 net increase from lease revenues.
- Clerk of the Superior Court – $271,470 net increase from fees and federal child support reimbursements.
- Constables – $56,882 increase from additional service of process workload.

B. General Fund Base Budget Expenditures

The amount required to fund General Fund supported base budgets for both departmental expenditures and net operating transfers out is $393,034,035. This is

$17,261,190 less than projected General Fund base revenues as discussed in Subsection A above. This base expenditure amount represents adopted departmental budgets adjusted for new or increased state and federal mandated payments, recurring supplemental requests adopted for Fiscal Year 2004/05, impacts to base pursuant to Board adopted budget policies and prior directives, and decreases for one-time expenditures in the current year.

Included within base expenditures are new, increased, continued or adjusted appropriations for:

- State mandated payments to support the Arizona Health Care Cost Containment System and the Arizona Long Term Care System in the total amount of $59,134,460 which includes combined increases next year of $4,360,200.

- State mandated payments to fund the State's indigent mental health program of $8,970,282.

- State mandated employer contributions to the various State retirement systems totaling $13,726,724 which include combined increases next year of $3,551,737.

- State mandated cost shift requiring funding for the State Restoration to Competency Program of $1,065,266.

- Funding for the County's contribution toward the cost of non-retirement benefits for our employees, primarily medical insurance premiums, totaling $34,362,753 including a combined increase next year of $1,356,685.

- Funding for salary increases for Sheriff's deputies and sergeants approved by the Board of Supervisors in advance of next year's budget adoption totaling $3,380,057.

- Funding for former employees of Kino Community Hospital who are transitioning to the remaining County workforce in nine departments totaling $1,441,473.

- Funding to annualize the cost of additional positions to staff the new jail and three new Constables approved by the Board in this year's Budget totaling $1,097,478.

- Funding to annualize the cost of employee and elected officials salary increases that took effect during the current year totaling $2,721,109.

- Funding for contracts recently approved by the Board to provide healthcare at County adult and juvenile detention facilities totaling $13,754,978 which includes a $5,328,960 increase over the current year.

- Funding to continue the County's contractual obligations to University Physicians Inc. for operation of Kino Community Hospital totaling $19,791,667.

- Funding for County fuel costs totaling $1,625,625 for the General Fund including a base increase of $343,507 to address the rapid, substantial increase in the cost of gasoline.

- Unreserved Board of Supervisors contingency at its historic base of $1,000,000.

- Outside Agency funding of $6,049,872 which is equal to the current year's amount. Recommendations for allocation of these dollars among requesting agencies will be transmitted to the Board prior to the beginning of next fiscal year.

V. Recommended Increases to General Fund Base Budget

As discussed in Section IV above the amount required to fund base budget expenditures is $17,261,190 less than the amount of base budget revenues projected for Fiscal Year 2005/06. Set forth below are my recommendations for allocation of these resources.

A. Escalating Costs in Criminal Justice

Two areas of service delivery within the Criminal Justice System are experiencing a rapid growth in costs that are difficult to predict, quantify, and accurately budget in advance.

The first are the costs associated with supplies, services, and staff at the new Adult Detention Center. Set to be fully operational next fiscal year the new jail will house 510 inmates and facilitates utilization of numerous new protocols and staffing patterns to manage the inmate population. Consequently, the various costs of operating this facility, projected to total $34,225,468, are continuously undergoing revision and refinement as we gain more experience with the dynamics of its operation. A similar process occurred after the new Juvenile Detention Center was opened in February 2000. While the best effort possible has been made to predict and plan for the cost of running this facility next year, considerable uncertainty will exist until historic patterns for expenditures are better established. In order to avoid under-budgeting this item, I recommend that $500,000 be set aside in the Budget Stabilization Fund as a reserve that can be drawn upon as necessary to cover unforeseen costs that may be incurred at the jail during the coming fiscal year.

The second area is the cost of the State Restoration to Competency Program. Pursuant to State law, criminal defendants who are found to be incompetent to stand trial are civilly committed to the Arizona State Hospital until such time as their competency is restored sufficient to be tried. Prior to 2002 the State paid the entire

cost of these commitments. Since then the State has shifted 86 percent of these costs to the County. Over this time both the costs charged by the State Hospital and the number of patient days of persons committed have increased substantially. When these payments were first mandated in 2002 the cost was projected to be $1,065,266 annually which is the amount now allocated within base expenditures. The actual costs for this fiscal year are projected to be almost $2 million. Various strategies are being pursued to reduce these costs including seeking reimbursements from other payor sources and supporting pending legislation that would allow the County to commit these people locally at a potentially lower cost than at the State Hospital. Given the uncertainty of the County's liability for these costs during the next fiscal year, I recommend that an additional $650,000 be set aside in the Budget Stabilization Fund to be used as necessary for this purpose.

B. Employee Compensation

The County continues to struggle to remain competitive in attracting and retaining experienced, high quality personnel throughout our workforce. The Board recently addressed substantial attrition among commissioned Sheriff's officers by approving a significant market adjustment to bring these employees more closely in line with the City of Tucson. Many other classifications of employees in the County are experiencing similar market problems. Approval of an employee compensation package for next year is necessary and appropriate.

1. Corrections Staff Assigned to a Step Plan

Prior to adoption of the Budget the Board approved a new Step Plan for Sheriff's deputies and sergeants and the Sheriff implemented a new pay schedule for command staff that awarded significant salary increases for the coming year. Corrections staff assigned to a Step Plan were not included in this adjustment. Therefore, I recommend that all corrections staff assigned to a Step Plan be awarded one step on their anniversary date in classification. The cost to fund this increase next fiscal year is $232,100. The annualized cost in Fiscal Year 2006/07 will be $464,200.

2. Cost of Living Adjustment

With the exception of Sheriff's deputies, sergeants, and command staff described in paragraph 1 above, all of whom just received increases averaging 14.5 percent and as much as 26 percent, and those corrections staff who will receive a one step increase pursuant to paragraph 1 above, I recommend that all other eligible County employees, including those who have reached the top of their classification, be awarded a 2.5 percent increase to address inflation effective the pay period beginning July 10, 2005. The General Fund cost for this increase next year is $3,485,058. Non-General Fund supported departments will absorb this increase.

3. **Employee Retirement Contribution Increase**

The officers and employees of the County participate in one of five different State retirement plans depending upon their status. In one of those plans, the Arizona State Retirement System to which most County personnel belong, contributions from employees are required by law to be increased. The State Retirement System had originally planned to increase contributions for both employers and employees by 2.55 percent based upon a schedule that provided for adjustment of contributions every two years. At the request of the Legislature, however, the System is now using a schedule that provides for such adjustments each year. This resulted in the proposed increase of 2.55 percent being reduced to 1.7 percent for the coming year. An additional increase that would not have occurred under the previous two year adjustment schedule will occur, however, for Fiscal Year 2006/07. The amount of that increase has not yet been set but may exceed the 0.85 percent reduction in the required increase for Fiscal Year 2005/06.

Because this increase in the contribution rate is a direct, quantifiable addition to the compensation adjustment recommended in paragraph 2 above to address general consumer inflation, I am recommending that all County employees who are members of the Arizona State Retirement System on July 1, 2005 receive a 1.7 percent increase effective the pay period beginning July 10, 2005. The cost to the General Fund for this increase next year is $2,014,860. Non-General Fund supported departments will absorb this cost.

4. **Employee Benefit Liability Fund**

Two years ago the Board of Supervisors established an Employee Benefit Liability Fund to cover the General Fund cost of accrued vacation and sick leave payout at termination/retirement pursuant to County Personnel Policies. At the time of the Fund's creation $500,000 was allocated for this purpose. In each of the subsequent years claims on the Fund have substantially exceeded available dollars which have therefore necessarily been allocated on a reduced, pro rata basis. This fiscal year claims for these costs are projected to exceed $1.5 million.

Therefore, I recommend that $500,000 be added to the existing $500,000 in base expenditures to more closely approximate the actual accrued liability of the County for these costs.

C. **Zero-Base Budget Adjustments**

Pursuant to the schedule adopted by the Board of Supervisors the following ten General Fund supported departments developed their budgets using a zero-based approach without regard to their target base which has been the basis for their budget

in prior years: Community Development and Neighborhood Conservation, Community and Economic Development Administration, Community Resources, Community Services, Economic Development and Tourism, Elections, Forensic Science Center, Juvenile Court, Public Health, and School Superintendent.

Two departments, Community Development and Neighborhood Conservation, and Forensic Science Center, submitted zero-based budgets that have a reduced Net General Fund Impact (NGFI) of a combined total of $(235,545). Two other departments, Community and Economic Development Administration, and Economic Development and Tourism, proposed zero-based budgets that have no additional NGFI. The remaining six departments are requesting base adjustments that would result in increased net negative impacts to the General Fund. Table 2 below sets forth the results of the zero-based reviews and the base adjustments being requested by each department.

Table 2

Zero-Base Review Adjustments

Department	Expenditure Request	Revenue Request	NGFI Request
Community Development and Neighborhood Conservation	$ (120,000)	$ 0	$ (120,000)
Community and Economic Development Administration	0	0	0
Community Resources	113,029	(3,700)	109,329
Community Services	120,000	0	120,000
Economic Development and Tourism	0	0	0
Elections	235,759	(82,300)	153,459
Forensic Science Center	15,000	(130,545)	(115,545)
Juvenile Court	904,944	(252)	904,692
Public Health	1,257,739	(412,722)	845,017
School Superintendent	43,786	25,000	68,786
Totals	**$ 2,570,257**	**$ (604,519)**	**$1,965,738**

I recommend that these adjustments, which represent the actual cost of providing existing services by these departments, be approved for inclusion in the base General Fund Budget. These adjustments include:

- Increased costs of forensic supplies and biohazardous waste disposal.
- Reduced federal forest fee revenues for schools.
- Increased costs of elections supplies.
- Increased costs of medical and non-medical supplies and services for Public Health programs.
- Increased costs of supplies and services for the Juvenile Detention Center.

D. Recommended Departmental Requests for Supplemental Funding

A separate compilation of all materials submitted by departments in support of supplemental funding requests has been transmitted to the Board in conjunction with this Recommended Budget. The total net negative General Fund impact of all supplemental requests received from departments is $33,470,095.

Many requests were made that were well justified and need to be funded but which I am not recommending due to lack of available financial resources. Categorized below are brief descriptions of supplemental requests recommended for funding.

1. Management, Operation and Maintenance Costs of New Facilities

Primarily as a result of voter approved bond authorizations, the County has built or acquired numerous new facilities and properties. The management, operation and maintenance of these new projects require additional expenditures from the General Fund.

Natural Resources, Parks and Recreation

- $400,676 for operating and maintenance costs associated with new urban parks including Rillito District Park, Flowing Wells District Park, and Feliz Paseos ADA Park.
- $245,378 for operating and maintenance costs associated with new River Parks including Brandi Fenton Park, Columbus Park Trail System, and two new miles of the Rillito River Park between Campbell and Alvernon.
- $153,559 for operating and maintenance costs associated with two new parks being constructed with private funding in the Starr Valley subdivision.
- $398,555 for management, operating and maintenance costs associated with newly acquired open space on more than 50 parcels containing over 250,000 acres including various well systems on these properties.

Public Works

- $100,000 to fund the General Fund portion of historical preservation and related work associated with the Sonoran Desert Conservation Plan, Open Space Acquisition and Ranch Conservation that is not funded by bonds or the Capital Improvement Plan.

Facilities Management

- $26,525 for the operation and maintenance costs related to the new Mt. Lemmon Comfort Station.

- $90,311 for additional design services and $33,448 for additional architectural management services related to new capital projects as the General Fund portion of costs that are not entirely Capital Improvement Plan or bond funded.

Forensic Science Center

- $21,000 for the cost of utilities for the Forensic Science Center building expansion.

Juvenile Court

- $54,362 for the costs of utilities and janitorial service for the bond authorized courtroom buildout.

Sheriff

- $200,000 for additional operating supplies and services for the new 510 bed adult detention facility.

Community Development and Neighborhood Conservation

- $252,999 as the General Fund portion of costs to implement the 2004 voter approved Housing Bonds Program that are not bond funded.

The total amount recommended above to fund costs related to voter approved bond and Capital Improvement Plan projects is $1,976,813.

2. **New Election Law Requirements**

The federal Help America Vote Act (HAVA) and State Proposition 200 enacted by voters statewide at the 2004 general election each impose mandated changes to

voter registration and elections procedures. Federal dollars in the amount of $2,807,000 have been made available for the initial cost to purchase voter equipment required by HAVA to assist visually impaired voters, however, on-going operation and maintenance costs were not addressed. No State funding has been provided to implement Proposition 200.

Elections Department

- $206,850 for the operating and maintenance costs relating to federally required equipment to assist visually impaired voters.

- $89,750 to implement the new voting procedures required by State Proposition 200.

Recorder

- $83,127 to implement the additional voter registration requirements mandated by Proposition 200.

- $55,597 to implement a newly imposed mandate from the United States Department of Justice to perform voter outreach on the Pasqua Yaqui Nation.

- $30,000 for equipment to comply with new requirements of both HAVA and Proposition 200 that additional documents be inserted into early ballot packages.

The total amount recommended above to comply with new election law requirements is $465,324.

3. Loss of Grant Funding for Critical Community Services

In total it is projected that the County will receive $10,860,503 less next year in federal and state grant funding in the area of community services than was received three years ago. These outside revenues have steadily decreased and have now reached a point at which further reductions will substantially impair critical service programs. Reductions in the area of workforce development have already caused almost 800 less individuals to be served annually and reductions next year would cause an additional 800 people to be dropped from these programs. Below are my recommendations for appropriations to partially offset these reductions in federal and state grant revenues.

Community Services

- $1,000,000 as partial restoration of lost grant funding to serve 600 people through the County's One Stop workforce investment programs including

training, support services, work experience, remedial education and job placement for low-income, at-risk, unemployed, under employed and dislocated adults and youths.

Public Health

- $99,200 to replace loss of all state funding for the Folic Acid Program serving approximately 4,000 women annually to reduce birth defects.

Community Resources

- $207,288 to replace lost grant funding for the County's Las Artes Program serving dropout and at-risk youth.

Natural Resources, Parks and Recreation

- $38,900 to restore lost grant funding for the Picture Rocks Congregate Meal Program serving approximately 6,800 meals annually to low income eligible people.

Juvenile Court

- $131,140 to replace lost state and federal grants previously used to pay for the cost of leasing the Northwest Juvenile Court Center for the provision of services to children and families in the northern part of the County.

The total amount recommended above to restore lost grant funding for critical services in the community is $1,476,528.

4. **Criminal Justice**

Justice Courts Tucson

- $(318,495) Justice Courts Tucson has submitted a number of proposals to restructure the organization and procedures of the Court consistent with the Board adopted findings of the Harvey M. Rose Audit to increase accountability, efficiency, professionalism and revenue generation. The effect on the General Fund, as projected by the Court, would actually generate an additional $318,495 in net revenues. This projection, however, is predicated on an additional $518,504 being invested in the Court that would in turn generate additional revenues totaling $836,999. I am recommending this package of four requests subject to two conditions. First, that these proposals be evaluated during the next budget development cycle to ensure that the additional revenues projected to be generated through this investment are in fact being realized. If not, these additional expenditures will need to be re-

evaluated for continuation. Second, that the $133,633 being recommended for hearing officers as itemized below be placed in Reserve Contingency until a detailed implementation plan developed by the Court in coordination with the County Justice Director is finalized and approved by the County Administrator. The individual supplemental requests recommended for funding and their NGFI are: Judicial Hearing Officers $133,633, Management Structure $(62,201), Case Processing Staff $(421,067), and 2XIA Program $31,080.

Indigent Defense

- $1,000,000 for additional contract indigent defense attorneys. Based on the caseload currently being assigned to contract defense attorneys, it is projected that over $2 million of additional funding will be required to cover this expense next fiscal year. I am recommending that only about one-half of this increase be allocated to the contract attorney budget and that the remainder of this allocation that would otherwise be spent for contracts be invested in the Public Defender's Office to increase in-house capacity as discussed in the paragraph below.

- $925,751 to hire an additional ten attorneys and seven support staff in the Public Defender's Office. The Public Defender is committed to implementing the recommendations of the Spangenberg Report that facilitate accurate, reliable standards for office performance and calculation of costs to the County per case. The Public Defender has projected that by investing these dollars that would otherwise fund contract attorneys into increased in-house capacity, that a savings of approximately $475,000 will be realized by the County and the quality of services provided can be more reliably monitored. This allocation will need to be evaluated during the next budget development cycle to determine whether additional investment in-house is warranted or whether contract attorneys ultimately prove to be less costly to the County.

- $287,225 to fund reorganization and correct staffing deficiencies in the administration and management of the Public Defender's Office consistent with the recommendations of the Spangenberg Report to increase effectiveness of representation, Office efficiencies and staff accountability.

Juvenile Court

- $128,618 to fund a mediator in the Dependency Unit which is experiencing dramatic increases in caseload and costs as a result of Child Protective Services reform initiatives by the State. An additional mediator will facilitate more efficient use of court time and, hopefully, reduce the costs for the various attorneys, professionals and other staff involved in these proceedings, most of whom are also funded by the County.

Superior Court

- $308,052 to fund two new divisions of the Court to address a 22 percent increase in case filings over the last four years.

Clerk of the Superior Court

- $154,788 to fund staff support for the two new divisions of the Superior Court recommended above.

Sheriff

- $99,524 to fund the County's progressive funding commitment made when the federal COPS in Schools '02 grant to hire four new deputies was originally accepted.

County Attorney

- $39,214 to fund a Victim Witness Advocate to provide these services to the northwest region of the County including the towns of Oro Valley and Marana and the unincorporated area served by the Foothills District of the Sheriff's Office.

Justice Court Ajo

- $33,571 to fund a security officer who will also serve as the emergency coordinator for the Court.

The total amount recommended above for the criminal justice system is $2,658,248.

5. **Information Technology**

Supplemental requests totaling $1,844,599 have been submitted by departments to address a wide variety of needs relating to information technology including continued efforts to implement and expand the applicability of the County's investment in the Synergen systems. I recommend that $400,000 be allocated to the Information Technology Fund to be allocated to departments after the Office of Strategic Technology Planning has developed a detailed expenditure plan approved by the County Administrator that prioritizes proposed expenditures based on the need next year to complement and support technology investments already undertaken by the County, the increased efficiencies and financial integrity for the County that will result, and the improvement to services benefitting the public.

6. Other County Needs

Public Health

- $212,722 to fund state mandated communicable disease outbreak management for large scale responses such as the recent flu vaccine shortage and West Nile Virus.

- $(55,256) to increase Pima Animal Care Center enforcement capability which will increase expenditures by $64,744 but is projected to generate an additional $120,000 in revenues.

Community Services

- $299,653 to fund the local match for a Federal Vocational Rehabilitation grant program begun this spring that will draw down an additional $900,000 of federal dollars next year to provide workforce services to people with disabilities.

Assessor

- $280,618 to address rapidly increasing property development and growth in the County that requires additional field appraisers to ensure an accurate, equitable tax roll on behalf of all of the property tax levying jurisdictions in the County.

County Attorney

- $33,163 to enhance the capability of the Tax and Bankruptcy Unit of the Civil Division to increase collection of monies owed to the County.

Finance

- $165,621 to fund compliance with the Board Policy governing application, acceptance and administration of grants by providing a comprehensive system to evaluate and monitor grants throughout the County and to add resources to monitor contract expenses for the provision of medical services in County detention facilities.

The total amount recommended above for other County needs is $936,521.

VI. Summary of Recommended Adjustments to General Fund Base Expenditures

As discussed in Section IV above the amount of projected General Fund revenues for Fiscal Year 2005/06 exceeds the amount necessary to fund General Fund base expenditures by $17,261,190. Set forth in Table 3 below are the adjustments recommended in Section V above for allocation of these dollars.

Table 3
Recommended Adjustments to Base Expenditures

Revenues in Excess of Base Expenditures			**$ 17,261,190**
Recommended Increases to Base Budget Expenditures:			
Set Aside for New Jail and Restoration to Competency		**$1,150,000**	
Employee Compensation		**6,232,018**	
Zero-Based Adjustments		**1,965,738**	
Supplemental Department Funding:			
• **Operating and Maintenance Costs of New Facilities/Bond Programs:**			
Natural Resources, Parks and Recreation	$1,198,168		
Public Works	100,000		
Facilities Management	150,284		
Forensic Science Center	21,000		
Juvenile Court	54,362		
Sheriff	200,000		
Community Development and Neighborhood Conservation	252,999		
		1,976,813	
• **New Election Law Requirements:**			
Elections	296,600		
Recorder	168,724		
		465,324	
• **Restoration of Critical Grant Funding:**			
Community Services	1,000,000		
Public Health	99,200		
Community Resources	207,288		
Natural Resources, Parks and Recreation	38,900		
Juvenile Court	131,140		
		1,476,528	
• **Criminal Justice:**			
Justice Courts Tucson	(318,495)		
Indigent Defense	2,212,976		
Juvenile Court	128,618		
Superior Court	308,052		
Clerk of the Superior Court	154,788		
Sheriff	99,524		
County Attorney	39,214		
Justice Court Ajo	33,571		
		2,658,248	
• **Information Technology**		**400,000**	
• **Other County Needs**			
Public Health	157,466		
Community Services	299,653		
Assessor	280,618		
County Attorney	33,163		
Finance	165,621		
		936,521	
Total			**$ 17,261,190**

VII. The Overall Budget

A. Special Districts and Debt Service

1. County Library District

The County has been working with the City of Tucson to develop for Board consideration a proposal that would result in a five year phase-in of full funding and complete operational control of the Library System by the County Library District. It is a complex undertaking involving numerous transitional issues including transfer of existing City library staff, ownership, control and debt on existing library facilities and equipment, and transfer and integration of administrative and technological support services for the libraries from the City to the Library District. Further complicating development of this plan is the need to plan for the operation and funding of new and expanded Library facilities and programs already in progress that will come on-line during the five year transition period.

Before this transition can begin further dialogue with the City needs to occur and a detailed plan acceptable to the Board must be approved that clearly and specifically delineates the responsibilities of the District and City during this period. In advance of approval of this plan, however, it is necessary to structure the Library District's budget such that it will allow for the transition to begin next fiscal year if the Board ultimately chooses to go forward.

The City of Tucson's direct contribution to the Library System this current year is $9,005,120. Under the transitional plan now being developed, however, the City's direct contribution would be reduced to $8,000,000 for Fiscal Year 2005/06 and be further reduced $2,000,000 in each of the four subsequent fiscal years. Accommodating this reduced contribution results in a base budget for the Library District next year of $14,034,537.

In addition to the base operating budget, funding is needed for:

1. Two new libraries in the City of Tucson and a substantial addition to the Oro Valley Library that are scheduled to open during the next year, and

2. Implementation of a plan to increase the hours of operation at numerous libraries throughout the System to enhance uniformity of service delivery and address specifically identified service needs in the community.

Funding to open the Oro Valley Library expansion will be paid one-half by the District and one-half by the Town of Oro Valley pursuant to our existing agreement. Funding to open the two new libraries in the City of Tucson, Midtown and Quincie Douglas, and to implement the plan to expand library hours would normally be shared between the District and the City of Tucson. Under the transitional plan being developed, however, all of these additional costs would be funded by the District beginning next fiscal year.

Assuming that the transition plan is approved by the Board for implementation in Fiscal Year 2005/06, the amount necessary to fund base expenditures, a reduced contribution by the City of Tucson, operating costs of the three new library facilities and expansion of library hours is $16,148,401. This is a $5,629,720 or 54 percent increase over the current District Budget of $10,518,681.

I recommend that the Board approve this total budget amount of $16,148,401 so that implementation of a transition plan can occur if approved by the Board. I also recommend, however, that the dollars within that total budgeted amount that may be used to reduce the City of Tucson's direct contribution and one-half of the additional funding that would normally be the responsibility of the City to open the two new libraries in the City and to expand library hours, be set aside in a Reserve Contingency Fund within the District to be expended only if an acceptable transition plan is approved by the Board. The amount to be allocated to Reserve Contingency is $2,053,618.

The recommended Library District tax rate necessary to support this recommended budget is $0.2775 per $100 of net assessed value. This is an increase of $0.0651 over the current year's rate of $0.2124. As discussed in paragraph 2 below, however, I am recommending that the Debt Service tax rate be reduced $0.1000 which will result in a net reduction in the combined County property tax rate of $0.0349.

2. **Debt Service Fund**

The total recommended Fiscal Year 2005/06 Debt Service Fund budget is $67,738,662, a $5,690,629 increase from this fiscal year. The Debt Service Fund includes payments on the County's General Obligation debt, the Street and Highway Revenue Bond debt, Highway Expansion/Extension Loan Program debt, Flood Control General Obligation debt, and Improvement District debt, all of which are long term debt.

- **General Obligation Debt Service**

  The County's General Obligation Debt Service is funded with a secondary property tax. The recommended General Obligation debt service of $48,383,885 will fund existing debt service as well as debt service on a proposed $65,000,000 bond sale scheduled for May 2005.

  As originally planned when the 1997 Bond Program began, the debt service on new bond sales supported by the secondary tax levy is being offset by ongoing reductions in debt service for existing outstanding bonds. As the 1997 bonds are being retired, 2004 bonds are being sold incurring new debt. Approximately 77 percent of the current outstanding debt relates to the 1997 bond authorizations and 23 percent of the current outstanding debt relates to the 2004 bond authorizations.

The funds needed for debt service are gradually decreasing as older debt is being retired. In addition, continued favorable interest rates and an improved bond rating being assigned to the County as a result of the Board's actions to enhance the County's financial stability and integrity have reduced bond costs. Therefore, I am able to recommend that the General Obligation Debt Service tax rate be reduced by $0.1000 from this year's rate of $0.8150 to $0.7150 per $100 of net assessed value for Fiscal Year 2005/06. This reduction, together with the recommended rate increase of $0.0651 for the Library District discussed in paragraph 1 above, results in a net reduction in the County combined property tax rate of $0.0349.

- **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 Highway User Fees (HURF) the Pima County Transportation Department receives from the State of Arizona. The recommended Street and Highway Revenue Bond debt service for Fiscal Year 2005/06 of $16,895,112 will fund existing debt service as well as debt service on a proposed $51,200,000 bond sale scheduled for May 2005.

- **Highway Expansion/Extension Loan Program (HELP)**

In addition to Street and Highway Revenue bonds, the Transportation Department has two HELP loans, one for the Shannon Road project and a second for the Ajo Way Road project. HELP is a program developed by the Arizona State Transportation Board to provide short-term funding for specific transportation projects at below market rates. Fiscal Year 2005/06 debt service on the existing HELP loans is $1,094,269 and will increase $170,000 for a HELP loan for the Alvernon Way project authorized by the Board in March, for a total of $1,264,269. This debt service is also paid from HURF revenues. Fiscal Year 2005/06 is the fourth year of a five year repayment schedule for the existing HELP loans.

- **Flood Control General Obligation Debt Service**

The Flood Control District's General Obligation Debt Service is funded by its secondary property tax. The Fiscal Year 2005/06 debt service for the Flood Control General Obligation bonds is $904,595 which represents approximately $0.0177 of its secondary tax rate.

- **Improvement District Debt Service**

Pursuant to State law, Improvement Districts can be formed with the approval of the Board of Supervisors and a majority of the property owners to fund improvements within a specified geographic location. The Fiscal Year 2005/06 Improvement District debt service of $290,801 is paid from direct assessments

to the property owners in the respective improvement districts. There are currently two Improvement Districts paying debt service: Cimarron Foothills and La Cholla Boulevard. Although Pima County is not liable for the debt service of the individual Improvement Districts, the County is required to include them in its financial reporting.

3. Regional Flood Control District

The recommended operating budget for the Regional Flood Control District is $9,340,697, a $1,902,358 increase over the current fiscal year. Also recommended are operating transfers totaling $9,132,861 of which $8,200,000 will be allocated to the Capital Projects Fund, $902,595 allocated for payment of Flood Control General Obligation debt service; and $30,266 paid to the General Fund to partially offset the County's contribution to the Pima Association of Governments.

Flood Control Capital Project funds are used to acquire, construct, expand and improve flood control facilities within the County including bank stabilization, channels, drainage ways, dikes, levees and other flood control improvements. This includes funding to continue the Board approved Riparian Protection Program as a component of the Sonoran Desert Conservation Plan, and to procure flood prone land contiguous to existing watersheds within the County. These land acquisitions serve the dual purpose of protecting existing riparian habitat corridors and preventing future flood damages. I recommend that the District's tax rate remain the same as this year's rate of $0.3546 per $100 of net assessed value.

4. Stadium District

The recommended Stadium District operating budget for Fiscal Year 2005/06, developed this year using a zero base budget approach, is $1,541,169, a $59,515 increase from this year's budgeted amount. The majority of this increase is due to the District assuming security costs previously paid by the Southern Arizona Sports Foundation and increased costs to maintain the facility and fields. The District's budget also includes a $2,562,178 operating transfer from the Stadium District to the General Fund to pay most of the Stadium District Debt Service on the outstanding Certificates of Participation used to finance construction of the Stadium. The total Debt Service for Fiscal Year 2005/06 is $3,047,760. Stadium District revenues are not sufficient to cover the total amount of the Debt Service and require a General Fund subsidy in the amount of $485,582.

Funding for the District derives from four sources: a $3.50 per contract car rental surcharge, a $.50 per day rental tax on recreational vehicle spaces, a 1 percent hotel/motel tax in the unincorporated area of the County, and revenue from baseball and other events scheduled at Kino Veterans Memorial Stadium. Of these revenue sources only the car rental surcharge revenues are projected to significantly increase with an estimated growth of $150,000 over this year's budgeted amount of $1,400,000.

Efforts are on-going to enhance revenues generated at the Stadium. The County is working closely with the Arizona Diamondbacks and Chicago White Sox to market Spring Training both locally and nationally. Efforts for next year will include aggressive group sales, Pima County Attractions marketing, and increased destination marketing with the Metropolitan Tucson Convention and Visitors Bureau.

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

Transmitted under separate cover will be the Fiscal Year 2005/06 recommended Capital Improvement Budget of $164,590,569 consisting of the Capital Projects Fund Budget of $142,756,354 and the Wastewater Management Capital Improvement Budget of $21,834,215 as set forth in Table 4 below.

Table 4

Recommended Fiscal Year 2005/06 Capital Projects Fund Budget and Capital Improvement Plan Budget

Capital Project Fund Budget	
Facilities Management	$ 34,159,949
Transportation	56,480,917
Flood Control	19,229,239
Parks & Recreation	14,542,719
Open Space	9,138,000
Cultural Resources	5,143,722
Neighborhood Reinvest	1,187,667
Solid Waste	2,296,000
CIP Administration	578,141
Total Capital Projects Fund Budget	**$142,756,354**
Wastewater Management Capital Improvement Budget	21,834,215
Total Capital Improvement Budget	**$164,590,569**

Capital Projects Fund Budget

The $142,756,354 Capital Projects Fund Budget for Fiscal Year 2005/06 reflects an increase of $10,638,017 or 8.1 percent over the Capital Projects Fund Budget of $132,118,337 for the current fiscal year.

Overall the Capital Projects Fund Budget transitions from the 1997 bond program to the projects authorized by voters in 2004. Of the total Capital Projects Fund budget, $49,394,413 is allocated to 1997 bond projects; $58,739,878 is allocated to 2004 bond projects, and the remaining $34,622,063 is allocated to non-bond projects. Construction expenditures are budgeted for 101 projects.

The two major budgeted projects in Facilities Management are the Kino Public Health Center and the Justice Court/Municipal Court Complex, both 2004 bond projects. There are major budgeted expenditures for five Transportation projects, all of which are 1997 bond projects: River Road, Campbell Avenue to Alvernon Way; Alvernon Way, Ft. Lowell Road to River Road; Cortaro Farms Road, Southern Pacific RR Crossing to Thornydale Road; Craycroft Road, River Road to Sunrise; and Valencia Road, Mission Road to Interstate-19. Other significant projects include Earp Wash Detention Basin, Quince Douglas Park Pool, Flowing Wells Community Center, Brandi Fenton Memorial Park, and Julian Wash Linear Park.

Not included in the Capital Projects Fund budget is $11,488,000 of expenditures programmed by the U.S. Army Corps of Engineers (USACOE) on four projects for which the Regional Flood Control District has budgeted its cost sharing responsibilities of $1,900,000. The major USACOE expenditure will be $8,500,000 for the Arroyo Chico Detention Basin.

Wastewater Management Capital Budget

The recommended capital budget for Wastewater Management of $21,834,215 is an increase of $6,854,829, or 45.8 percent over the current year. This Budget reflects the substantial completion of the 1997 sewer bond program. Of the total recommended budget of $21,834,215, 1997 bond projects account for $1,964,612, or 9 percent, 2004 bond projects account for $8,500,000, or 38.9 percent, the remaining $11,369,603, or 52 percent, are for non-bond projects. These expenditures include construction on the Marana Wastewater Treatment Plant Expansion, the Federal Prison Sewer System and continuing work on the Santa Cruz Interceptor, Prince to Franklin. The most significant non-bond project for Fiscal Year 2005/06 is the Federal Prison Sewer System, a fully reimbursed federal project, with a fiscal year budget of $3,761,097.

C. Combined Total County Budget

The combined total Recommended County Budget, described in the budget schedules and departmental budget summaries following this memorandum, is $1,201,721,282.

Of this total amount only about 27 percent is supported by Board controlled, locally levied property taxes. The remainder of the combined total County Budget is supported almost entirely by charges for services, and intergovernmental revenues, primarily state revenue sharing and grants.

The total Recommended Budget is $103,999,736 more than the current year. Of this total increase, $31,339,338 is in the General Fund as discussed in Sections IV and V above. Significant non-General Fund increases include:

- $26,207,412 in the Pima Health System Services enterprise fund due to the increased cost of providing medical services to additional members in acute care and long term care programs, and increases in the medical inflation rate. Revenues to fund this increase will come entirely from the State of Arizona.

- $16,188,963 in the Wastewater Management enterprise fund to address increased maintenance and rehabilitation work needed for the ageing sewer system, and treatment capacity increases to accommodate population growth.

- $10,638,017 in the Capital Projects Fund as discussed in Subsection C above.

- $5,690,629 in the Debt Service Fund as discussed in Subsection A (2) above.

- $5,629,720 in the County Library District Fund as discussed in Subsection A (1) above.

- $3,077,535 in Development Services to address the continued high level of development, building, and permitting activity that generates increased revenues and requires increased service capacity.

- $2,409,507 in Solid Waste resulting from a combination of the cost of opening the Sahuarita landfill to commercial use in January, 2006 and increased costs for existing landfill operations. All landfill sites are nearing capacity and additional funding is included in this request for engineering services, permitting fees, and land necessary for soil borrow to ensure that the life of existing facilities is extended to continue to meet County needs. Additional equipment usage, staffing, and soil cover are also projected for the continued operation of these sites.

- $1,902,358 in Regional Flood Control District as discussed in Subsection A (3) above.

VIII. Conclusion

This Recommended Budget provides for a net reduction in the combined County property tax rate of 3.49 cents. The Library District Budget will accommodate the initiation next year of a five year transition of all funding for and operational control of the regional

Library System from the City of Tucson to the District if an acceptable transition plan is ultimately approved by the Board of Supervisors. This is accomplished by increasing the Library District property tax rate by 6.51 cents to afford the City of Tucson over $2 million in General Fund relief and to fund the costs of opening three new library facilities and expanding Library System hours next year. More than offsetting this increase, however, is a decrease in the General Obligation Debt Service property tax rate of 10 cents for a net combined rate reduction of 3.49 cents.

The remainder of this Recommended Budget is balanced using available resources and does not propose to increase taxes or add new taxes or fees. All existing County responsibilities, functions and programs continue to be funded without reduction in the level of services now being provided. This Budget also addresses increased costs of service delivery, increased demand for services as our population grows, progressively decreasing grant dollars received from the federal and state governments, new mandated legal requirements for service delivery, and the need to fund new operating costs for voter approved bond projects as they come on-line. Added expenditures to address these issues include:

- Almost $2 million of operating costs for new facilities and acquisitions, most voter approved, including parks, open space and the new Jail.

- Restoration of almost $1.5 million of lost federal and state grant dollars to fund critical community programs.

- More than $3.7 million to address increased caseloads and costs within the criminal justice system including adding judges and judicial hearing officers throughout the Court system.

- Almost $0.5 million to comply with the new election law requirements of the federal Help America Vote Act and State Proposition 200.

- More than $5.3 million for the increased cost of providing medical care in County detention facilities.

- More than $4.3 million for increased payments mandated by the State of Arizona to fund indigent acute and long term care programs.

- Almost $5 million for the increased costs of employee benefits.

- A total of almost $9.5 million to increase the compensation of commissioned Sheriff's staff and the remainder of the County workforce in order to try and remain competitive with other jurisdictions within the market, primarily the City of Tucson.

This Recommended Budget is being transmitted prior to adoption of the State's Budget for next fiscal year. While this Budget projects probable impacts, the State Budget actually adopted is likely to require adjustments in some amount to this recommendation. This information will be transmitted to the Board when it becomes known.

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Board of Supervisors Memorandum

May 24, 2005

Tentative Budget Adoption: Fiscal Year 2005/2006

Background

Pursuant to State statute, the Board 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 for the legally required Truth in Taxation Notification. Prior to final adoption on June 21, 2005 the Board may reallocate expenditures and revenues among departments differently than set forth in the tentative budget and may decrease expenditures as well as corresponding tax rates.

Status Report

Since transmittal of the Recommended Budget on May 3, 2005 little has changed that will require amendments to the Budget prior to final adoption.

Three items contribute to an increase in the Recommended Budget amount of $1,201,721,282 to $1,203,585,737:

- An increase of $1,020,596 in Capital Projects to reflect the Board approved Mt. Lemon Redevelopment efforts. This will be funded by an increase of two cents in the Regional Flood Control District secondary tax rate.

- An increase of $738,742 in the General Fund, in order to accommodate one-time carryover requests from Superior Court, Procurement, Public Fiduciary, and Community Services for existing appropriations in the current year's budget for specific expenditures that will not be completed prior to July 1, 2005. This will be funded by an increase in beginning fund balance.

- An increase of $105,117 in the General Fund to address a change in the debt service related to the purchase of 97 East Congress. This will be funded by an increase in rent receipts from tenants.

Prior to final adoption of the Budget on June 21, 2005, I will transmit to the Board any other recommended adjustments to the recommended 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 already recommended to the Board which are the tax rates listed below.

Recommended Fiscal Year 2005/2006 Budgets and Tax Rates

The table below outlines the budgets and tax rates that I recommend for Fiscal Year 2005/2006. With the exception of the Flood Control rate, they are the same as those

originally recommended to the Board on May 3, 2005. Should the Board at the time of tentative adoption take action to increase County expenditures beyond those included in the recommended budget, the budget ceiling and/or the tax rate may increase above the amounts listed below.

Fiscal Year 2005/2006 Budget	Budget	Tax Rate
Total County Budget	$1,203,585,737	$4.0720
County Free Library District	16,148,401	0.2775
Flood Control District	9,340,697	0.3746
Debt Service	67,738,662	0.7150
Stadium District	1,541,169	------

According to the Assessor's February 24, 2005 memorandum, Pima County's neutral 2005 Primary Levy will be $229,038,681. Under the recommended budget the County will exceed the neutral levy and will be required to issue a Truth in Taxation Notice and hold a Truth in Taxation public hearing. Even though the primary tax rate will remain the same, the overall levy will be 4.33 percent more than the neutral levy because increases in the market value of some individual properties equates to an increase in total assessed value. Preliminary calculations based upon the recommended budget for the Truth in Taxation Notice are contained in Attachment 1. They indicate that the proposed average increase in primary taxes on a hypothetical $100,000 home is $17.53. This is somewhat misleading, however, as the actual impact on individual properties will vary on a case-by-case basis depending upon adjustments to assessed value during this year's valuation cycle. For example, if a home was valued by the Assessor at $100,000 this fiscal year, no adjustments to valuation occurred and the value remains $100,000 next fiscal year, then that homeowner will pay no additional primary property tax under this recommended budget.

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. Attachment 2 presents the budget in the required format.

Respectfully submitted,

C.H. Huckelberry
County Administrator

Attachments

TRUTH IN TAXATION HEARING

NOTICE OF TAX INCREASE

In compliance with A.R.S. §42-17107, 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 $9,912,121 or 4.33%.

For example, the proposed tax increase will cause Pima County's primary property taxes on an $100,000 home to increase from $389.67 (total taxes that would be owed without the proposed tax increase) to $407.20 (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 21, 2005, at 9:00 a.m. or thereafter in the Board of Supervisors Hearing Room, Pima County Administration Building, 130 W. Congress, 1st Floor, Tucson, Arizona.

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MEMORANDUM

Date: June 16, 2005

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

From: C.H. Huckelberry
County Administrator

Re: **Fiscal Year 2005/06 Budget Adoption**

On the Board's agenda of June 21, 2005, Items 4 and 5 on the budget pertain to adoption. As early as April 5, 2005, the budget schedule indicated that the Board would adopt the budget on June 21, 2005. The tentative budget was adopted on May 24, 2005. My recommendations regarding final budget adoption have been transmitted to the Board, and will not change.

The final budget, Item 5A listed on the agenda of June 21, cannot be acted on at the meeting of June 21. This is because the Tucson Citizen, responsible for publishing the public notices of Pima County, failed to adequately advertise the hearing. The Truth in Taxation matter must be heard before budget adoption. The statute calls for the Truth in Taxation notice to be published twice, once between 20 and 14 days before the hearing, and again between 10 and 7 days before Board action for budget adoption. The Tucson Citizen correctly advertised the first publication of the June 21 Board meeting, but failed to meet the second advertising deadline. Hence, the Truth in Taxation hearing cannot occur on June 21. The Truth in Taxation hearing is being re-advertised, and the present schedule calls from conducting this hearing on July 5, 2005.

Hearings on final budget adoption have been properly advertised and can be conducted by the Board on June 21. I would recommend that the Board do so. Further, the only component of the budget that is affected by the Truth in Taxation notice is the primary property tax levy. All other tax levies of the Board are not so affected, nor are certain district budgets of the Board. Hence, I would recommend that the Board hold hearings and consider, on June 21, actions regarding the budget related to debt service, Library District, Improvement Districts, Flood Control District, and Stadium District. I would also further recommend that the Board act in accordance with my budget recommendation.

Regarding the primary property tax levy, there was no change recommended in my tentative or final budget recommendation. Hence, the Truth in Taxation hearing can be conducted at the July 5 Board meeting without affecting any of the tax rates set for the other secondary or special district levies.

It is unfortunate that this problem has arisen as I know the Board has planned vacations or other activities around the budget adoption schedule that was published months ago. I apologize for any inconvenience this may have caused the Board as I know one or more members will be absent throughout the month of July due to scheduled activities.

CHH/jj
Attachment

c: Lori Godoshian, Clerk of the Board

PCPD-02

Tucson NEWSPAPERS

Sandra D. Riggins
Classified Advertising Manager

4850 South Park Avenue
P.O. Box 26887
Tucson, Arizona 85726-6887
520/573-4295
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June 16, 2005

Robin M. Brigode, Deputy
Pima County Clerk of the Board
130 W. Congress, 5th Floor
Tucson, AZ 85701

Dear Ms. Brigode,

The Pima County 3x11 legal notice for the TRUTH IN TAXATION HEARING NOTICE OF TAX INCREASE, which was originally ordered to run June 3rd and June 13th, inadvertently did not run as scheduled on the 13th because of Tucson Newspapers' system issues. To compound the error, another ad for June 14th was ordered that also inadvertently did not run as scheduled. A fourth ad did run correctly on June 15th.

Please accept our apologies for the inconvenience these errors have caused Pima County.

We value our partnership with the County and are working with all Tucson Newspapers departments to ensure that this situation will not recur. Please do not hesitate to call me, 573-4295, with any questions you may have concerning this matter.

Sincerely,

Sandra D. Riggins
Classified Advertising Manager
Tucson Newspapers
4850 S. Park Avenue
Tucson, AZ 85714

SDR:dp

cc: Dan Adams, VP of Advertising
Alfred Tapia, Legal Advertising Manager
Janice Anderson, Legal Advertising Specialist

Board of Supervisors Memorandum

June 21, 2005

Fiscal Year 2005/06 Final Budget Adoption

Background

The Fiscal Year 2005/06 Recommended Budget was transmitted to the Board on May 3, 2005. The Tentative Budget was adopted by the Board on May 24, 2005 as originally recommended, with the following two exceptions: $1,020,596 of expenditures was added to Capital Projects to reflect the Board approved Mt. Lemmon redevelopment efforts; $843,859 of expenditures was added to the General Fund to accommodate one-time carryover requests and a change in the debt service related to the purchase of 97 E. Congress. Adoption of the Tentative Budget served to set the maximum County expenditure ceiling and established a maximum tax rate for the legally required Truth in Taxation Notification.

Recommended Adjustments to the Tentative Budget

I recommend only two adjustments to the Board adopted Tentative Budget, both of which can be accomplished within the Budget ceiling established by that adoption:

1. Reduction in Combined Tax Rate

   At the time of Tentative Budget adoption the Board discussed the possibility of reducing the combined County property tax rate by 2 cents to offset the 2 cent increase in the Flood Control District's rate recently proposed to fund redevelopment of Mt. Lemmon. This would result in a net reduction in the combined rate of about 3.5 cents as originally discussed in the Recommended Budget transmitted to the Board.

   Since that time the City of Tucson has adopted its Tentative Budget which provides for a 6 cent increase in the City's secondary property tax rate. I believe that it is appropriate that an effort be made to mitigate the impact of the combined City/County tax rate on the residents of the City of Tucson.

   The Tentative Budget approved by the Board for the County Library District is $16,148,401. This is an increase of $5,629,720 or 54 percent over the current year. Included within this increase is over $4 million that will be used by the City of Tucson during the next year to provide direct subsidy to its General Fund and to provide new and enhanced library services within Tucson including the hiring of 25 new employees and awarding salary increases of up to 7.5 percent for existing library employees.

   The property tax rate necessary to support the proposed increased funding for the Library District is $0.2775, an increase of 6.51 cents over the current year. I recommend that this proposed increase be reduced by 2 cents to 4.51 cents resulting in a total Library District rate of $0.2575 and a net reduction in the combined County property tax rate of

$0.0349. This 2 cent reduction will lower the increase in Library District expenditures next year by $1,163,660, from $5,629,720 to $4,466,060. The resulting total Library District Budget will be $14,984,741, a 43 percent increase over the current year.

In making this recommendation I do not intend to delay or extend the transition of the library system funding and operation to the County over the next five years if the Board chooses to do so or to require that the City of Tucson provide more funding to the library system than they are currently proposing. Instead, I will ask the City Manager, who will retain control over the system next year under any scenario, to make every effort to manage the libraries efficiently and to ensure that new and expanded services and staff are brought on line such that the library system Budget is not over spent. This will allow a more measured increase in the Library District's rate over the five year transition and help to mitigate the impact of the combined City/County property tax rate on our joint constituents.

2. Consolidation of Human Resources Within the Superior Court

The Superior Court intends to centralize the Human Resources function for both the Juvenile and Superior Court in order to promote uniform hiring and pay standards. They have requested that the budget authority associated with these services, including staff, currently within the Juvenile Court be transferred to the Superior Court. I recommend that this transfer totaling $495,378 and 8.5 FTEs be approved. This transfer will have no effect on the previously adopted budget ceiling as no additional funding is involved.

Recommendation

Set forth below are the proposed Fiscal Year 2005/06 Final Budget amounts and Tax Rates. These amounts and rates are the same as those as resulting from the Board's action at adoption of the Tentative Budget and as recommended in this memorandum and reflected in the attached Arizona Auditor General prescribed schedules.

Fiscal Year 2005/06 Budget	Proposed Final FY 2005/06 Budget Amount	Proposed FY 2005/06 Tax Rate
Total County Budget	$1,202,422,077	$4.0720
County Free Library District	14,984,741	0.2575
Flood Control District	9,340,697	0.3746
Debt Service	67,738,662	0.7150
Stadium District	1,541,169	----------

Approval of the County tax levy is scheduled pursuant to Arizona statute for August 15, 2005.

Respectfully submitted,

C. H. Huckelberry
County Administrator

CHH/sp

Attachments

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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 2003/04 Through 2005/06

Budget in Brief Fiscal Year 2005/06

Adopted Full Time Equivalent Positions for Fiscal Years 2003/04 Through 2005/06

Pima County Capital Improvement Program

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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 account groups are classified by category and type as follows:

GOVERNMENTAL FUNDS

Governmental Funds are referred to as "expendable funds" because the measurement focus is based upon the flow of current financial resources rather than the measurement of net profit. Governmental Funds are comprised of the following:

General Fund - Accounts for resources which are not required to be accounted for in another 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.

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:

Employment & Training - Accounts for resources controlled by the County as a prime sponsor under the Workforce Investment Act of 1998 that superseded the Jobs Training Partnership Act. Funding is primarily provided by the Federal Government.

Environmental Quality - Accounts for resources specifically identified to be expended for the protection of water, air, and land from pollutants. The most significant revenue sources are air quality inspection and application fees, revenues derived from alternate onsite disposal plans, and funding provided by federal and state grants.

Flood Control District - Accounts for expenditures necessary to analyze, design, and maintain flood control improvements to protect persons and property from floodwaters. Revenues are primarily provided by secondary taxes on real property.

Public Health - Accounts for resources used to finance activities involved in the conservation and improvement of public health, emergency management/homeland security, and various animal control functions. Major sources of funding include federal and state grants, charges for services provided, and operating transfers from the General Fund.

Transportation - Accounts for administrative and operating costs, as well as resources transferred to the Capital Projects Fund for construction of highways and streets. Financing is provided primarily from the County's share of gasoline tax collected by the state Highway User revenues, Vehicle License Tax revenues, and charges for services.

Other Special Revenue Funds - Account for resources specifically identified to be expended for various other programs of the County. These include the various probation programs, consumer protection programs, family support, antiracketeering programs, law library, etc. Funding for these programs is provided mostly by federal and state grants, with the exception of the antiracketeering program. Antiracketeering funding is provided by court ordered forfeitures, diversion fees, and restitution payments.

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. Revenues are primarily provided by federal and state grants and private donations.

Solid Waste Fund – Accounts for resources used to provide solid waste disposal facilities and services and tire recycling services. Major funding sources include landfill tipping fees and Pima County's share of a state tax on new tire sales.

Stadium District – Accounts for resources specifically identified to be expended for the management and operation of Tucson Electric Park. Major revenue sources are from car rental surcharge fees, recreational vehicle surcharge fees, hotel/motel bed taxes, and charges for services provided.

Library District – Accounts for resources used for the management and operation of the Tucson-Pima Public Library System. Revenues are provided primarily by secondary property tax revenue.

Debt Service Fund - Accounts for the accumulation of resources for, and the payment of, general long term debt principal and interest applicable to Governmental Funds. This fund manages the debt for improvement districts, the Flood Control District, Transportation bonds, and General Obligation bonds. Revenues are derived primarily from a secondary tax levy on real and personal property. Other sources of financing include transfers of Highway User Revenues from the Transportation Special Revenue Fund for the payment of Transportation bonds, and transfers of secondary property tax revenue from the Flood Control District Special Revenue Fund for payment of Flood Control General Obligation bonds.

Capital Projects Fund - Accounts for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Funds). Financing sources are primarily from the proceeds from the sale of bonds, federal and state grants, and reimbursements associated with specific capital projects.

PROPRIETARY FUNDS

Proprietary funds are accounted for using the flow of economic resources measurement focus. This measurement focus accounts for all cost allocations (including depreciation) associated with the fund, similar to non-governmental business enterprises, and determines the net profit from operations. 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:

Parking Garages - Accounts for the management and operation of eight parking facilities located in downtown Tucson. Revenues are from the parking fees from five public parking garages and two parking lots owned by Pima County.

Medical Services - Accounts for provider health care services for Pima Health System & Services, which operates health plans for the Arizona Health Care Cost Containment System (AHCCCS) and long term care under the Arizona Long Term Care System (ALTCS). Revenue is primarily derived from capitation fees.

Development Services - Accounts for the operations which provide zoning permits, enforce ordinances, and administer uniform building codes. Revenues are derived primarily from 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.

Wastewater Management - Accounts for the management and operation of wastewater treatment and water pollution control facilities. Primary revenue sources are sewer user and connection fees.

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 an appointed board of trustees and provides self insurance 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 charges to specific user departments and to the General Fund

Other Internal Service Funds - Account for the acquisition, operation, and maintenance of automotive and communications equipment used by County departments and for printing/graphic services provided to County departments. Other Internal Service funds are financed by fees and reimbursements charged 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 for 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.

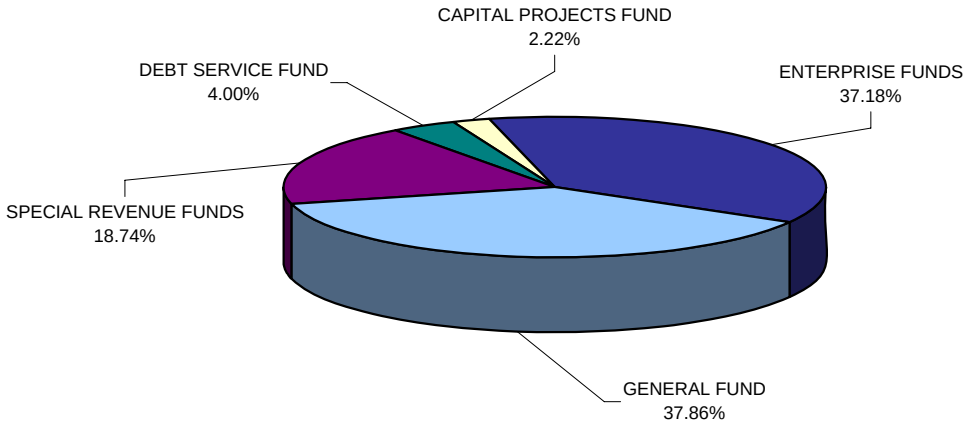
Investment Trust Fund - Accounts for cash and investments held by the County on behalf of various school districts.

ACCOUNT GROUPS

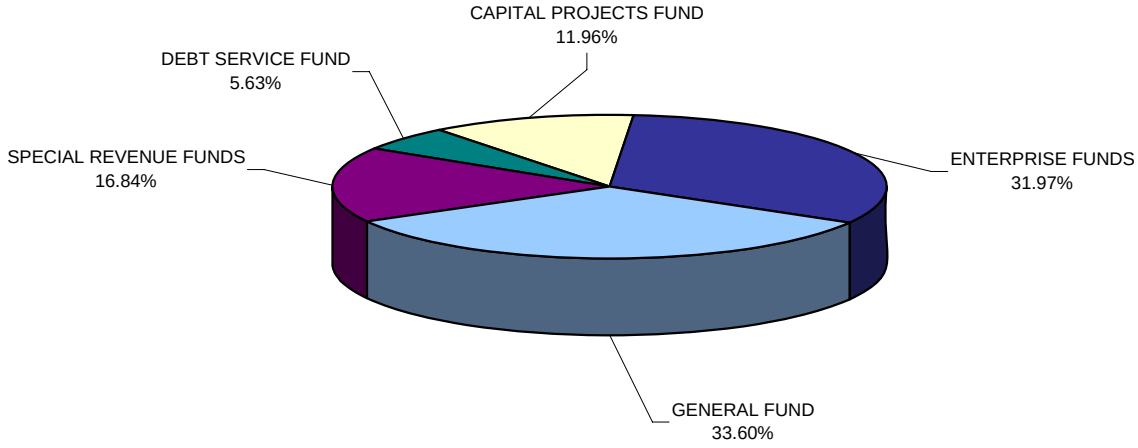
It should be noted that balances from the General Fixed Asset Account Group and the General Long Term Debt Account Group are now considered subsidiary ledgers and are reported in the County's government-wide financial statements, as required by GASB 34.

CONSOLIDATED OVERVIEW OF COUNTY BUDGET BY FUND

REVENUES BY FUND



EXPENDITURES BY FUND

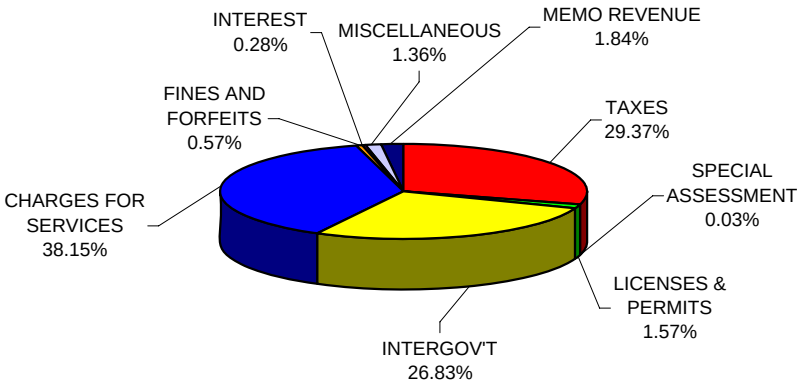


FUNDING SOURCES	EST. BEGINNING FUND BALANCE 2005/2006	ADOPTED REVENUES 2005/2006	ADOPTED EXPENDITURES 2005/2006	OTHER FINANCING SOURCES 2005/2006	INTERFUND TRANSERS IN / (OUT)	ESTIMATED ENDING FUND BALANCE
GENERAL FUND	19,809,123	412,298,808	(404,047,076)	0	(12,260,855)	15,800,000
SPECIAL REVENUE FUNDS	47,900,019	204,142,971	(202,501,899)	0	(22,285,697)	27,255,394
DEBT SERVICE FUND	10,915,750	43,576,073	(67,738,662)	0	17,320,677	4,073,838
CAPITAL PROJECTS FUND	105,905,288	24,148,950	(143,776,950)	0	16,220,596	2,497,884
ENTERPRISE FUNDS	12,472,309	404,909,946	(384,357,490)	10,400,000	0	43,424,765

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

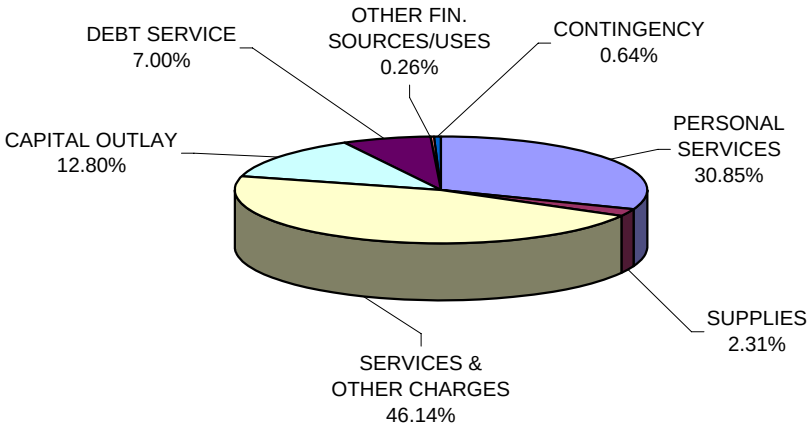
TOTAL COUNTY BUDGET BY SOURCE AND USE

REVENUES



REVENUES	FY 2003/2004 Actual	FY 2004/2005 Revised	FY 2005/2006 Adopted
TAXES	279,527,010	297,247,892	319,832,041
SPECIAL ASSESSMENT	505,609	606,177	290,801
LICENSES & PERMITS	14,789,868	14,081,967	17,096,201
INTERGOVERNMENTAL	277,187,424	282,494,659	292,218,059
CHARGES FOR SERVICES	354,630,001	359,598,054	415,564,492
FINES AND FORFEITS	5,064,450	4,815,887	6,220,734
INTEREST	3,403,238	4,643,489	3,055,359
MISCELLANEOUS	18,344,216	12,668,179	14,799,061
MEMO REVENUE	22,217,299	20,000,000	20,000,000
	975,669,115	**996,156,304**	**1,089,076,748**

EXPENDITURES



EXPENDITURES	FY 2003/2004 Actual	FY 2004/2005 Revised	FY 2005/2006 Adopted
PERSONAL SERVICES	323,744,633	341,533,436	371,082,430
SUPPLIES	27,515,348	21,686,962	27,719,374
SERVICES & OTHER CHARGES	443,465,730	509,852,327	554,756,998
CAPITAL OUTLAY	136,441,590	138,907,180	153,905,251
DEBT SERVICE	67,146,002	78,793,996	84,130,815
OTHER FIN. SOURCES/USES	2,805,071	2,933,591	3,173,220
CONTINGENCY	58,880	4,014,054	7,653,989
	1,001,177,254	**1,097,721,546**	**1,202,422,077**

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

REVENUES & EXPENDITURES
FISCAL YEARS 2003/2004 - 2005/2006

	ACTUAL 2003/2004	REVISED 2004/2005	ESTIMATED 2004/2005	BOARD 2005/2006
GENERAL FUND				
REVENUE				
TAXES	209,671,644	223,091,316	224,951,194	242,152,889
LICENSES & PERMITS	2,165,680	2,259,500	2,263,834	2,311,037
INTERGOVERNMENTAL	120,057,663	116,460,146	123,149,613	132,950,205
CHARGES FOR SERVICES	24,133,581	23,647,981	24,073,268	26,479,134
FINES AND FORFEITS	4,023,395	3,884,094	4,644,692	5,245,633
INTEREST	530,331	1,040,000	1,136,154	628,510
MISCELLANEOUS	2,133,922	1,669,545	2,777,998	2,531,400
TOTAL	**362,716,216**	**372,052,582**	**382,996,753**	**412,298,808**
EXPENDITURES				
PERSONAL SERVICES	181,101,528	198,755,786	211,178,045	220,536,916
SUPPLIES	10,543,135	9,310,870	12,294,091	10,661,338
SERVICES & OTHER CHARGES	125,185,911	157,014,741	145,976,217	162,664,264
CAPITAL OUTLAY	4,059,910	2,374,518	4,734,161	4,491,647
DEBT SERVICE	3,498	5,600	4,905	558,238
OTHER FIN. SOURCES/USES	2,639,768	2,764,060	3,078,169	3,042,160
CONTINGENCY	58,880	1,877,054	68,659	2,092,513
TOTAL	**323,592,630**	**372,102,629**	**377,333,421**	**404,047,076**
SPECIAL REVENUE FUNDS				
REVENUE				
TAXES	27,057,691	29,007,160	29,322,483	34,705,580
SPECIAL ASSESSMENT	283,157	0	0	0
LICENSES & PERMITS	4,399,102	4,355,286	4,483,531	4,734,885
INTERGOVERNMENTAL	133,987,601	141,025,068	143,458,248	139,413,652
CHARGES FOR SERVICES	9,008,065	8,618,680	8,804,134	14,286,760
FINES AND FORFEITS	987,507	872,993	799,527	916,301
INTEREST	828,690	663,322	667,956	856,682
MISCELLANEOUS	11,667,477	9,105,680	9,289,118	9,229,111
MEMO REVENUE	3,326	0	0	0
TOTAL	**188,222,616**	**193,648,189**	**196,824,997**	**204,142,971**
EXPENDITURES				
PERSONAL SERVICES	65,861,905	74,604,393	74,062,142	76,720,624
SUPPLIES	7,928,604	5,694,668	8,915,767	7,380,238
SERVICES & OTHER CHARGES	83,261,764	99,051,455	93,628,397	107,455,082
CAPITAL OUTLAY	4,097,402	4,479,688	4,607,555	5,253,419
DEBT SERVICE	286,000	0	0	0
OTHER FIN. SOURCES/USES	253,198	169,531	284,723	131,060
CONTINGENCY	0	2,137,000	0	5,561,476
TOTAL	**161,688,873**	**186,136,735**	**181,820,193**	**202,501,899**
DEBT SERVICE FUND				
REVENUE				
TAXES	42,797,675	45,149,416	45,725,317	42,973,572
SPECIAL ASSESSMENT	222,452	606,177	593,195	290,801
INTERGOVERNMENTAL	22,360	4,800	8,790	7,500
INTEREST	299,563	304,200	304,200	304,200
MISCELLANEOUS	6,015	0	8,992	0
TOTAL	**43,348,065**	**46,064,593**	**46,640,494**	**43,576,073**
EXPENDITURES				
DEBT SERVICE	60,828,105	62,048,033	62,048,033	67,738,662
OTHER FIN. SOURCES/USES	(182,494)	0	0	0
TOTAL	**60,645,611**	**62,048,033**	**62,048,033**	**67,738,662**

REVENUES & EXPENDITURES
FISCAL YEARS 2003/2004 - 2005/2006

	ACTUAL 2003/2004	REVISED 2004/2005	ESTIMATED 2004/2005	BOARD 2005/2006
CAPITAL PROJECTS FUNDS				
REVENUE				
INTERGOVERNMENTAL	16,855,166	18,887,581	18,887,581	14,997,572
CHARGES FOR SERVICES	9,536,768	2,492,520	2,492,520	7,235,700
INTEREST	996,627	2,000,000	2,000,000	581,423
MISCELLANEOUS	1,642,147	63,755	63,755	1,334,255
TOTAL	**29,030,708**	**23,443,856**	**23,443,856**	**24,148,950**
EXPENDITURES				
PERSONAL SERVICES	0	415,024	0	432,326
SUPPLIES	0	4,525	0	7,050
SERVICES & OTHER CHARGES	0	32,714	0	129,765
CAPITAL OUTLAY	103,166,637	131,666,074	142,418,021	143,207,809
TOTAL	**103,166,637**	**132,118,337**	**142,418,021**	**143,776,950**
ENTERPRISE FUNDS				
REVENUE				
LICENSES & PERMITS	8,225,086	7,467,181	8,972,077	10,050,279
INTERGOVERNMENTAL	6.264.634	6.117.064	6.152.315	4.849.130
CHARGES FOR SERVICES	311,951,587	324,838,873	340,585,140	367,562,898
FINES AND FORFEITS	53,548	58,800	78,567	58,800
INTEREST	748,027	635,967	878,375	684,544
MISCELLANEOUS	2,894,655	1,829,199	2,711,389	1,704,295
MEMO REVENUE	22,213,973	20,000,000	20,000,000	20,000,000
TOTAL	**352,351,510**	**360,947,084**	**379,377,863**	**404,909,946**
EXPENDITURES				
PERSONAL SERVICES	76,781,200	67,758,233	78,632,689	73,392,564
SUPPLIES	9,043,609	6,676,899	9,261,685	9,670,748
SERVICES & OTHER CHARGES	235,018,055	253,753,417	240,685,241	284,507,887
CAPITAL OUTLAY	25,117,641	386,900	25,723,324	952,376
DEBT SERVICE	6,028,399	16,740,363	6,173,767	15,833,915
OTHER FIN. SOURCES/USES	94,599	0	0	0
TOTAL	**352,083,503**	**345,315,812**	**360,573,585**	**384,357,490**
TOTAL REVENUES	**975,669,115**	**996,156,304**	**1,029,283,963**	**1,089,076,748**
TOTAL EXPENDITURES	**1,001,177,254**	**1,097,721,546**	**1,124,193,253**	**1,202,422,077**

Internal Service Funds - Information Purposes Only

INTERNAL SERVICE FUNDS				
REVENUE				
INTERGOVERNMENTAL	166,413	39,800	167,169	37,000
CHARGES FOR SERVICES	30,321,987	31,450,070	30,459,809	30,436,938
INTEREST	545,814	542,500	548,295	537,500
MISCELLANEOUS	1,320,741	684,546	1,326,744	526,555
MEMO REVENUE	231,512	0	232,564	224,255
TOTAL	**32,586,467**	**32,716,916**	**32,734,582**	**31,762,248**
EXPENDITURES				
PERSONAL SERVICES	6,009,009	6,463,860	6,559,829	6,906,136
SUPPLIES	4,834,938	4,608,959	5,278,136	5,495,582
SERVICES & OTHER CHARGES	19,783,446	23,413,118	21,596,909	21,752,924
CAPITAL OUTLAY	286,010	38,549	312,227	36,899
OTHER FIN. SOURCES/USES	1,009,170	0	0	0
TOTAL	**31,922,573**	**34,524,486**	**34,848,778**	**34,191,541**

BUDGET IN BRIEF

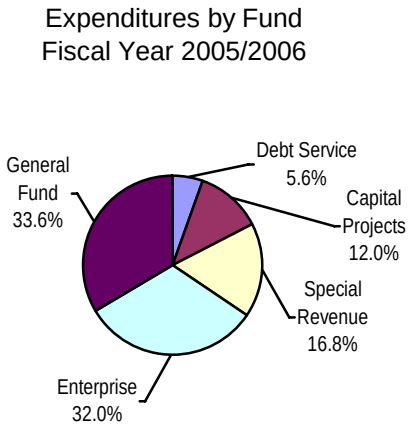
Arizona Revised Statute § 42-17105 requires the Pima County Board of Supervisors to adopt a budget for each fiscal year. On July 5, 2005, the Board adopted the budget for fiscal year 2005/06, which covers the period from July 1, 2005 through June 30, 2006.

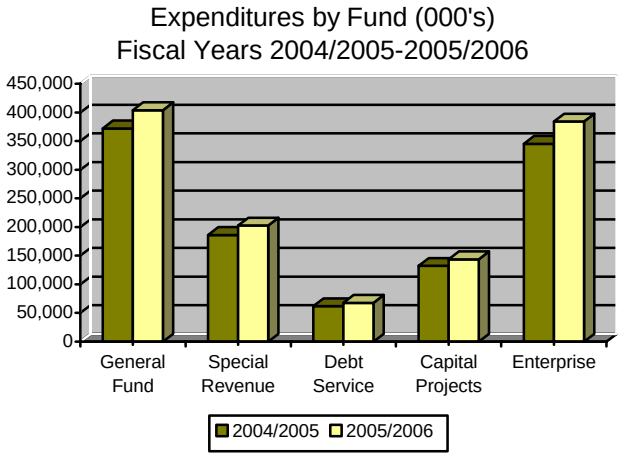
Pima County's Fiscal Year 2005/06 Adopted Budget includes:

- $1.202 billion in expenditures
- $1.089 billion in revenues
- $51.5 million in operating transfers between the various operating funds
- $10.4 million in sales of Sewer Revenue bonds

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

Comparison of Expenditures by Fund





GENERAL FUND: The Fiscal Year 2005/06 Adopted Budget for General Fund expenditures increased by $31.9 million over fiscal year 2004/05. Major factors contributing to this net increase include:

- $12.2 million in supplemental funding for individual departments
- $6.4 million increase in costs to provide healthcare in County adult and juvenile detention facilities
- $5.7 million for an employee compensation package consisting of one step for corrections staff, 2.5 percent for most other employees to address inflation, and 1.7 percent for employees who are members of the Arizona State Retirement System whose required contribution will increase by that percentage
- $3.4 million net increase in Arizona Long Term Care System (ALTCS) payments to the state
- $3.6 million increase in state mandated employer contributions to the various state retirement systems; $1.4 million increase in the County's contribution toward the cost of other non-retirement benefits
- $3.4 million representing the annual cost of salary adjustments for deputies and sergeants approved during the last quarter of fiscal year 2004/05
- $2.6 million of various increases identified for General Fund departments that underwent the zero base budget process
- $2.5 million reduction for the primary and general elections held in the fall of 2004 partially offset by $1.8 million of additional jurisdictional and proposed regional transportation plan election costs
- $813,000 increase for operations and maintenance costs for a newly purchased downtown building
- $1.6 million decrease in costs associated with Kino Hospital employee transition
- $3.8 million dollar decrease as the county is no longer required to make County Contribution Fund payments to the State
- $5.0 million scheduled decrease in the County's obligations under the agreement with University Physicians Healthcare to operate the former Kino Community Hospital
- also includes the annualization of fiscal year 2004/05 supplemental requests, annualization of fiscal year 2004/05 salary adjustments, other position related adjustments, adjustments for one time costs, etc.

SPECIAL REVENUE FUNDS: The Fiscal Year 2005/06 Adopted Budget for Special Revenue Funds expenditures increased by $16.4 million over fiscal year 2004/05. Major factors contributing to this net increase include:

- $8.3 million increase to reflect the reclassification of the Solid Waste Management and Tire Funds for budgeting and accounting purposes from enterprise funds to special revenue funds
- $4.5 million net increase in County Free Library District expenses reflecting various library services adjustments and funding to start a possible transition of the Library System to the County
- $2.0 million net increase in the Public Health Special Revenue fund reflecting higher costs in personnel, supplies and services, supplemental funding, etc.
- $1.9 million increase in the Regional Flood Control District associated with increases in mapping and studies projects, various office moves and alert radio system upgrades
- $1.4 million increase in the County Administration Special Programs Fund
- $1.3 million net increase in the Sheriff's special revenue funds primarily due to higher costs in the MANTIS Antiracketeering Fund
- $1.1 million increase in various Superior Court special revenue funds
- $654,000 of additional funding in the County Attorney's special revenue funds
- $500,000 increase in the Employee Benefit Liability Fund
- $439,000 net increase in various Clerk of the Superior Court funds
- $2.2 million net decrease in the Transportation Special Revenue Fund operating and maintenance budget mainly reflecting the end of the required County Transportation Contribution Fund payment to the state
- $5.1 million net decrease in anticipated grant funds
- also includes annualization of fiscal year 2004/05 salary adjustments, other position related adjustments, benefits adjustments, adjustments for one time costs, etc.

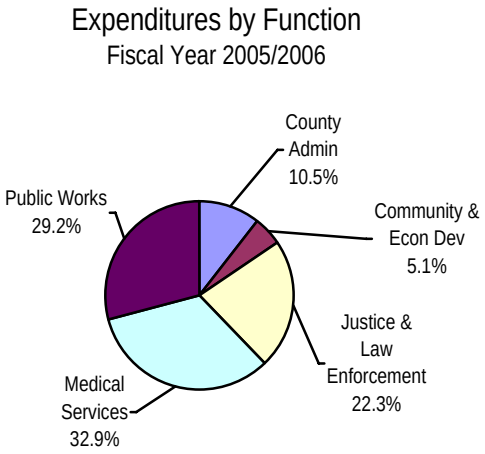
DEBT SERVICE FUND: The Fiscal Year 2005/06 Adopted Budget for Debt Service Fund expenditures increased $5.7 million over fiscal year 2004/05. This increase is the net of retired debt and anticipated full year of debt service costs related to bond sales made in fiscal year 2004/05.

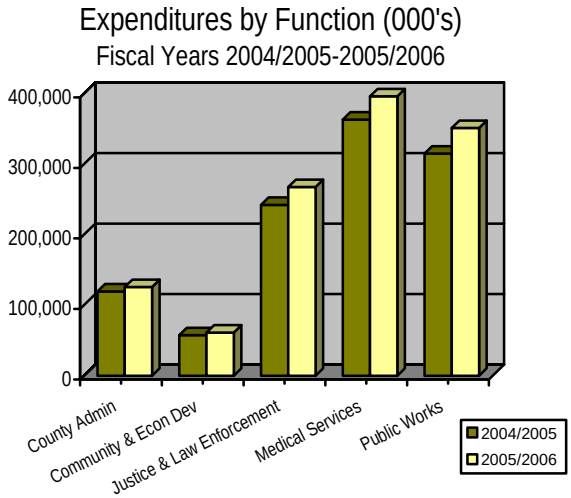
CAPITAL PROJECTS FUND: The Fiscal Year 2005/06 Adopted Budget for the Capital Projects Fund expenditures increased by $11.7 million over fiscal year 2004/05, based on the implementation of the approved current year Capital Improvement Budget, as detailed in the County's Fiscal Year 2005/06 to 2009/10 Capital Improvement Plan. (*See the Summary Schedules* section - *Summary of Active Capital Improvement Projects*.)

ENTERPRISE FUNDS: The Fiscal Year 2005/06 Adopted Budget for Enterprise Fund expenditures increased by $39.0 million over fiscal year 2004/05. Significant changes include:

- $26.4 million net increase in Pima Health System & Services due to increases in the number of members covered under the Arizona Health Care Cost Containment System (AHCCCS) and Arizona Long Term Care System (ALTCS), rising medical care costs, increased premium tax costs, etc.
- $15.7 million increase in the Wastewater Management Enterprise Fund, relating to the rehabilitation and expansion of the system, increased depreciation, debt service, establishment of an emergency reserve fund, etc. partially offset by the transfer of $5.8 million Solid Waste Management and Tire funds out of the enterprise fund to separate special revenue funds
- $3.1 million increase in Development Services reflecting increased building activity in the County and various anticipated office moves
- $393,000 decrease in the Parking Garage Enterprise Fund reflecting lower security, utility and maintenance costs
- also includes annualization of fiscal year 2004/05 salary adjustments, position related adjustments, benefits adjustments, adjustments for one time costs, etc.

Comparison of Expenditures by Functional Area





COUNTY ADMINISTRATION: The Fiscal Year 2005/06 Adopted Budget for expenditures for the County Administration functional area increased by $6.3 million over fiscal year 2004/05. Major reasons for the net increase include:

- Fiscal Year 2005/06 Adopted Budget for Debt Service Fund expenditures increased $5.7 million over fiscal year 2004/05. This increase is the net of retired debt and anticipated full year of debt service costs related to bond sales made in fiscal year 2004/05.
- $3.1 million of supplemental funding for Elections to purchase and maintain vision impaired voting devices and also fund anticipated Proposition 200 related costs
- $1.4 million increase in the County Administration Special Programs Fund
- $2.5 million reduction for the primary and general elections held in the fall of 2004 partially offset by $1.8 million of additional jurisdictional and proposed bond election costs
- $500,000 increase in the Employee Benefit Liability Fund
- $3.8 million dollar decrease as the county is no longer required to make County Contribution Fund payments to the state
- also includes annualization of fiscal year 2004/05 salary adjustments, current year salary adjustments, other position related adjustments, benefits adjustments, adjustments for one time costs, etc.

COMMUNITY & ECONOMIC DEVELOPMENT: The Fiscal Year 2005/06 Adopted Budget for expenditures for the Community & Economic Development functional area increased by $3.8 million over fiscal year 2004/05. Major factors contributing to this net increase are:

- $4.5 million net increase in County Free Library District expenses reflecting various library services adjustments and funding to start a possible transition of the Library System to the County
- $1.2 million of supplemental funding for Community Services to implement a project to provide workforce services to people with disabilities
- $3.6 million decrease in the Employment & Training Fund reflecting federal grant reductions offset by $1.0 million of supplemental funding for Community Services to partially restore the County's One Stop workforce investment programs
- $253,000 of supplemental funding for Community Development and Neighborhood Conservation for the General Fund portion of costs to implement the 2004 voter approved Housing Bonds Program
- also includes annualization of fiscal year 2004/05 salary adjustments, current year salary adjustments, other position related adjustments, benefits adjustments, adjustments for one time costs, etc.

JUSTICE & LAW ENFORCEMENT: The Fiscal Year 2005/06 Adopted Budget for the Justice & Law Enforcement functional area increased by $25.3 million over fiscal year 2004/05. This net increase is due primarily to:

- $3.4 million representing the annual cost of salary adjustments for deputies and sergeants approved during the last quarter of fiscal year 2004/05
- $1.7 million of supplemental funding for various Justice and Law Enforcement departments
- $1.3 million net increase in the Sheriff's special revenue funds primarily due to higher costs in the MANTIS Antiracketeering Fund
- $1.2 million of supplemental funding for Indigent Defense
- $1.0 million of supplemental funding for Contract Attorneys in the Office of Court Appointed Counsel
- $1.1 million increase in various Superior Court special revenue funds
- $1.0 million increase to fund the full annual cost of various positions in the new Adult Detention Facility
- $986,000 increase in Indigent Defense special revenue funds primarily due to additional Fill the Gap funding
- $905,000 increase for the Juvenile Court as the result of undergoing the zero base budget process
- $654,000 of additional funding in the County Attorney's special revenue funds
- $439,000 net increase in various Clerk of the Superior Court special revenue funds
- also includes annualization of fiscal year 2004/05 supplemental requests, annualization of fiscal year 2004/05 salary adjustments, current year salary adjustments, other position related adjustments, benefits adjustments, adjustments for one time costs, etc.

MEDICAL SERVICES: The Fiscal Year 2005/06 Adopted Budget for the Medical Services functional area increased by $33.0 million over fiscal year 2004/05. The main reasons for this net increase include:

- $26.4 million net increase in Pima Health System & Services due to increases in the number of members covered under the Arizona Health Care Cost Containment System (AHCCCS) and Arizona Long Term Care System (ALTCS), rising medical care costs, increased premium tax costs, etc.
- $6.4 million increase in costs to provide healthcare in County adult and juvenile detention facilities
- $3.4 million net increase in Arizona Long Term Care System (ALTCS) payments to the state
- $2.0 million net increase in the Public Health Special Revenue fund reflecting higher costs in personnel, supplies and services, supplemental funding, etc.
- $779,000 decrease in Public Health related grants
- $5.0 million scheduled decrease in the County's obligations under the agreement with University Physicians Healthcare to operate the former Kino Community Hospital
- also includes annualization of fiscal year 2004/05 salary adjustments, current year salary adjustments, other position related adjustments, benefits adjustments, adjustments for one time costs, etc.

PUBLIC WORKS: The Fiscal Year 2005/06 Adopted Budget for the Public Works functional area increased by a net $36.3 million over fiscal year 2004/05. Significant changes include the following:

- Capital Projects Fund expenditures increased by $11.7 million, due to the implementation of the approved current year Capital Improvement Budget, as detailed in the County's proposed fiscal year 2005/06 to 2009/10 Capital Improvement Plan (See the Summary Schedules section - Summary of Active Capital Improvement Projects)
- $15.7 million increase in Wastewater Management, relating to the rehabilitation and expansion of the system, increased depreciation, debt service, establishment of an emergency reserve fund, etc.
- $2.6 million net increase in funding for the Solid Waste Management and Tire special revenue funds for higher existing landfill operations costs and expanded landfill operations
- $3.1 million increase in Development Services reflecting increased building activity in the County and various anticipated office moves
- $1.9 million increase in the Regional Flood Control District associated with increases in mapping and studies projects, various office moves and alert radio system upgrades

- $1.2 million of supplemental funding for Natural Resources, Parks and Recreation
- $393,000 decrease in the Parking Garage Enterprise Fund reflecting lower security, utility and maintenance costs
- $150,000 of supplemental funding for Facilities Management
- $2.2 million net decrease in the Transportation Special Revenue Fund operating and maintenance budget mainly reflecting the end of the required County Transportation Contribution Fund payment to the State
- also includes annualization of fiscal year 2004/05 supplemental requests, annualization of fiscal year 2004/05 salary adjustments, current year salary adjustments, other position related adjustments, benefits adjustments, adjustments for one time costs, 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 funds are projected to experience significant changes (10% or more) in ending fund balances or net assets in fiscal year 2005/06:

General Fund

The fiscal year 2005/06 adopted ending fund balance for the General Fund is $15.8 million, a net decrease of $4.0 million from the budgeted beginning fund balance. Major factors contributing to this decrease are discussed under the Budget Issues Tab (pages 4-10 thru 4-12).

Special Revenue Funds

The fiscal year 2005/06 adopted ending fund balance for all Special Revenue Funds is $27.3 million, a net decrease of $20.6 million from the budgeted beginning fund balance. Major factors contributing to this decrease include:

- $8.7 million reduction in the Transportation Special Revenue Fund Balance reflecting higher operating and maintenance, capital project and debt service costs
- $11.9 million net reduction in various other special revenue fund and grant fund balances reflecting increases or decreases in nearly 60 minor County funds due to restricted funds being spent on their specified services. These funds account for such diverse functions as Solid Waste Management, the County Free Library, Stadium District, Justice and Law Enforcement Grants, etc.

Capital Projects Fund

The fiscal year 2005/06 adopted ending fund balance for the Capital projects Fund is $2.5 million, a net decrease of $103.4 million from the budgeted beginning fund balance as existing bond and non-bond funds are expended in the implementation of the approved current year Capital Improvement Budget, as detailed in the County's proposed fiscal year 2005/06 to 2009/10 Capital Improvement Plan (*See the Summary Schedules* section - *Summary of Active Capital Improvement Projects*)

Debt Service Fund

The fiscal year 2005/06 adopted ending fund balance for the Debt Service Fund is $4.1 million, a net decrease of $6.8 million from the budgeted beginning fund balance. Major factors contributing to this decrease include:

- A $5,690,629 increase in overall debt service payments. This increase is the net of retired debt and anticipated full year of debt service costs related to bond sales made in fiscal year 2004/05
- A $0.1000 reduction in the secondary tax rate for General Obligation Bond Debt Service from the FY 2004/05 rate of $0.8150 to $0.7150 per $100 of net assessed value for FY 2005/06

Enterprise Funds

The fiscal year 2005/06 adopted ending net assets for all Enterprise Funds is $43.4 million, a net increase of $31.0 million over the budgeted beginning net assets. Major factors contributing to this increase include:

- $29.7 million increase in the Wastewater Management Enterprise Fund due to a combination of increases in sewer revenue and connection fees, establishment of an emergency reserve fund and additional bond funds. Fiscal year 2005/06 beginning net assets were severely reduced by several emergency repairs to the system such as a major sewer line break and its subsequent replacement.
- $757,000 increase in the net assets of the Development Services enterprise fund
- $364,000 increase in net assets of Pima County's Medical Services Enterprise Fund
- $147,000 increase in the net assets of the Parking Garages Enterprise Fund

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 2003/2004 - 2005/2006

FUNCTIONAL AREA/SUPER DEPARTMENT	ADOPTED 2003/2004	REVISED 2004/2005	ADOPTED 2005/2006	CHANGE 04/05 to 05/06
COUNTY ADMINISTRATION				
ASSESSOR	152.3	152.0	161.0	9.0
BOARD OF SUPERVISORS	24.1	22.9	23.2	0.3
CLERK OF THE BOARD	19.0	19.0	19.0	0.0
COMMUNICATIONS	9.0	10.0	11.0	1.0
COUNTY ADMINISTRATOR	40.8	37.2	16.2	(21.0)
ELECTIONS	12.0	12.0	15.5	3.5
FINANCE	77.1	82.7	95.8	13.1
FORENSIC SCIENCE CENTER	24.0	24.0	25.0	1.0
HUMAN RESOURCES	43.0	44.0	42.5	(1.5)
INFORMATION TECHNOLOGY	69.5	69.5	100.5	31.0
NON DEPARTMENTAL	0.0	0.0	0.0	0.0
PROCUREMENT	28.0	30.0	30.0	0.0
RECORDER	41.0	64.0	57.0	(7.0)
RISK MANAGEMENT	19.0	19.0	18.0	(1.0)
TREASURER	44.0	44.0	41.0	(3.0)
TOTAL COUNTY ADMINISTRATION	**602.8**	**630.3**	**655.7**	**25.4**
COMMUNITY & ECONOMIC DEVELOPMENT				
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	0.0	6.4	8.0	1.6
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	25.6	18.3	22.1	3.8
COMMUNITY RESOURCES	109.5	84.0	76.6	(7.4)
COMMUNITY SVCS, EMPLOYMENT & TRAINING	185.5	144.5	105.6	(38.9)
COUNTY FREE LIBRARY	1.0	1.0	1.0	0.0
ECONOMIC DEVELOPMENT & TOURISM	0.0	2.0	2.0	0.0
SCHOOL SUPERINTENDENT	15.6	15.5	15.9	0.4
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**337.2**	**271.7**	**231.2**	**(40.5)**
JUSTICE & LAW ENFORCEMENT				
CLERK OF SUPERIOR COURT	232.2	228.0	219.5	(8.5)
CONSTABLES	9.6	11.2	12.7	1.5
COUNTY ATTORNEY	393.2	395.2	404.2	9.0
INDIGENT DEFENSE	162.6	156.6	177.5	20.9
JUSTICE COURT AJO	8.8	8.8	9.8	1.0
JUSTICE COURT GREEN VALLEY	8.5	8.5	8.5	0.0
JUSTICE COURTS TUCSON	96.5	97.3	107.0	9.7
JUVENILE COURT	558.4	560.1	565.3	5.2
OFFICE OF COURT APPOINTED COUNSEL	0.0	0.0	10.0	10.0
PUBLIC FIDUCIARY	33.4	33.5	35.3	1.8
SHERIFF	1,184.7	1,300.0	1,328.7	28.7
SUPERIOR COURT	637.1	630.6	647.2	16.6
TOTAL JUSTICE & LAW ENFORCEMENT	**3,325.0**	**3,429.8**	**3,525.7**	**95.9**

ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2003/2004 - 2005/2006

FUNCTIONAL AREA/SUPER DEPARTMENT	ADOPTED 2003/2004	REVISED 2004/2005	ADOPTED 2005/2006	CHANGE 04/05 to 05/06
MEDICAL SERVICES				
INSTITUTIONAL HEALTH	12.0	13.0	18.0	5.0
KINO COMMUNITY HOSPITAL	774.1	0.0	0.0	0.0
PIMA HEALTH SYSTEM & SERVICES	916.0	894.0	939.9	45.9
PUBLIC HEALTH	352.5	354.8	358.3	3.5
TOTAL MEDICAL SERVICES	**2,054.6**	**1,261.8**	**1,316.2**	**54.4**
PUBLIC WORKS				
CAPITAL PROJECTS	7.0	7.0	7.3	0.3
DEVELOPMENT SERVICES	158.5	161.5	170.0	8.5
ENVIRONMENTAL QUALITY	65.0	60.6	53.9	(6.7)
FACILITIES MANAGEMENT	116.0	142.9	157.7	14.8
FLEET SERVICES	55.5	56.0	59.5	3.5
GRAPHIC SERVICES	24.0	25.0	20.5	(4.5)
NATURAL RESOURCES, PARKS & RECREATION	213.7	227.5	246.9	19.4
PUBLIC WORKS ADMINISTRATION	30.7	32.7	32.5	(0.2)
REGIONAL FLOOD CONTROL DISTRICT	0.0	54.0	60.8	6.8
SOLID WASTE MANAGEMENT	52.5	48.8	52.5	3.7
TRANSPORTATION	447.1	422.2	417.5	(4.7)
WASTEWATER MANAGEMENT	558.5	506.5	531.8	25.3
TOTAL PUBLIC WORKS	**1,728.5**	**1,744.7**	**1,810.9**	**66.2**
TOTAL ALL FUNCTIONAL AREAS	**8,048.1**	**7,338.3**	**7,539.7**	**201.4**

Major net changes in Full Time Equivalent (FTE) positions from fiscal year 2004/05 to 2005/06 are generally explained below:

FTEs in County Administration increased by 25.4 or 4%. Major factors contributing to this net increase include:

- 31.0 FTE increase in Information Technology representing information technology related positions transferred from other County departments
- 13.1 FTE increase in the Finance department primarily consisting of positions transferred from the County Administrator
- 9.0 FTE increase in the Assessor due to growth in the property base
- 3.5 FTE increase in the Elections department due to new election laws and regulations
- 3.0 FTE decrease in the Treasurer resulting from the streamlining of operations
- 7.0 FTE decrease in the Recorder due to a reduction in voter registration workers
- 21.0 FTE decrease in the County Administrator as a result of transferring the Office of Revenue & Collections to the Finance department as well as moving staff in the Office of Court Appointed Council to its own new department

FTEs in Community & Economic Development decreased by 40.5 or 15% Major factors contributing to this net increase include:

- 3.8 FTE increase in the Community Development & Neighborhood Conservation department due to increased hours for existing positions and new supplemental funded positions
- 7.4 FTE net decrease in the Community Resources department primarily due to decreases in funded hours within the department and Pima Vocational High School partially offset by additional positions in the Vocational/Remedial Education Program
- 38.9 FTE decrease in Community Services, Employment & Training primarily due to reductions in grant funding

FTEs in Justice & Law Enforcement increased by 95.9 or 3%. Major factors contributing to this net increase include:

- 20.9 FTE increase in Indigent Defense due to additional Public Defender felony case attorney and staff positions and increases in hours funded in existing positions
- 19.7 FTE increase in Sheriff General Fund positions for the new 500 bed jail
- 16.8 FTE net increase in various Justice and Law enforcement special revenue fund and grant departments
- 11.0 FTE net increase in the Superior Court General Fund positions as a result of the establishment of two new divisions of the Superior Court, the transfer of Human Resources and Training positions from the Juvenile Court partially offset by decreases in hours funded for existing positions
- 10.0 FTE increase in the newly created Office of Court Appointed Counsel (OCAC) consisting of existing positions transferred in from other County departments
- 9.7 FTE increase in Justice Courts Tucson from supplemental package funding for case processing staff, new management structure and a 2XIA clerk
- 8.0 FTE increase in the County Attorney General Fund positions for the Civil Litigation Division and 1.0 FTE for a victim witness advocate position
- 1.5 FTE increase for new constables, which became effective in January 2005
- 5.5 FTE net decrease in Clerk of the Superior Court General Fund positions primarily due to positions left vacant to fund FY 2004/05 salary adjustments partially offset by additional positions to support two new divisions of the Superior Court

FTEs in Medical Services increased by 54.4 or 4%. Major factors contributing to this net increase include:

- 45.9 FTE increase in Pima Health System and Services due to the transfer of former Kino Hospital employees, creation of new positions, and adjustments to existing positions
- 5.0 FTE increase in Institutional Health due to the transfer of former Kino Hospital employees and a position from County Administration
- 3.5 FTE net increase in Public Health due to the addition of new Animal Care Center positions, adjustments to existing positions partially offset by a reduction in grant funded positions to reflect decreased grant funding

FTEs in Public Works increased by 66.2 or 4%. Major factors contributing to this net increase include:

- 25.3 FTE net increase in Wastewater Management resulting from a return to normal staffing levels after temporary reductions in fiscal year 2004/05 due to cash flow problems caused by the Speedway sinkhole, supplemental package funding for capacity expansion, enhanced maintenance and rehabilitation activities and other adjustments partially offset by the transfer of Information Technology related positions to the Information Technology department
- 19.4 FTE increase in Natural Resources, Parks & Recreation primarily representing positions needed to maintain new parks facilities coming on line in fiscal year 2005/06
- 14.8 FTE increase in Facilities Management due to the transfer of former Kino Hospital employees, supplemental package funding for staffing increases in the Design and Planning programs, etc.
- 6.7 net FTE increase in various other Public Works departments to meet increased service demands in these areas

Note: Slight variances between Program and Department FTEs are due to the rounding of hours per FTE.

PIMA COUNTY CAPITAL IMPROVEMENT PROGRAM SUMMARY

Introduction

Pima County's Fiscal Year 2005/06 Adopted Budget for its Capital Improvement Program (CIP) consists of nine categories: Facilities Management; Transportation; the Regional Flood Control District; Natural Resources, Parks & Recreation; Open Space; Cultural Resources; Neighborhood/Housing Conservation; Solid Waste Management; and Wastewater Management.

Distinct from the Capital Improvement Program (CIP), Pima County's Capital Projects Fund includes the approved projects for all categories except Wastewater Management. Because Wastewater Management is an Enterprise Fund, its projects are accounted for within the Wastewater Management operating fund, and expenditures are capitalized according to generally accepted accounting principles. Wastewater Management 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 2005/06, summary data for projects that fall into the adopted Capital Projects Fund for fiscal year 2005/06, and summary operations and maintenance (O&M) data for fiscal year 2005/06.

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). 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 and 2004 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.

Transportation is the largest component of the budget for CIP in terms of expenditures. Facilities Management – which manages projects related to County facilities as well as capital improvements for the Sheriff's Department, the Superior Court, Medical Services, and Community and Economic Development – has the next largest CIP expenditure authorization; currently one large project, Kino Public Health Center, accounts for nearly half of the currently budgeted expenditures. Regional Flood Control District has third largest and Natural Resources Parks and Recreation and has the fourth largest expenditures component.

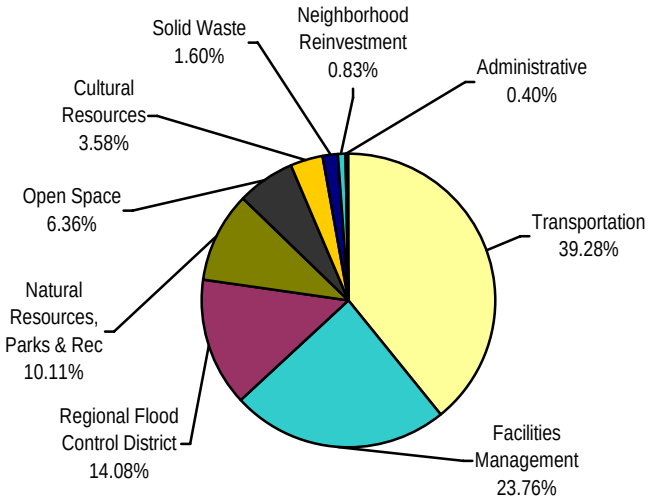
The Regional Flood Control District has a number of projects being developed in cooperation with the Corps of Engineers, which typically funds from two-thirds to three-quarters of project costs. The magnitude of the public improvements associated with the Regional Flood Control District's portion of 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.

Taken together, the remaining categories of CIP comprise a small percentage of the County's overall budgeted CIP. Cultural Resources projects provide for acquisition and rehabilitation of historic structures and mitigation of archaeological resources. The Neighborhood/Housing Conservation Program funds infrastructure investments in high stress neighborhoods throughout the community. Solid Waste programs consist of environmental remediation projects and infrastructure expansion.

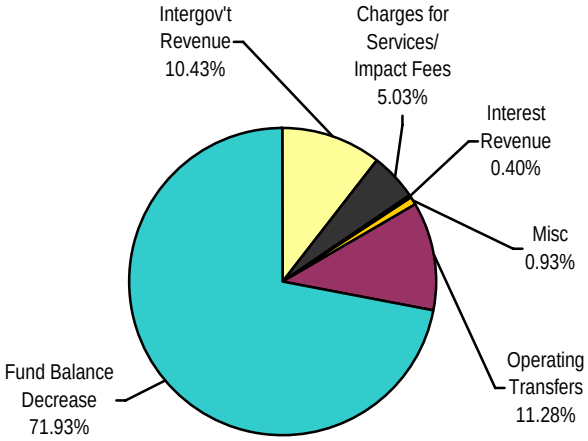
The following charts provide summary information for Pima County's fiscal year 2005/06 adopted expenditures, revenues, and other funding sources for all Capital Projects Fund projects.

Pima County FY 2005/06 Capital Projects Fund[1]

Expenses by Category



Sources of Funding



Expenses by Category	
Transportation	$56,480,917
Facilities Management	34,159,949
Regional Flood Control District	20,249,835
Natural Resources, Parks & Recreation	14,542,719
Open Space	9,138,000
Cultural Resources	5,143,722
Solid Waste Management	2,296,000
Neighborhood Reinvestment	1,187,667
Administrative Costs	578,141
TOTAL	**$143,776,950**

Sources of Funding	
Intergovernmental Revenue	$14,997,572
Charges for Services/Impact Fees	7,235,700
Interest Revenue	581,423
Miscellaneous Revenue	1,334,255
Other Funding: Operating Transfers	16,220,596
Other Funding: Fund Balance Decrease	103,407,404
TOTAL	**$143,776,950**

[1] Capital Projects Fund only; does not include Wastewater Management projects. Refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects* for a complete list of all projects, including Wastewater Management projects and related expenses.

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, projects like the Sheriff Department Maximum Security Detention Facility (scheduled for completion in fiscal year 2005/06) will require significant additional operations and maintenance (O&M) expenditures: increased personal services expenditures for additional corrections officers and other staff, additional supplies and services expenditures for utilities, general maintenance, supplies, and the like.

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 base 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 2005/06 operating budget may be found in the final section of this report.

Capital Projects by Category: Summary

Facilities Management

Facilities Management, which manages projects related to County facilities as well as capital improvements for the Sheriff Department, the Superior Court, Medical Services, and Community and Economic Development, has twenty-six active projects in fiscal year 2005/06. Six of the twenty-six projects were approved by voters in the May 20,1997 bond elections; sixteen were approved in the May 18, 2004 bond election. These twenty-two projects account for 99 percent of expenditures. Two of the 1997 bond projects are substantial: $15.5 million for construction of a building for the Kino Public Health Center, and $4.1 million for planning and land acquisition for the Justice Court/Municipal Court Complex.

Eighteen of the twenty-six Facilities Management projects active in fiscal year 2005/06 will be under construction during the course of this fiscal year; construction expenditures are projected to be $26.7 million or seventy-eight percent of the total Facilities Management CIP. The remaining projects are in pre-construction phases, and the expenditures for those projects are earmarked for planning and design, land acquisition, and miscellaneous startup requirements.

Transportation

The fiscal year 2005/06 CIP associated with Transportation consists of thirty-two active projects with total expenditures of $56.5 million. Twenty-one of these projects are part of the bond package approved by voters in the 1997 special elections. Of the projects approved in the 1997 special elections, eighteen address capacity improvements to major, critical roadway segments throughout Pima County's metropolitan areas.

Twenty-five Transportation projects are projected to be under construction during the course of fiscal year 2005/06. Construction expenditures are estimated at 77 percent, or approximately $43.5 million, of Transportation's portion of CIP for fiscal year 2005/06. The remaining expenditures will be for planning and design, land acquisition, and miscellaneous other expenditures. Major projects include the completion of Veteran's Memorial Overpass and Valencia Road, Mission Road to Interstate-19; and the continuation of River Road, Campbell Avenue to Alvernon Way; Craycroft Road, River Road to Sunrise; Cortaro Farms Road, Southern Pacific Railroad Crossing to Thornydale Road; and Alvernon Way, Ft. Lowell to River Road.

Regional Flood Control District

The Regional Flood Control District has more than thirty active CIP projects in fiscal year 2005/06, with total estimated expenditures of $20.3 million. Five of the projects are part of the bond package approved by voters in the 1997 special elections and ten projects are part of the bond package approved by voters in 2004. The Regional Flood Control District will partner with the Army Corps of Engineers on seven projects in fiscal year 2005/06, with the Corps of Engineers contributing an additional $9.1 million to those projects.

Sixty-five percent, or $13.1 million of fiscal year 2005/06 expenditures, is estimated for construction expenditures; the remaining Flood Control-related expenditures are for planning and design, land acquisition, and miscellaneous expenditures. Major projects include Earp Wash Detention Basin, Urban Drainage, and Arroyo Chico Detention Basin.

Natural Resources, Parks & Recreation

There are twenty-five CIP projects, with total projected expenditures of $14.5 million, scheduled for activity in fiscal year 2005/06 for Natural Resources, Parks & Recreation. All of these 25 projects are part of the bond packages approved by voters, 12 in the 1997 special elections and 13 in the 2004 special election.

Fifteen of the twenty-five Natural Resources, Parks & Recreation projects are scheduled to be under construction during the course of fiscal year 2005/06. The estimated construction expenditures of $9.3 million represent sixty-four percent of total expenditures for the year; the balance of expenditures are planning and design, land acquisition, and startup expenditures. Major projects from the 1997 bond election include continuing work on the Quincie Douglas Park Pool and Columbus Park. Major projects from the 2004 bond election include Flowing Wells Community Center and Brandi Fenton Memorial Park.

Open Space

There are six open space acquisition projects, with total projected expenditures of $9.1 million, scheduled for fiscal year 2005/06 for Open Space. All of the projects are part of the $173.4 million approved in the 2004 bond election, with the largest budgeted acquisitions for Canoa Ranch Parcels and the Avra Valley Project Area.

Cultural Resources

There are twelve CIP projects, with total expenditures of $5.1 million, scheduled for activity in fiscal year 2005/06. Cultural Resources is a program that stresses equally the acquisition and rehabilitation of historic structures and provides for mitigation of archaeological resources. Voters approved the twelve projects in the bond elections; two were approved in the1997 special elections, ten were approved in the 2004 election. The largest project is the Fort Lowell Acquisition and San Pedro Chapel, which was part of the 2004 election.

Five of the twelve Cultural Resources projects will be under construction during fiscal year 2005/06. The estimated construction expenditures of $2.5 million are approximately fifty percent of the projected Cultural Resources activity. The remaining expenditures will be for land acquisition, planning and design, and miscellaneous other expenditures.

Neighborhood/Housing Conservation

The Neighborhood/Housing Conservation category for fiscal year 2005/06 consists of small, bond-funded individual projects grouped under one master bond and project number. All of the projects will be under construction during the course of the year; the projected expenditures total is $1.2 million.

Solid Waste Management

The fiscal year 2005/06 CIP budget for Solid Waste Management consists of four projects, three of which were approved by voters at the May 20, 1997 special election. One was approved in the 2004 election. Projected expenditures for the projects are $2.3 million. One of the projects, Sahuarita Landfill Expansion, will be under construction during fiscal year 2005/06. The estimated construction expenditures of $1.7 million are approximately seventy-four percent of the projected total Solid Waste activity.

Wastewater Management

The fiscal year 2005/06 adopted CIP budget for Wastewater Management consists of thirty projects with total expenditures of $21.8 million. Major projects for fiscal year 2005/06 include the Federal Prison Sewer System, Marana Wastewater Treatment Plant Expansion, and Santa Cruz Interceptor, Prince to Franklin. Other projects include work on other wastewater reclamation facilities and delivery systems throughout Pima County.

Complete Capital Project List FY 2005/06

For a comprehensive list of the active and new projects comprising Pima County's fiscal year 2005/06 CIP budget refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects.*

Impact of Completed Capital Projects on Operations and Maintenance and Revenue: Fiscal Year 2005/06

During the budget cycle for fiscal year 2005/06, data concerning projected O&M expenditures was collected from departments. For Enterprise and Special Revenue funds, the departments added the incremental O&M expenditure and revenue amounts to their base 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 table summarizes the adopted expenditures and revenues associated with Capital Projects scheduled for completion in fiscal year 2005/06.

FY 2005/06 Operations and Maintenance Expenditures and Revenue by Category

	Number of Projects Scheduled for Completion FY 2005/06	Total O&M Expenditures Associated with Completed Projects	Revenue Associated with Completed Projects
Facilities Management	13	$992,834	$0
Transportation	8	46,412	0
Regional Flood Control District	11	39,000	0
Natural Resources, Parks & Recreation	5	848,817	5,500
Open Space	2	145,164	0
Solid Waste Management	1	484,725	647,000
Cultural Resources	2	20,780	0
Neighborhood/Housing Conservation	0	0	0
	39	$2,577,732	$702,500

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FINANCIAL POLICIES

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

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.

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.

Diversify the County's Revenue Sources

Property Taxes

The fiscal year 2005/06 Adopted Budget relies on no change in the property tax rate for General Government, a $0.1000 decrease in the Debt Service tax rate, a $0.0451 increase in the Library District tax rate, and a $0.0200 increase in the Flood Control District tax rate. The total property tax rate for Pima County decreases from $5.4967 to $5.4611 per $100 of assessed valuation. (This includes $0.0420 of the Fire District Assistance tax rate, set by state formula.)

For fiscal year 2004/05, Pima County had the highest combined property tax rate of any county in Arizona at $5.4967 per $100 of assessed value and the third highest primary tax rate at $4.0720. The County's base of taxable property is relatively weak, consisting of $6,035 of assessed value per person, whereas nine other counties, including Maricopa County, have a stronger tax base relative to their population. Despite having the highest combined property tax rate, the weaker tax base means Pima County annually collects relatively less local taxes per person.

General Government Revenues other than Property Taxes

Excluding revenues related to primary property taxes, projected fiscal year 2005/06 general government revenue from all other sources is $137.3 million, an increase of $12.6 million over the fiscal year 2004/05 adopted budget. State shared sales taxes are expected to increase by $6.7 million. The adopted budget assumes that the $3.8 million in State funding for Proposition 204 hold-harmless will be received. Other increases in revenue include $1.5 million in contributions from enterprise funds, a $642 thousand increase in Vehicle License Tax revenue, $249 thousand in Federal payments in lieu of taxes, and $94 thousand more from the County Hotel / Motel Tax. General Government Fees are budgeted to be $54 thousand higher than last fiscal year's adopted budget. The Business License budget has been increased $48 thousand and the Alcoholic Beverage Tax budget has been increased $9 thousand. Revenue from interest has been budgeted to be $411 thousand less than last year's budget, and the Miscellaneous Revenue budget is $44 thousand less that the fiscal year 2004/05 budget.

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*.

Local Sales Tax

Several times over the course of the fiscal year 1999/2000 budget planning process, the Board of Supervisors discussed and voted on whether to adopt a half cent general excise tax (sales tax). As permitted by Arizona Revised Statutes, a unanimous vote of the Board would have enacted such a tax. However, a unanimous vote was not forthcoming, despite the County Administrator's strong recommendation that a sales tax be approved. During subsequent fiscal year budget planning processes, there was little such discussion, although the County Administrator remains firm in his belief that a sales tax should be enacted, in order to provide property tax relief, as well as to address the pressing needs of the County.

Unlike property taxes, it is estimated that between 13 and 20 percent of an excise tax in Pima County would be paid by nonresidents of the County. The estimated fiscal year 2004/05 half-cent sales tax revenues of $61.6 million would have been the equivalent of a primary property levy of $1.18 per $100 of assessed value.

State Shared Income Taxes

In the tax equity battle that occurred with the state legislature in the 1990's, 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. 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 Pima County were an incorporated municipality, it would be the fourth largest city in the state. The County's share of income tax would be equivalent to more than $30 million each year. If these revenues were received, they could be used to further reduce the primary property tax by $0.54 per $100 of assessed value.

Stabilize the Property Tax Rates

Table 1 underscores the Board of Supervisor's commitment to stabilize tax rates. The total rate for fiscal year 2002/03 decreased by slightly more than 1 percent from the previous fiscal year, remained constant through fiscal year 2004/05 (except for the Fire District Assistance Tax, set by State formula), and decreased by 0.7 percent in fiscal year 2005/06.

Table 1

Comparison of Property Tax Rates

	FY 2002/03 Tax Rates	FY 2003/04 Tax Rates	FY 2004/05 Tax Rates	FY 2005/06 Tax Rates
Pima County Primary (General Gov't)	$4.0720	$4.0720	$4.0720	$4.0720
Debt Service	0.8150	0.8150	0.8150	0.7150
Library District	0.2124	0.2124	0.2124	0.2575
Flood Control District	0.3546	0.3546	0.3546	0.3746
Fire District Assistance Tax	0.0458	0.0441	0.0427	0.0420
Total	$5.4998	$5.4981	$5.4967	$5.4611

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

The former Office of Revenue, Collections and Audit had been reported within the County Administrator's department to provide audit, reporting and collection functions to increase County revenues through improved efficiency and collections. During fiscal year 2004/05, this activity was moved to the Finance Department and combined with the Cash Management section to create the Financial Management and Audit Division. The Financial Management and Audit Division reviews and analyzes the County's cash position, coordinates and monitors County collection activities, and conducts routine cash handling, performance, management, and contract audits pertaining to all County departments and Elected Officials' Offices.

Maintain an Adequate Ending General Fund Balance

Over the past five years, the unreserved ending General Fund balance ranged from an actual high of $31 million for fiscal year 2002/03 to an actual low of $19.7 million for fiscal year 2000/01. The Board of Supervisors has adopted an unreserved ending General Fund Balance of $15.8 million for fiscal year 2005/06, which is 3.8 percent of budgeted operating revenues, below the Government Finance Officers Association (GFOA) recommendation that "no less than five to 15 percent of regular general fund operating revenues be maintained as unreserved fund balance". However, over the past six years, actual unreserved ending fund balance typically has been significantly higher than the amount that had been budgeted, as seen in Table 2 below. If this trend continues, Pima County can again expect to see an actual unreserved ending fund balance that falls within the GFOA guidelines.

Table 2

General Fund Unreserved Ending Fund Balance

	Budgeted	Actual		% of Revenue
Fiscal Year 1999/00	$ 2,000,000	$23,221,039		8.4
Fiscal Year 2000/01	$ 6,780,498	$19,653,279		6.6
Fiscal Year 2001/02	$11,500,000	$28,655,034		9.0
Fiscal Year 2002/03	$13,600,000	$30,999,355		9.4
Fiscal Year 2003/04	$13,400,000	$24,953,866		6.9
Fiscal Year 2004/05	$13,000,000	$19,809,123	*	5.2
Fiscal Year 2005/06	$15,800,000			3.8

***** projected

Close monitoring of expenditures, and strong intergovernmental revenues (e.g., state shared sales tax, vehicle license tax, etc.) have accounted for the favorable variances from budget. Continuing cost shifts from the State, as it faced its own fiscal crisis, led to a drop in the unreserved ending fund balances since fiscal year 2003/04.

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 which cannot be covered by accounts receivable for those funds. In recent years, the largest of the County's long-term deficits was attributable to components of the Health Care System. At the beginning of fiscal year 1999/2000, funds within the Health Care System that had accumulated cash deficits were Kino Community Hospital, Posada del Sol, Pima Home Health, and Pima Health System Community Services. The total amount to be repaid was $49.2 million.

Principally as the result of a 10 percent increase in the General Government tax rate in fiscal year 1999/2000, all of the $49.2 million was repaid as of the end of fiscal year 2000/01.

Recognizing that the Health Care System would continue to face financial challenges, the Board of Supervisors approved $12.3 million of General Fund operating transfers in fiscal year 2001/02, $15.1 million in operating transfers in fiscal year 2002/03, and $31 million in operating transfers in fiscal year 2003/04 to cover any short term operating deficits of the Health Care System. In fiscal year 2003/04, the Board of Supervisors began the process of leasing and turning over the operation of Kino Community Hospital to University Physicians, Inc. (UPI) in order to stem operating deficits. See page 6-11 of this section for a schedule of payments to UPI to cover the cost of this transition over the next ten years.

The Fiscal Year 2001/02 Adopted Budget included General Fund operating transfers of $1,173,577 to retire the deficits of the Recycling and Solid Waste Funds. Landfill tipping fees and operations have been restructured to head off any future deficits.

The Stadium District accumulated a cash deficit of approximately $6 million as of June 30, 2003. In fiscal year 2003/04, $2.97 million was transferred from the General Fund to cut this deficit in half. In fiscal year 2004/05 an operating transfer from the General Fund addressed the remainder of the accumulated cash deficit.

The Graphic Services Internal Service Fund is projected to have an accumulated cash deficit of $683,123 at the end of fiscal year 2004/05. This will be paid in fiscal year 2005/06 by a budgeted operating transfer from the General Fund.

Provide Board of Supervisors General Contingency Funding

The Board of Supervisors unreserved Contingency Fund is funded at $1.0 million. This is a decrease of $2.5 million from the fiscal year 2003/04 amount, since there is a reduced need to mitigate possible future adverse state budget actions regarding Arizona counties. With the Board's continued judicious management of these funds, as well as the Budget Stabilization Fund discussed below, it is realistic to assume that the fiscal year 2004/05 ending General Fund balance will be substantially higher than the budgeted amount. For fiscal year 1999/2000, similar planned management was responsible for a large part of the increase in the General Fund ending fund balance from a budgeted amount of $2 million to an actual amount of $23.2 million; for the fiscal year 2000/01 ending fund balance increase of $12.9 million over the budgeted amount; for the fiscal year 2001/02 ending fund balance increase of $17.2 million over the budgeted amount; for the fiscal year 2002/03 ending fund balance increase of $17.4 million over the budgeted amount; and for the fiscal year 2003/04 ending fund balance of $11.5 million over the budgeted amount.

Provide a 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 actions or activities in order to offset possible future tax increases. Revenue sources include any new revenues derived from expense recoveries, such as federal or state reimbursements for criminal justice and law enforcement, the sale of surplus property, and fee increases by General Fund departments, where General Fund support is reduced or the fees are not for a specified purpose. Since the fund's inception, over $5.1 million in federal State Criminal Alien Assistance Program (SCAAP) revenue has been deposited to this fund, and over $800 thousand in federal Southwest Border Prosecution Initiative revenue has been deposited to the fund.

Provide a Budget Stabilization Fund

Prior to fiscal year 1999/2000, the only method of managing budget exceedences had been to reserve funding in the Board of Supervisors Contingency Fund for that purpose. In fiscal year 1999/2000 this process was further developed and institutionalized through the establishment of the Budget Stabilization Fund (in the General Fund). For fiscal year 2005/06, expenditure funding in the Budget Stabilization Fund amounts to $3,343,214. Funding is reserved for the items listed in the following table:

Table 3

Budget Stabilization Fund

Superior Court - restoration to competency	$1,715,266
Sheriff – new jail costs	500,000
Information Technology – various items	400,000
Economic Development – Global Pharmaceutical	375,000
Recorder – special elections	160,435
Justice Courts – Judicial Hearing Officer	133,633
Justice Court - Pro Tem Costs	58,880
Total Budget Stabilization Fund	$3,343,214

Promote Budget Accountability

With the fiscal year 1999/2000 budget, the Board of Supervisors adopted a 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 exceedence.

Follow a Programmatic Method of Budgeting

Prior to fiscal year 1998/99, departments within Pima County budgeted solely on a cost center/account line item basis. While this type of presentation provides valuable information, it does not identify the full cost or funding sources associated with programs.

Starting in fiscal year 1998/99, and continuing since then, the budget has been presented using a line item and programmatic method. The goal of this presentation is 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 2003/04, the estimated result for fiscal year 2004/05, and the planned result for fiscal year 2005/06. As this type of presentation evolves, the goal will be to have quality output and customer service performance measures added to departmental budget submissions.

Obtain Preapproval 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 is contained in the *Supplemental Information* section - *County Budget Policies.*

Conduct Periodic Base Budget Reviews

Board of Supervisors Policy No. D22.5, adopted on October 26, 1999, mandated that, beginning with fiscal year 2000/01, every department shall develop an annual budget using a zero base budget (ZBB) methodology at least once during each subsequent four-year period. Pursuant to the Board schedule, this fiscal year fourteen departments developed annual budgets using a zero base budget methodology. Other departments used the target base approach traditionally employed by the County.

Each department undergoing the zero base review is asked to budget on the basis of its current level of service without regard to its target base. Increased funding for new programs, mandates, or services is presented in supplemental requests. Departments are asked to conduct a thorough assessment of service demands; review, and if necessary, redefine program goals and objectives; and develop performance measures linked to the goals and objectives. Each line item request has to be fully justified and costs allocated to the appropriate service and activity.

The participating departments and Budget Division staff agree that the ZBB process is time consuming, but benefits derived from the process justify the time and personnel resources used. The ZBB process provides departments an opportunity to assess and justify department operations, identify services needed to meet goals and objectives, determine optimal levels of funding, accurately allocate revenue and expenditures to the appropriate programs, and prioritize services. All departments have completed the ZBB process at least once. In the future, departments will be encouraged to build upon their previous experience and improve on their efforts to achieve the objectives of the process, particularly in the areas of cost justification, performance measures, and operational efficiency.

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 2005/06 funding approved for supplemental requests includes a net fund impact of $7,913,434 for General Fund operating departments. (See *Summary Schedules* section - *Summary of Adopted Supplemental Packages.)*

Provide Adequate Employee Compensation

In his Fiscal Year 2005/06 Recommended Budget Memorandum to th**e** Board of Supervisors (see *Budget Issues* section*)*, the County Administrator states, "The County continues to struggle to remain competitive in attracting and retaining experienced, high quality personnel throughout our workforce. Approval of an employee compensation package for next year is necessary and appropriate."

With the adoption of the fiscal year 2005/06 budget, the Board of Supervisors approved a general salary adjustment of 2.5 percent effective the pay period beginning July 10, 2005. The Board also approved an additional 1.7 percent general salary adjustment to compensate employees for an equal percentage increase in employee contributions to the Arizona State Retirement System. In addition, Sheriff's corrections officers will receive a one step increase on their anniversary date. The following table summarizes the salary increases over the past seven years.

Table 4

Salary Increase Summary

Fiscal Year	Salary Increase
FY 1999/00	2.5% general adjustment effective Jan 2, 2000
	2 .5% anniversary with successful performance evaluation
FY 2000/01	2.5% anniversary with successful performance evaluation
FY 2001/02	2.5 % general adjustment effective Sep 9, 2001
	5.0% market adjustment on anniversary
	establish step plan for Sheriff
FY 2002/03	$0.8135 per hour or one time $500 general adjustment effective Dec 19, 2002
	1 step adjustment for Sheriff non command staff effective date in class
FY 2003/04	No general adjustment, anniversary increases, or step increases awarded
FY 2004/05	2.5% general adjustment effective Aug 8, 2004
	2.5% general adjustment effective Dec 26, 2004
	1 step adjustment for Sheriff non-command staff effective date in class
	new step plan for Sheriff's non-command staff, offering a market adjustment to bring officers in line with other local jurisdictions
FY 2005/06	2.5% general adjustment effective Jul 10, 2005
	1.7% general adjustment effective Jul 10, 2005 to compensate for increased retirement rate contribution for members of the Arizona State Retirement System
	1 step adjustment for Sheriff's corrections non-command staff effective date in class

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 nine 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. More recently, 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. Of the $582 million of 2004 authorization of general obligation bonds, $174.3 million are designated for open space acquisition use. Combining the 1997 and 2004

authorization provides total bond proceeds of $1.44 billion. As a result of these approvals, Pima County currently has $1.92 billion in active, funded capital improvement projects (including Wastewater Management). Of this amount, $1.51 billion covers bond related projects and $410 million covers non-bond related projects. The proposed Capital Improvement Plan (CIP) for fiscal years 2005/06 - 2009/10 identifies, among other items: active projects, funding sources, debt profiles, unfunded needs, and a schedule of bond sales. The CIP currently has 205 capital improvement projects and a total of $165.6 million budgeted for fiscal year 2005/06. Of this amount, $21.8 million is for projects funded by Wastewater Management, and $143.8 million was approved in the fiscal year 2005/06 Capital Projects Adopted Budget. In addition, $18.4 million is expected in matching funds with the primary source being $10.1 million from the Corps of Engineers for Flood Control projects. (For project-by-project details, see the *Summary Schedules* section – *Summary of Active Capital Improvement Projects*.)

The following table shows that, of the $712 million in the 1997 bond authorization, $501.4 million in bonds have been sold; and of the $732 million in the 2004 bond authorization, $102 million in bonds have been sold.

Table 5

1997 and 2004 Bond Authorizations

	1997 Authorization	Amount Sold	Amount Remaining
General Obligation Bonds	$257.0 m	$220.6 m	$ 36.4 m
Sewer Revenue Bonds	105.0 m	99.6 m	5.4 m
Transportation Bonds	350.0 m	181.2 m	168.8 m
Total Bonds	$712.0 m	$501.4 m	$210.6 m

	2004 Authorization	Amount Sold	Amount Remaining
General Obligation Bonds	$582.0 m	$102.0 m	$480.0 m
Sewer Revenue Bonds	150.0 m		150.0 m
Total Bonds	$732.0 m	$102.0 m	$630.0 m

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. Legal debt margin at June 30, 2004, is as follows (in thousands):

Net assessed valuation:		$5,221,271
Debt Limit (15% of net assessed valuation):		$ 783,191
Amount of debt applicable to debt limit:		
General obligation bonds outstanding	$ 232,105	
Less net assets in debt service fund available for payment of general obligation bond principal	(2,648)	(229,457)
Legal debt margin available		$ 553,734

- Flood Control District General Obligation Bonds

Flood Control general obligation debt may not exceed five percent of the value of the Flood Control District's taxable property as of the latest assessment. Legal debt margin at June 30, 2004, is as follows (in thousands):

Net assessed valuation:		$4,511,100
Debt Limit (5% of net assessed valuation):		$ 225,555
Amount of debt applicable to debt limit:		
Flood Control general obligation bonds outstanding	$3,805	
Less net assets in debt service fund available for payment of flood control bond principal	(26)	(3,779)
Legal debt margin available		$ 221,776

For fiscal year 2004/05, debt percentages were estimated to be 4.13 percent for general obligation bonds and .08 percent for Flood Control general obligation bonds. (For details see the *Supplemental Information* section – *Long Term Debt Service Schedules.*)

- 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. In fiscal year 2004/05, the County issued $51.2 million in Street and Highway Revenue Bonds and met the statutory requirement. Although no additional bonds are expected to be issued in fiscal year 2005/06, HURF revenues are budgeted at $54.5 million and $16.9 million in Street and Highway Revenue Bonds debt service is scheduled, providing approximately 3.2 times coverage.

The 1997 and 1999 state legislatures passed what is known as "HURF equity" legislation. This legislation changed the distribution formulas to account for, in part, unincorporated populations, netting Pima County a 28 percent increase in HURF receipts in fiscal year 1997/98, the first year the legislation took effect. Over the ten year period ending with fiscal year 2006/07, the HURF equity legislation is estimated to net an additional $144.6 million to Pima County. These additional dollars have been and will continue to be used first for debt service on transportation revenue bonds, with the remainder used for other transportation related expenses.

- Sewer Revenue Bonds

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

Matching of Bond Proceeds

Over the years, the County has been very successful in matching bond proceeds with other funding sources. For example, the $712 million 1997 bond authorization is expected to be leveraged with $788 million in other funding sources, such as federal and state aid, private contributions from home owners associations and developers, Flood Control District tax revenues, HURF revenues, roadway impact fees, lease purchase payments, and sewer connection fees. When completed, the 1997 Bond Program will result in a $1.5 billion investment in the community. Furthermore, the 2004 bond authorization is expected to leverage between $116 million to over $213 million in other funding sources such as those mentioned immediately above, for an additional total potential community investment of $945 million.

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 *Budget Overview* section - *Pima County Capital Improvement Program.*

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, and debt service for transportation revenue bonds at or below the increment received as a result of passage of "HURF equity" legislation. In general, annual increases in Wastewater Management user fees of 8 percent or less and annual increases in connection fees of 12 percent or less are the goals.

- General Obligation Bonds

For fiscal year 2005/06, the secondary tax rate was reduced by $0.1000 from the fiscal year 2004/05 rate to $0.7150 per $100 of assessed valuation.

- Sewer Revenue Bonds

In fiscal year 1997/98, sewer user and connection fees increased 4.3 percent and 12 percent respectively. No fee increases occurred in fiscal year 1998/99. User fees and connection fees increased by 5.3 percent and 11 percent respectively in fiscal year 1999/2000, by 5 percent and 11 percent in fiscal year 2000/01, by 3.8 percent and 12 percent in fiscal year 2001/02, and by 5 percent and 12 percent in fiscal year 2002/03. The Board also approved two additional 12 percent rate increases in Connection Fees (Participating Rates) to be effective on June 1, 2003, and on September 1, 2003. User fees and connection fees increased by 4 percent and 6 percent respectively in fiscal year 2004/05 and by 8 percent and 10 percent in fiscal year 2005/06.

Table 6

Increases in Sewer User and Connection Fees

Fiscal Year	User Fees	Connection Fees
1997/98	4.3%	12.0%
1998/99	0.0%	0.0%
1999/00	5.3%	11.0%
2000/01	5.0%	11.0%
2001/02	3.8%	12.0%
2002/03 (effective 7/1/2002)	5.0%	0.0%
2002/03 (effective 4/1/2003)	0.0%	12.0%
2002/03 (effective 6/1/2003)	0.0%	12.0%
2003/04	0.0%	12.0%
2004/05	4.0%	6.0%
2005/06	8.0%	10.0%

Implement Health Care System Reforms, Contributing to Financial Stability

Kino Community Hospital

On February 3, 2004 the Board of Supervisors voted to approve a services agreement with University Physicians, Inc. (UPI) to operate Kino Community Hospital (Kino) effective that date, and the agreement continued through June 15, 2004. On June 16, 2004 Kino ceased to be a Pima County budgeting/accounting entity per se, as UPI entered into 25-year lease agreement to manage and operate the hospital. This ended Pima County's operation of Kino after a 27-year run and, it is believed, will lead eventually to the provision of a full range of medical services at Kino without the need for General Fund support.

Over the next 10 years, however, Pima County will continue to provide General Fund support to UPI/Kino according to the schedule in Table 7.

Table 7

General Fund Support to UPI/Kino

Year 1	$25,833,333
Year 2	$19,791,667
Year 3	$14,791,667
Year 4 through 7	$10,000,000
Year 8	$ 9,958,333
Year 9	$ 8,958,333
Year 10	$ 7,666,667

Institutional Health

As a result of voter-approved Proposition 204 in 2001, Pima County transitioned its Medical Assistance Department, which had processed eligibility applications for public health programs, into the Department of Institutional Health. This new department continued funding the County's mandated contributions to State health programs, but also assumed oversight of the County's correctional health care responsibility. The creation of Institutional Health also helped meet the County's need to develop a centralized pool of expertise to serve as the administrative oversight structure for the Pima County Integrated Health Care System (PCIHS). Included under PCIHS is a diverse set of payer and provider operations including: the Public Health Department, Pima Health System & Services (Pima County's acute care and long term care plans), provision of health care at the adult and juvenile detention centers, Posada del Sol Nursing Home, provision of mandated behavioral health services, and lease oversight of University Physicians Healthcare Hospital at Kino Campus, formerly Kino Community Hospital.

The four main functions of the Department of Institutional Health include:

- Administration and funding of the County's mandated contributions toward State health care programs, such as contributions to the Arizona Health Care Cost Containment System (AHCCCS), the Arizona Long Term Care System (ALTCS), and the Arizona Department of Health Services.
- Oversight and funding of local health care mandates, such as provision of Title 36 behavioral health services, and correctional health care at the County's adult and juvenile detention centers.
- Technical assistance/consultation for County administration regarding PCIHS functions and activities, including development and maintenance of a library to serve as "institutional memory" on health care issues.
- Coordination of corporate compliance activities within the PCIHS.

Conduct Studies of Criminal Justice System Elements, Leading to Financial Stability

Since the summer of 2000, private contractors have conducted three major studies of various elements of the Pima County Criminal Justice System. These studies were performed in order to provide the Board of Supervisors with the information necessary to make critical funding decisions regarding the disparate organizations that comprise this system.

Harvey M. Rose Accountancy Corporation

Shortly after the adoption of the fiscal year 2000/01 budget, Pima County issued a request for proposals from consultants to conduct performance/operations audits of the departments comprising the criminal justice system. Departments selected to undergo the audit were the Superior Court, Juvenile Court, Ajo Justice Court, Green Valley Justice Court, Justice Courts Tucson, Indigent Defense, County Attorney, and Sheriff. The Harvey M. Rose Accountancy Corporation was selected to perform the audit and presented its report to the Board of Supervisors on May 8, 2001.

The Board of Supervisors directed that the audit project include the following goals:

- Determine General Fund cost impacts resulting from criminal justice system operations.
- Identify revenue enhancement opportunities, such as increased opportunities for federal reimbursement, due to the County's "border county" status.
- Identify cost recovery opportunities, with special emphasis on increasing revenues in the Justice Courts and recovering costs from the city of Tucson Municipal Courts, where possible.

- Develop recommendations for achieving program and service delivery economies, cost efficiencies, and operational improvements.
- Determine the cost effectiveness of drug court and the reduction of time (convicted, but not yet sentenced inmates) spent in the County jail, pending transfer to the State Department of Corrections.
- Assess existing management controls and develop recommendations for improvements, with emphasis on the number of conflict cases in the Public Defender and Legal Defender offices, and the use of the 1984 "Joe U. Smith" case load standards by the Public Defender and Legal Defender offices to withdraw from representation and hire a contract attorney as a replacement.
- Assess criminal justice system department performance and compliance with laws and/or regulations set by management, applicable technical standards or norms, expert opinions, prior year performance by similar entities, and other measurements.
- Identify the costs and resulting benefits from a 10 percent criminal trial rate.

The final Management Audit report contained 22 findings and more than 100 recommendations, addressing such diverse issues as reducing criminal case processing delays, improving security and public access to the courts, obtaining jail staffing efficiencies, managing the Juvenile Detention Center population, consolidating crime laboratory services, and increasing revenue collection effectiveness. Harvey M. Rose estimated that ".... the proper implementation of (the) recommendations would result in the County realizing at least $1.7 million in net savings including reduced costs and increased revenues." Staff from the County Administrator's office has been assigned to review and follow up on the recommendations contained in the audit report.

In the area of Indigent Defense, the Rose audit noted that the lack of formalized standards in the Public Defender and Legal Defender offices limited external oversight of the offices' productivity and that weights needed to be developed for each case type to elaborate on the numerical standards referred to in the case of "Joe U. Smith".

Among the recommendations of the Rose audit that have been implemented are the following:

- The Superior Court, through Administrative Order 2000-51, addressed the issues of continuances, trial dates, changes of plea and conflict withdrawals in an effort to improve its criminal case flow management system and achieve an earlier disposition of cases;
- Probation Services and the Early Intervention and Prevention divisions were consolidated into one division;
- The human resources departments in the Superior Court and Adult Probation were consolidated;
- All court related debt collection services were centralized under the Clerk of the Superior Court;
- A new risk assessment tool was implemented at the Juvenile Detention Center;
- Pima County successfully lobbied for the passage of legislation that permits the Juvenile Court to assess the costs of detention in a county juvenile detention facility against parents or guardians based on their ability to pay.

<u>American Prosecutor Research Institute</u>

In an effort to provide better criminal justice services to the citizens of Pima County and determine if there are areas in which efficiencies could be achieved, the Pima County Attorney's Office secured funding from the Board of Supervisors in response to the Harvey M. Rose audit to have the American Prosecutor Research Institute (APRI) study the time needed to adjudicate cases in the criminal justice system and the resources needed by the prosecutor's office to handle their caseload.

Overall, in a report issued in August 2003, APRI found the Pima County Attorney's Office to be efficient and effective in its processing of criminal cases. However, APRI determined that the Pima County Attorney's Office needed 25 additional attorneys and 4 additional investigators. To address this additional staffing need, for the past two fiscal years the County Attorney submitted supplemental requests that would have added additional staff in the misdemeanor and juvenile case units. Because of funding constraints, the Board of Supervisors has not been able to provide funding for these requests.

The Spangenburg Group

On June 1, 2004 Robert Spangenburg presented to the Board of Supervisors *A Review of the Delivery of Indigent Defense Services of Pima County (Review)*, the culmination of a three-year study. The goal of the study was to conduct a quantitative case-weighting study of the three indigent defense agencies: Public Defender, Legal Defender, and Contract Attorneys. The Spangenburg Group's task was to develop workload standards based on the different case types and the actual work that was being performed by attorneys representing indigent defendants in Pima County. While the *Review* reported that the study went well, knowledge surfaced of several important issues that would make the implementation of new workload standards difficult.

- The data systems of the indigent defense agencies do not reliably track the information necessary to implement new workload standards;
- The data systems within other agencies of the criminal justice system (i.e., the Courts, County Attorney, and Sheriff) are not compatible with each other or the indigent defense agencies;
- A comprehensive and reliable projection of future workload by case type needs to be fully developed;
- The criminal justice system agencies do not act as an integrated system, and instead have been operating to a large extent in isolation rather than as part of a network of agencies that together can improve the operation and efficiency of the Pima County criminal justice system.

From the study, the Spangenburg Group study presented 37 recommendations covering the entire Pima County criminal justice system. The main recommendation was that Pima County establish a criminal justice system task force (committee) in order to address the various systematic problems encountered. To this end, the County Administrator prepared an ordinance, which was approved by the Board of Supervisors that formed the Pima County Justice Coordinating Council. The council includes Pima County department representatives from the Sheriff, County Attorney, Public Defender, Legal Defender, the Office of Court Appointed Counsel, the Clerk of the Superior Court, the County Administrator's Office, plus a member of the Board of Supervisors, the presiding judges of the Superior Court, Juvenile Court, and Justice Courts, along with the Tucson Chief of Police and presiding judge of the Tucson City Courts. The council has also formed six sub-committees that have begun to address a number of justice and law enforcement issues and provide periodic reports to the council.

Among the issues being addressed are a comprehensive case management/tracking system; a comparison of the various data systems in each criminal justice entity in order to recommend changes which would result in a higher degree of compatibility between the entities; the development of a case weighing system to determine Public Defender, Legal Defender or Contract Attorney case assignment allocations; and an effective method for processing Office of Court Appointed Council (OCAC) invoices.

With a new Public Defender hired in 2005 and a number of operational changes being implemented by OCAC, there should be a decrease in the number of contract attorneys appointed on felony matters, and a corresponding decrease in felony contract expenditures. The Board of Supervisors approved a $931,000 supplemental package to hire ten additional Public Defender attorneys to handle more complex felony cases (the OCAC budget was reduced by $931,000). The Public

Defender has discontinued providing representation in misdemeanor cases, effective July 1, 2005, therefore increasing misdemeanor expenditures by OCAC.

Implement Wastewater Management Reforms, Contributing to Financial Stability

As a result of concerns for the adequacy of capital project programming, system operation and maintenance, and the operational and financial management of the Wastewater Management Department the consulting firm of Black & Veatch was contracted with to perform a management audit of the department. Upon completion of the management audit the department entered into a contract with Black and Veatch to perform a rate study. Recommendations of the management audit and rate study have been, and continue to be, implemented to improve the effectiveness and efficiency of department operations, to include wastewater conveyance and treatment systems.

Management Audit of Wastewater Management Department

The Black & Veatch management audit identified deficiencies and concerns to include:

- Insufficient sewer user fees to support operations/maintenance plus debt service since at least 1996;
- Insufficient capacity in the system for treatment facilities;
- Lack of adequate funding to sufficiently repair, rehabilitate, and replace system assets in a systematic fashion.

Some of the recommendations made by Black & Veatch implemented to date include:

- Completion of a comprehensive wastewater rate study, and analysis of Wastewater Management's five-year financial plan;
- Adoption of user and connection fee increases to adequately fund the operation and maintenance of the wastewater system;
- Organizational restructuring of Wastewater Management with a renewed emphasis on capital project management;
- Completion of a 20-year Facility Plan, which is currently being reviewed by key regional stakeholders for input, with formal adoption of the plan, estimated for the first quarter of 2006.

Wastewater Management Department Rate Study

The rate study concluded that significant and sustained wastewater user and connection fee increases are necessary in order to accomplish essential wastewater system repair, rehabilitation, and replacement, as well as to meet new environmental standards being required by the Arizona Department of Environmental Quality.

Rates and fees adopted by the Board of Supervisors for fiscal year 2005/06 are intended to initially begin to address the following issues:

- Repair and rehabilitation of approximately 16,400 feet of interceptor sewer sections in the short term at an estimated cost of $4.5 million;
- Funding of $1.1 billion over the next twenty years for system expansion, development, repair, rehabilitation, replacement, and regulatory compliance;
- Increased operating and maintenance costs associated with new capacity expansion.

By implementing organizational and process changes, increasing rates and fees, and continually monitoring processes, procedures, and fees, the financial stability of Wastewater Management has significantly improved.

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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 County Administration, Community & Economic Development, Justice & Law Enforcement, Medical Services, 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 departed from its traditional line item budget presentation utilizing a target base and has now implemented a program-oriented presentation of its budget developed from a zero base as provided under Board of Supervisors Policy No. D22.5. This policy requires that each department prepare its budget from a zero base and with a thorough review of operations once every four years. This approach incorporates the establishment of departmental function statements, goals, objectives, and their related performance measures. An increasing emphasis has been placed on the performance aspect of this process, with the intent of improving efficiency and effectiveness of the County's service delivery by all departments. The following departmental function statements serve as a starting point for defining strategic plans in each functional area.

County Administration 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, purchasing, and risk management.

ASSESSOR

Locate, identify, and value 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. 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 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. Preserve and file all accounts acted upon by the Board. Provide efficient management, suitable storage, and utilization of Pima County records. Process, preserve, and file all petitions, various licenses and applications. Process subscriptions, publicize amendments, and codify ordinances for inclusion in the Pima County Code. Fulfill requirements of boards, commissions, and committees. Discharge statutory requirements for special taxing districts. 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

COUNTY ADMINISTRATOR

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. Oversee such programs as the Sonoran Desert Conservation Plan and County Administration Special Programs. Department goals address:

- Implementation of Board of Supervisors policies and plans
- Revenue enhancement opportunities
- Cultural and economic development of Pima County

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) that contract with the County. Serve as the filing office for candidate nomination filings. Serve as the filing office 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, Voting Rights Act, and Help America Vote Act. Department goals address:

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

FINANCE

Provide centralized financial services to both internal and external customers of the County, including administration, bond financing, budget development and monitoring, tax levy and tax rate compilation, financial statement preparation, financial systems control, accounts payable, payroll processing, records maintenance, and mail services. See fiscal goals in the preceding Financial Policies part of this section.

FORENSIC SCIENCE CENTER

Perform investigations regarding individuals whose deaths are under the jurisdiction of the office of the Medical Examiner. Department goals address:

- Improvement in the quality of death investigation standards

HUMAN RESOURCES

Provide the full range of personnel services including recruitment and selection, classification, compensation and benefits, training, labor relations, affirmative action reporting, and employment rights. Conduct scheduled audits of all County departments to ensure compliance with ordinances, policies, rules, County directives, and practices. Department goals address:

- Assurance of market competitiveness
- Compliance with mandated personnel policy
- Interdepartmental support for human resources issues

INFORMATION TECHNOLOGY

Manage and administer the County's mainframe computer, network servers, wide area network, telecommunications, financial application systems development and support, computer hardware/software acquisition, and software licensing. Manage franchise licensing and contract coordination for cable, fiber, and competitive local exchange carriers. Train County employees in the use of computer hardware and software. Provide a central help desk function for computer hardware and software problem resolution. Coordinate all Pima County IT activities with various agencies and the general public. Departmental goals address:

- Process improvements and consolidation of County IT systems
- Increased utilization of IT by elected officials
- Quality of voice/data infrastructure

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 of its own.

PROCUREMENT

Procure materials and services for County departments, except as specified by delegation pursuant to the procurement code or the small purchase procedure. Administer the Pima County Minority/Women-Owned Business Enterprise Program in accordance with County Code requirements for outreach, price preference, subcontractor goals, and compliance review. Ensure compliance with the Living Wage Ordinance 2002-1 by assisting, reviewing, and monitoring County contracts. Manage the contracts review approval process. Assist and educate vendors concerning bid preparation, bonds and insurance, and the conduct of business with the County. Track and monitor all County contracts. 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 activity as prescribed by Title 16 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. Account for the collection, custody, and disbursement of public revenue, and report the same to the Board of Supervisors. Collect and distribute 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

RISK MANAGEMENT

Manage the Pima County Risk Management program to protect and conserve Pima County's human, financial, and physical assets while providing continuity of mandated services and fiscal integrity. Invest in long-term risk reduction through a comprehensive program designed to lessen the County's exposure to loss. Provide funding to pay for losses incurred without disrupting the County budget. Minimize the total net impact of the program on the County budget. Department goals include:

- Loss reduction
- Compliance with laws, rules, and regulations
- Adequate funding for loss coverage

Community & Economic Development encompasses programs and initiatives which enable County residents to benefit from economic, cultural, 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. This functional area was restructured in fiscal year 2004/2005 to focus on coordination of similar functions, expansion and better utilization of available funding, and a greater emphasis on the issues of economic development and affordable housing.

COMMUNITY & ECONOMIC DEVELOPMENT ADMINISTRATION

Administer the Economic Development & Tourism; Community Services, Employment & Training; Community Development & Neighborhood Conservation; Community Resources; School Superintendent; County Free Library; and Stadium District departments. Department goals address:

- Obtaining and leveraging $10 million in bond funding for neighborhood reinvestment
- Expansion of the Local Housing Trust Fund, leveraged with federal HOME funds and private funds
- Privatization of economic development recommendations
- Restructuring of Afterschool Recreation funding

COMMUNITY DEVELOPMENT & NEIGHBORHOOD CONSERVATION

Enhance the economic welfare of inhabitants of Pima County by promoting more and better 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 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 RESOURCES

Improve the quality of life for residents of Pima County by providing a variety of cultural, recreational, educational, and health related services through various facilities operated by Pima County. Department goals address:

- Recreation programs at Kino Veteran's Memorial Community Center
- Development of Kino Teen Clinic
- Operation of Las Artes education center
- Operation of Kino Sports Complex
- Pima Vocational High School

COMMUNITY SERVICES, EMPLOYMENT & TRAINING
Provide services that assist local employers, improve the education and skill level of workers and youth, increase the average household income, and improve the economic, physical, and social well being of the entire community, with particular focus on lower income neighborhoods and communities. Department goals address:

- Promotion of youth education
- Coordination of shared resources
- Improvement of standard of living through employability skills, education, and economic assistance to low income residents

COUNTY FREE LIBRARY
Meet current and future public library needs of Tucson and Pima County residents. Provide a forum for community issues and a linkage of community, state, and national information services. Department goals address:

- Promotion of community literacy and education
- Quality of information service

ECONOMIC DEVELOPMENT & TOURISM
Facilitate business and tourism growth with various community partners located in Pima County and the state of Arizona. Department goals address:

- Coordination of public funding
- Awareness of Pima County as a travel destination
- Utilization of County Facilities (County Fairgrounds, Tucson Electric Park)

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 financial information for the Board of Supervisors for setting the property tax rates. Department goals address:

- Compliance with state mandates and educational standards
- Pursuit of educational grants
- Collaboration with other agencies in addressing educational issues

STADIUM DISTRICT
Operate and manage Tucson Electric Park during the major league baseball spring training season, minor league baseball season, and community events held in the stadium. Department goals address:

- Marketing strategy
- Expansion of field usage and availability
- Expansion of gem & mineral shows and other non-sports events

Justice & Law Enforcement, encompassing the courts, sheriff patrol and detention operations, prosecution, as well as public defense responsibilities, works 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. 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

INDIGENT DEFENSE

Provide quality legal representation in an efficient, cost effective manner to indigent individuals entitled to appointed counsel. Department goals address:

- Quality of representation for indigent clients
- Retention of legal staff
- Efficiency of service delivery

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
- Quality of customer service

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. Departmental 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, 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 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. 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

OFFICE OF COURT APPOINTED COUNCIL

Provide eligibility screening and recommend attorney assessments for legal representation of out-of-custody defendants charged with criminal offenses in the Superior and Justice Courts. 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. Department goals address:

- Quality and cost efficiency of services
- Adherence to rules and professional standards

PUBLIC FIDUCIARY

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 service delivery
- Efficiency of service delivery
- Minimization of procedural error
- Respectful, 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

Medical Services departments provide health services and health care to Pima County residents and administer funding to and from state and other sources.

INSTITUTIONAL 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 the county's mandated contributions to state health care delivery systems and 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 University Physicians Healthcare Hospital at Kino Campus, formerly known as Kino Community Hospital. Department goals address:

- Compliance with AHCCCS requirements
- Cost control with budget guidelines

- Improvement in effectiveness of health care delivery
- Assistance to UPH in re-opening the hospital to a full service hospital and promoting greater accessibility to health care on Tucson's south side

PIMA HEALTH SYSTEM & SERVICES

Operate an acute/ambulatory health plan for the Arizona Health Care Cost Containment System (AHCCCS), and administer a long term care program for the Arizona Long Term Care System (ALTCS). Department goals address:

- Compliance with AHCCCS/ALTCS mandated requirements
- Coordination and efficiency of the health system
- Expansion and quality of services provided
- Efficiency in administration of system operations

PUBLIC HEALTH

Monitor the County's health by conducting and coordinating a balanced program of primary, secondary, and tertiary prevention aimed at health promotion, disease prevention, and prompt medical treatment. Provide animal control and emergency management services. 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

Public Works provides for the infrastructure of the County, which encompasses floodwater management, roads, recreational facilities, county buildings, sewer and landfill operations, as well as environmental issues.

CAPITAL PROJECTS

The Capital Projects budget reflects anticipated funding for the construction of Pima County capital improvement projects valued at $100,000 or more (excluding Wastewater Management Enterprise Fund projects), as detailed in the proposed fiscal year 2006/2010 Five Year Capital Improvement Plan. Department goals address:

- Responsibility in fiscal management and reporting
- Implementation of the Capital Improvement Plan

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. 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

FACILITIES MANAGEMENT

Service over 4.6 million square feet of facility space to provide a safe, clean, and functional working environment for Pima County employees and citizens visiting the facilities. Manage professionals in maintenance, refrigeration, plumbing, painting, electrical service, and electronics. Obtain and manage contracts for landscape service, janitorial service, pest control, termite eradication, and elevator maintenance and repair. Remodel, renovate, and perform new construction. Plan, design, prepare, and process bids. Operate and manage Pima County's seven revenue-generating parking garage facilities, in order to offer safe, secure parking for employees and the public. Develop design plans for construction oversight and project acceptance. Department goals address:

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

FLEET SERVICES

Purchase, maintain, and dispose of cars and light trucks, heavy trucks, off-road heavy equipment, and radio communications 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, parts, and communications equipment. Department goals address:

- Optimization of communication equipment, maintenance and standardization
- Improvement in cost effectiveness of fleet resources including fuel and vehicle usage
- Improvement in efficiency of administration

FLOOD CONTROL DISTRICT

Protect public health, safety, and welfare by implementing structural flood control solutions and providing comprehensive non-structural flood prevention services. 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

GRAPHIC SERVICES

Provide graphic design, printing, and production services to all Pima County departments, County Administration, and the Board of Supervisors. Other governmental agencies, consultants, and the public often utilize many of these products. Department goals address:

- Quality of workforce and its retention
- Expansion of services
- Upgrade of equipment

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 functions
- Improvement in public utilization
- Enhancement in quality of facility operation and maintenance

PUBLIC WORKS ADMINISTRATION

Provide administrative services and cultural resources services, and direct the real property function for the departments within the Public Works functional area. Provide funds to cover costs associated with the formation of new improvement districts. Department goals address:

- Quality and effectiveness of all Public Works operating departments
- Effectiveness in administration of real property and fiscal resources

SOLID WASTE MANAGEMENT

Provide efficient and environmentally responsible solid waste facilities for the people of Pima County. Manage and operate the solid waste disposal and transfer facilities necessary for the safe and sanitary disposal of solid waste generated within its jurisdiction. Department goals address:

- Provision of adequate solid waste disposal facilities
- Efficient operation and closure of existing facilities
- Control of wildcat dumping
- Effective administration, tracking, and reporting of operations

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. Form and administer improvement districts. Department goals address:

- Fiscal responsibility
- Workforce development
- Enhancement of the safety and utility of the county's road system
- Improvement of information systems

WASTEWATER MANAGEMENT

Protect the public health and environment in Pima County through the safe delivery, treatment, and reuse of wastewater. Department goals address:

- Effectiveness and efficiency in the operation of the sewerage system
- Compliance with applicable sewage regulations
- Improvement in long range capital planning

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STATE REPORTS

This section includes copies of Pima County's official State Budget Reports for fiscal year 2005/06 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 of All Activity by Fund

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

PIMA COUNTY
SUMMARY OF ALL ACTIVITY BY FUND
FISCAL YEAR 2005/06

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2004/05	ACTUAL EXPENDITURES/ EXPENSES 2004/05*	UNRESERVED FUND BAL / NET ASSETS 7/1/2005 (est)*	DIRECT PROPERTY TAX REVENUE 2005/06	ESTIMATED REVENUE OTHER THAN PROPERTY TAX 2005/06	PROCEEDS FROM OTHER FINANCING SOURCES 2005/06	INTERFUND TRANSFERS 2005/06 IN	INTERFUND TRANSFERS 2005/06 OUT	TOTAL FINANCIAL RESOURCES AVAILABLE 2005/06	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2005/06
GENERAL FUND	372,102,629	376,594,679	19,809,123	242,152,889 **	170,145,919	0	2,842,830	15,103,685	419,847,076	404,047,076
SPEC REV FUNDS										
COUNTY FREE LIBRARY	10,518,681	10,538,594	1,776,890	14,984,741	102,000	0	0	0	16,863,631	14,984,741
EMPLOY & TRAIN	16,278,897	16,612,614	590,818	0	12,333,257	0	289,100	0	13,213,175	12,507,152
ENV QUALITY	4,156,270	3,925,464	631,983	0	3,334,600	0	381,036	0	4,347,619	3,892,458
REG FLOOD CONTROL	7,438,339	7,438,339	3,092,457	19,720,839	153,700	0	0	10,153,457	12,813,539	9,340,697
PUBLIC HEALTH	24,017,798	24,035,955	887,318	0	16,519,939	0	8,782,212	0	26,189,469	25,236,582
SOLID WASTE MGMT***	0	0	3,473,882	0	6,546,000	0	0	0	10,019,882	8,344,916
STADIUM DISTRICT	1,481,654	1,603,659	0	0	2,821,263	0	1,433,800	2,562,178	1,692,885	1,541,169
TRANSPORTATION	44,758,243	39,852,605	14,655,514	0	57,425,893	0	0	23,548,468	48,532,939	42,577,109
OTHER SPEC REV	77,486,853	77,812,963	22,791,157	0	70,200,739	0	3,212,258	120,000	96,084,154	84,077,075
TOTAL SPECIAL REV	186,136,735	181,820,193	47,900,019	34,705,580	169,437,391	0	14,098,406	36,384,103	229,757,293	202,501,899
CAPITAL PROJECTS	132,118,337	142,418,021	105,905,288	0	24,148,950	0	16,220,596	0	146,274,834	143,776,950
DEBT SERVICE	62,048,033	55,955,305	10,915,750	42,973,572	602,501	0	17,320,677	0	71,812,500	67,738,662
TOTAL OTHER FUNDS	194,166,370	198,373,326	116,821,038	42,973,572	24,751,451	0	33,541,273	0	218,087,334	211,515,612
ENTERPRISE FUNDS										
DEVELOPMENT SVCS	10,340,976	10,819,007	9,393,069	0	14,175,644	0	0	0	23,568,713	13,418,511
MEDICAL SERVICES	242,678,167	257,475,593	(1,889,929)	0	269,476,398	0	0	0	267,586,469	269,112,607
PARKING GARAGES	1,749,511	1,749,511	250,227	0	1,503,040	0	0	0	1,753,267	1,356,340
WASTEWATER MGMT	90,547,158	90,529,474	4,718,942	0	119,754,864	10,400,000	0	0	134,873,806	100,470,032
TOTAL ENT FUNDS	345,315,812	360,573,585	12,472,309	0	404,909,946	10,400,000	0	0	427,782,255	384,357,490
TOTAL ALL FUNDS	1,097,721,546	1,117,361,783	197,002,489	319,832,041	769,244,707	10,400,000	50,482,509	51,487,788	1,295,473,958	1,202,422,077

* These Beginning Fund Balances are estimated amounts based on actual revenues and expenses as of February 28, 2005 plus projected revenues and expenses for the remainder of FY 2004/05.

** Includes a budgeted $20,000 in the Sheriff Department for penalties on delinquent property tax collections.

*** Solid Waste Management was part of the Wastewater Management Enterprise Fund in FY 2004/05. FY 2005/06 adopted budget also includes the Tire Fund.

EXPENDITURE LIMITATION	2004/2005	2005/2006
1. Budgeted Expenditures/Expenses	1,097,721,546	1,202,422,077
2. Add/(Subtract): Estimated Net Reconciling Items	(89,692,175)	(104,078,008)
3. Budgeted Expenditures/Expenses Adjusted for Reconciling Items	1,008,029,371	1,098,344,069
4. Less: Estimated Exclusions	615,351,445	687,153,198
5. Amount Subject to Expenditure Limitation	392,677,926	411,190,871
6. EEC Expenditure Limitation	392,677,927	411,190,872

SCHEDULE A

PIMA COUNTY
SUMMARY OF TAX LEVY AND TAX RATE INFORMATION
Fiscal Year 2005/2006

		2004/2005 FISCAL YEAR	2005/2006 FISCAL YEAR
1.	Maximum allowable primary property tax levy calculated in accordance with A.R.S. §42-17051(A).	$261,486,139	$277,170,022
2.	Amount received from primary property taxation in fiscal year 2004/05 in excess of the sum of that year's maximum allowable primary property tax levy A.R.S. §42-17102 (A) (18).	$0	
3.	Property tax levy amount		
	A. Primary Property Taxes	$220,399,039	$238,193,628
	B. Secondary Property Taxes		
	General Fund-Override election	$0	$0
	Debt Service	$45,804,274	$43,264,293
	Flood Control District	$17,401,489	$19,941,580
	Library District	$11,937,212	$15,581,196
	Fire Assistance District	$2,399,807	$2,541,399
	Total Secondary Property Taxes	$77,542,782	$81,328,468
	C. Total Property Tax Levy Amounts	$297,941,821	$319,522,096
4.	Property taxes collected *		
	A. Primary property taxes		
	(1) 2004/05 year's levy	$213,530,834	
	(2) Prior years' levy	$6,233,315	
	(3) Total primary property taxes	$219,764,149	
	B. Secondary property taxes		
	(1) 2004/05 year's levy	$72,822,136	
	(2) Prior years' levy	$2,223,519	
	(3) Total secondary property taxes	$75,045,655	
	C. Total Property Taxes Collected	$294,809,804	
5.	Property Tax Rates		
	A. County Tax Rate		
	(1) Primary property tax rate	$4.0720	$4.0720
	(2) Secondary property tax rates		
	General Fund-Override election	$0.0000	$0.0000
	Debt Service	$0.8150	$0.7150
	Flood Control District	$0.3546	$0.3746
	Library District	$0.2124	$0.2575
	Fire District Assistance	$0.0427	$0.0420
	(3) Total County Tax Rate	$5.4967	$5.4611
	B. Special Assessment district tax rates		
	Secondary property tax rates	None	None

* 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 REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2005/06

SOURCE OF REVENUES	ADOPTED REVENUES 2004/05	ESTIMATED REVENUES 2004/05*	ADOPTED REVENUES 2005/06
GENERAL FUND			
PROPERTY TAX			
Real Property Taxes	207,160,527	208,181,315	225,460,347
Personal Property Taxes	11,173,256	11,582,834	10,935,941
Penalties/Delinq Taxes	475,597	627,045	699,673
Interest/Delinq Taxes	4,281,936	4,560,000	5,056,928
TOTAL PROPERTY TAX	**223,091,316**	**224,951,194**	**242,152,889**
LICENSES & PERMITS			
Business Licenses & Permits	2,259,500	2,263,834	2,311,037
TOTAL LICENSES & PERMITS	**2,259,500**	**2,263,834**	**2,311,037**
INTERGOVERNMENTAL			
Federal Grants & Aid	2,739,000	3,074,918	3,026,000
State Grants & Aid	663,606	4,448,055	9,764,495
Sales & Use Tax	86,000,000	88,600,000	92,708,000
Auto Lieu Tax	23,700,000	23,400,000	24,342,270
Alcoholic Beverages	34,600	73,600	43,600
City Participation	642,940	653,040	198,240
Transient Lodging Tax	2,680,000	2,900,000	2,867,600
TOTAL INTERGOVERNMENTAL	**116,460,146**	**123,149,613**	**132,950,205**
CHARGES FOR SERVICES			
Health Fees	771,155	903,200	880,000
Court Fees	3,529,954	3,803,079	3,838,247
General Government	4,728,865	4,753,892	5,715,137
Correctional Housing	5,976,910	5,972,000	5,982,162
Sheriff Dept Fees	428,800	428,800	420,000
Recreation Fees	639,236	639,236	603,175
Employee Health Premiums	5,000	5,000	0
Contributions/Pub Enterprs	7,568,061	7,568,061	9,040,413
TOTAL CHARGES FOR SERVICES	**23,647,981**	**24,073,268**	**26,479,134**
FINES AND FORFEITS			
Justice CTS-Fines & Frfts	2,794,267	3,554,865	3,999,883
Superior CTS-Fines & Frfts	211,826	211,826	213,000
Other Fines & Forfeits	878,001	878,001	1,032,750
TOTAL FINES & FORFEITS	**3,884,094**	**4,644,692**	**5,245,633**
INTEREST			
Interest	1,040,000	1,136,154	628,510
TOTAL INTEREST	**1,040,000**	**1,136,154**	**628,510**
MISCELLANEOUS			
Rents and Royalties	528,945	721,757	1,425,895
Other Misc. Revenues	1,140,600	2,056,241	1,105,505
TOTAL MISC. REVENUES	**1,669,545**	**2,777,998**	**2,531,400**
TOTAL GENERAL FUND REVENUE	**372,052,582**	**382,996,753**	**412,298,808**

SCHEDULE C

PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2005/06

SOURCE OF REVENUES	ADOPTED REVENUES 2004/05	ESTIMATED REVENUES 2004/05*	ADOPTED REVENUES 2005/06
SPECIAL REVENUE FUNDS			
COUNTY FREE LIBRARY			
Taxes	11,742,991	11,898,314	14,984,741
Intergovernmental	2,000	2,000	2,000
Interest	0	80,200	100,000
Miscellaneous	0	26,228	0
TOTAL COUNTY FREE LIBRARY	**11,744,991**	**12,006,742**	**15,086,741**
EMPLOYMENT AND TRAINING			
Intergovernmental	15,983,794	16,308,716	12,331,607
Miscellaneous	6,000	54,398	1,650
TOTAL EMP AND TRAINING	**15,989,794**	**16,363,114**	**12,333,257**
ENVIRONMENTAL QUALITY			
Licenses and Permits	1,916,910	2,002,090	1,969,055
Intergovernmental	1,627,043	1,611,422	1,351,395
Charges for Services	14,300	13,129	0
Fines and Forfeits	0	21,705	0
Interest	10,000	15,451	14,000
Miscellaneous	13,345	20,254	150
TOTAL ENVIRONMENTAL QUALITY	**3,581,598**	**3,684,051**	**3,334,600**
PUBLIC HEALTH			
Licenses and Permits	2,178,376	2,178,376	2,480,830
Intergovernmental	12,273,089	11,924,573	11,557,258
Charges for Services	1,942,110	2,100,092	2,223,590
Fines and Forfeits	162,993	187,557	205,801
Miscellaneous	70,866	64,366	52,460
TOTAL PUBLIC HEALTH	**16,627,434**	**16,454,964**	**16,519,939**
REGIONAL FLOOD CONTROL DISTRICT			
Taxes	17,264,169	17,424,169	19,720,839
Intergovernmental	0	3,845	0
Charges for Services	2,545	6,735	31,700
Interest	120,000	100,000	100,000
Miscellaneous	17,000	28,713	22,000
TOTAL REG FLOOD CONTROL DIST	**17,403,714**	**17,563,462**	**19,874,539**
SOLID WASTE MANAGEMENT **			
Intergovernmental	0	0	1,090,000
Charges for Services	0	0	5,330,000
Interest	0	0	40,000
Miscellaneous	0	0	86,000
TOTAL SOLID WASTE MANAGEMENT **	**0**	**0**	**6,546,000**

** Solid Waste Management was part of the Wastewater Management Enterprise Fund in FY2004/05.

STADIUM DISTRICT			
Intergovernmental	1,615,000	1,615,000	1,740,000
Interest	0	26,722	20,000
Miscellaneous	1,078,832	1,078,832	1,061,263
TOTAL STADIUM DISTRICT	**2,693,832**	**2,720,554**	**2,821,263**

SCHEDULE C

PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2005/06

SOURCE OF REVENUES	ADOPTED REVENUES 2004/05	ESTIMATED REVENUES 2004/05*	ADOPTED REVENUES 2005/06
TRANSPORTATION			
Licenses and Permits	260,000	303,065	285,000
Intergovernmental	54,284,035	54,034,186	56,135,693
Charges for Services	425,000	505,587	510,500
Interest	350,000	288,297	300,000
Miscellaneous	389,743	512,661	194,700
TOTAL TRANSPORTATION	**55,708,778**	**55,643,796**	**57,425,893**
OTHER SPECIAL REVENUE FUNDS & GRANTS			
Intergovernmental	55,237,562	57,958,506	55,173,999
Charges for Services	6,237,270	6,178,591	6,222,670
Fines and Forfeits	710,000	590,265	710,500
Interest	183,322	157,286	282,682
Miscellaneous	7,529,894	7,503,666	7,810,888
TOTAL OTHER SP REV & GRANTS	**69,898,048**	**72,388,314**	**70,200,739**
TOTAL SPECIAL REVENUE FUNDS	**193,648,189**	**196,824,997**	**204,142,971**
DEBT SERVICE			
Taxes	45,149,416	45,725,317	42,973,572
Special Assessment	606,177	593,195	290,801
Intergovernmental	4,800	8,790	7,500
Interest	304,200	304,200	304,200
Miscellaneous	0	8,992	0
TOTAL DEBT SERVICE	**46,064,593**	**46,640,494**	**43,576,073**
CAPITAL PROJECTS			
Intergovernmental	18,887,581	18,887,581	14,997,572
Charges for Services	2,492,520	2,492,520	7,235,700
Interest	2,000,000	2,000,000	581,423
Miscellaneous	63,755	63,755	1,334,255
TOTAL CAPITAL PROJECTS	**23,443,856**	**23,443,856**	**24,148,950**
ENTERPRISE FUNDS			
DEVELOPMENT SERVICES			
Licenses and Permits	7,450,481	8,940,577	10,050,279
Charges for Services	2,986,566	3,583,979	3,824,082
Interest	75,000	115,000	116,396
Miscellaneous	155,540	160,618	184,887
TOTAL DEVELOPMENT SERVICES	**10,667,587**	**12,800,174**	**14,175,644**
MEDICAL SERVICES			
Intergovernmental	4,080,802	4,080,802	4,307,830
Charges for Services	239,647,160	253,390,000	264,694,314
Interest	375,000	458,000	457,954
Miscellaneous	109,731	109,731	16,300
TOTAL MEDICAL SERVICES	**244,212,693**	**258,038,533**	**269,476,398**

PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2005/06

SOURCE OF REVENUES	ADOPTED REVENUES 2004/05	ESTIMATED REVENUES 2004/05*	ADOPTED REVENUES 2005/06
PARKING GARAGES			
Interest	27,500	41,000	10,000
Miscellaneous	1,434,940	1,434,940	1,493,040
TOTAL PARKING GARAGES	**1,462,440**	**1,475,940**	**1,503,040**
WASTEWATER MANAGEMENT			
Licenses and Permits	16,700	31,500	0
Intergovernmental	2,036,262	2,071,513	541,300
Charges for Services	82,205,147	83,611,161	99,044,502
Fines and Forfeits	58,800	78,567	58,800
Interest	158,467	264,375	100,194
Miscellaneous	128,988	1,006,100	10,068
Capital Contributions	20,000,000	20,000,000	20,000,000
TOTAL WASTEWATER MGT.	**104,604,364**	**107,063,216**	**119,754,864**
TOTAL ENTERPRISE FUNDS	**360,947,084**	**379,377,863**	**404,909,946**
GRAND TOTAL ALL FUNDS	**996,156,304**	**1,029,283,963**	**1,089,076,748**

* These amounts include actual revenues as of February 28, 2005 plus projected revenues for the remainder of the fiscal year.

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2005/06

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2005/06	INTERFUND TRANSFERS 2005/06 IN	INTERFUND TRANSFERS 2005/06 OUT
General Fund			
County Admin Special Progs - Facilities Fund			1,612,258
Employee Benefit Liability Fund			1,000,000
Employment & Training			289,100
Environmental Quality - Air Quality			381,036
Flood Control - PAG		30,266	
Grants - Deficit Reduction			600,000
Graphic Services - Administrative Overhead			118,302
Graphic Services - Deficit Reduction			683,123
Graphic Services - Stone Avenue Lease			203,854
Inmate Welfare Fund - Inmate Health		120,000	
Public Health - G.F. Support			8,782,212
Stadium District - Debt Service		2,562,178	
Stadium District - Hotel Tax Proceeds			1,433,800
Transportation - PAG		130,386	
Total General Fund	0	2,842,830	15,103,685
Special Revenue Funds			
County Admin - Special Progs - Facilities Fund		1,612,258	
Employee Benefit Liability Fund		1,000,000	
Employment & Training		289,100	
Environmental Quality - Air Quality		381,036	
Grants - Deficit Reduction		600,000	
Regional Flood Control District			
Capital Projects			9,220,596
General Fund - PAG Payments			30,266
Debt Service			902,595
Total Regional Flood Control District	0	0	10,153,457
Sheriff Inmate Welfare Fund - Inmate Health			120,000
Public Health		8,782,212	
Transportation			
Capital Projects			7,000,000
Debt Service - Transportation Bonds			15,323,813
Debt Service - HELP Loans			1,094,269
General Fund - PAG			130,386
Total Transportation	0	0	23,548,468
Stadium District			
General Fund Debt Service			2,562,178
General Fund - Hotel Tax Proceeds		1,433,800	
Total Stadium District	0	1,433,800	2,562,178
Total Special Revenue Funds	0	14,098,406	36,384,103

SCHEDULE D

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2005/06

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2005/06	INTERFUND TRANSFERS 2005/06 IN	INTERFUND TRANSFERS 2005/06 OUT
Capital Projects			
Bond Proceeds - General Obligation	0		
Bond Proceeds - Transportation	0		
Flood Control		9,220,596	
Transportation		7,000,000	
Total Capital Projects	0	16,220,596	0
Debt Service			
Flood Control - Debt Service		902,595	
Transportation - Transportation Bonds		15,323,813	
Transportation - HELP Loans		1,094,269	
Total Debt Service	0	17,320,677	0
Enterprise Funds			
Wastewater Management - Bond Proceeds	10,400,000		
Total Enterprise Funds	10,400,000	0	0
Grand Total	**10,400,000**	**50,482,509**	**51,487,788**
THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY			
Internal Service Funds			
Graphic Services - Administrative Overhead		118,302	
Graphic Services - Deficit Reduction		683,123	
Graphic Services - Stone Avenue Lease		203,854	
		1,005,279	0
Total Internal Service Funds		1,005,279	

SCHEDULE D

PIMA COUNTY
SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEAR 2005/06

FUND/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2004/05	EXPENSE ADJUSTMENTS APPROVED 2004/05	ESTIMATED EXPENDITURE/ EXPENSES 2004/05 *	ADOPTED EXPENDITURE/ EXPENSES 2005/06
GENERAL FUND				
COUNTY ADMINISTRATION				
ASSESSOR	7,133,405	0	7,133,405	7,867,912
BOARD OF SUPERVISORS	1,460,789	0	1,460,789	1,608,925
COUNTY ADMINISTRATION	40,393,429	(261,000)	41,206,945	38,060,352
RECORDER	2,209,765	0	2,209,765	2,547,940
TREASURER	2,142,010	0	1,825,863	2,269,933
TOTAL COUNTY ADMINISTRATION	**53,339,398**	**(261,000)**	**53,836,767**	**52,355,062**
COMMUNITY & ECONOMIC DEVELOPMENT				
COMMUNITY RESOURCES	14,082,971	0	13,801,921	17,024,343
SCHOOLS	1,165,700	0	1,170,997	1,273,130
TOTAL COMMUNITY & ECONOMIC DEVELOP	**15,248,671**	**0**	**14,972,918**	**18,297,473**
JUSTICE & LAW ENFORCEMENT				
CLERK OF SUPERIOR COURT	9,188,836	0	9,188,836	9,997,993
CONSTABLES	754,063	0	694,663	821,924
COUNTY ATTORNEY	16,102,402	0	16,102,402	17,310,897
JUSTICE & LAW ENFORCEMENT	20,904,224	0	22,725,584	25,306,453
JUSTICE COURTS	5,761,036	0	5,700,347	6,504,793
JUVENILE COURT CENTER	20,933,573	126,000	21,059,573	23,092,877
SHERIFF	84,378,680	0	84,940,725	93,196,897
SUPERIOR COURT	24,529,951	135,000	24,531,951	26,955,490
SUPERIOR CT MANDATED SVCS	1,575,085	0	1,575,085	1,575,085
TOTAL JUSTICE & LAW ENFORCEMENT	**184,127,850**	**261,000**	**186,519,166**	**204,762,409**
MEDICAL SERVICES	**96,563,112**	0	**98,182,700**	**101,955,776**
PUBLIC WORKS	**22,823,598**	**0**	**23,083,128**	**26,676,356**
TOTAL GENERAL FUND	**372,102,629**	**0**	**376,594,679**	**404,047,076**
SPECIAL REVENUE FUNDS				
COUNTY ADMINISTRATION				
COUNTY ADMINISTRATOR GRANTS	1,000,000	0	1,000,000	430,000
COUNTY ADMINISTRATION SPEC PROGS	687,000	0	687,000	2,057,858
EMPLOYEE BENEFIT LIABILITY FUND	500,000	0	500,000	1,000,000
RECORDER-DOC STOR & RETRIEVAL	1,497,127	0	1,497,127	1,776,976
TAXPAYER INFO FUND	479,750	0	479,750	491,601
TOTAL COUNTY ADMINISTRATION	**4,163,877**	**0**	**4,163,877**	**5,756,435**
COMMUNITY & ECONOMIC DEVELOPMENT				
COMMUNITY SERVICES GRANTS	7,202,319	0	7,509,339	7,286,368
COUNTY FREE LIBRARY	10,518,681	0	10,538,594	14,984,741
EMPLOYMENT & TRAINING	15,381,804	0	15,752,726	11,764,324
HOUSING TRUST FUND	1,000,000	0	1,000,000	1,000,000
NEIGHBORHOOD CONSERVATION	1,450,000	0	1,450,000	1,450,000
PIMA VOCATIONAL HIGH SCHOOL	897,093	0	859,888	742,828
SCHOOL RESERVE FUND	4,326,673	0	4,326,673	4,221,000
STADIUM DISTRICT	1,481,654	0	1,603,659	1,541,169
TOTAL COMMUNITY & ECONOMIC DEVELOP	**42,258,224**	**0**	**43,040,879**	**42,990,430**
JUSTICE & LAW ENFORCEMENT				
CLERK OF THE COURT-SPEC. PROGS	563,776	0	514,205	1,002,477
COUNTY ATTY GRANTS	3,207,231	0	2,829,639	2,957,413
COUNTY ATTY-SPECIAL PROGRAMS	6,131,314	0	6,018,572	6,785,616
JUSTICE COURT GRANTS	40,748	0	46,481	43,260
JUSTICE COURT-SPECIAL PROGRAMS	376,564	0	418,454	459,000
JUVENILE COURT GRANTS	11,859,994	0	11,859,994	11,227,362
JUVENILE CT. SPECIAL PROGRAMS	451,835	0	593,944	557,783
INDIGENT DEFENSE-GRANTS	60,000	0	58,000	60,000
INDIGENT DEFENSE-SPEC. PROGRAMS	385,000	0	59,500	1,371,362

PIMA COUNTY
SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEAR 2005/06

FUND/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2004/05	EXPENSE ADJUSTMENTS APPROVED 2004/05	ESTIMATED EXPENDITURE/ EXPENSES 2004/05 *	ADOPTED EXPENDITURE/ EXPENSES 2005/06
SHERIFF GRANTS	18,222,976	0	18,787,873	18,775,594
SHERIFF-SPECIAL PROGRAMS	4,046,171	0	4,746,171	5,382,320
SUPERIOR COURT GRANTS	8,777,392	0	8,777,392	9,019,457
SUP. COURT-SPECIAL PROGRAMS	4,101,358	0	3,585,691	5,246,080
TOTAL JUSTICE & LAW ENFORCEMENT	**58,224,359**	**0**	**58,295,916**	**62,887,724**
MEDICAL SERVICES				
PUBLIC HEALTH GRANTS	11,330,164	0	10,958,398	10,550,675
PUBLIC HEALTH	12,687,634	0	13,077,557	14,685,907
TOTAL MEDICAL SERVICES	**24,017,798**	**0**	**24,035,955**	**25,236,582**
PUBLIC WORKS				
ENVIRONMENTAL QUALITY GRANTS	1,185,726	0	1,248,675	1,174,731
ENVIRONMENTAL QUALITY	2,970,544	0	2,676,789	2,717,727
IMPROVEMENT DIST FORMATION FUND	85,000	0	12,354	25,000
PARKS GRANTS	0	0	20,000	95,000
PARKS-SPECIAL PROGS.	0	0	179	55,000
PUBLIC WORKS BUILDING	1,034,625	0	1,034,625	1,300,548
REGIONAL FLOOD CONTROL DISTRICT	7,438,339	0	7,438,339	9,340,697
SOLID WASTE MANAGEMENT **	0	0	0	7,159,916
TIRE FUND **	0	0	0	1,185,000
TRANSPORTATION	44,758,243	0	39,852,605	42,577,109
TOTAL PUBLIC WORKS	**57,472,477**	**0**	**52,283,566**	**65,630,728**
TOTAL SPECIAL REVENUE FUNDS	**186,136,735**	**0**	**181,820,193**	**202,501,899**
DEBT SERVICE FUND	**62,048,033**	**0**	**55,955,305**	**67,738,662**
CAPITAL PROJECTS FUND	**132,118,337**	**0**	**142,418,021**	**143,776,950**
ENTERPRISE FUNDS				
MEDICAL SERVICES				
PIMA HEALTH SYSTEM GRANTS	4,080,802	0	4,080,802	4,307,830
PIMA HEALTH SYSTEM & SERVICES	238,597,365	0	253,394,791	264,804,777
TOTAL MEDICAL SERVICES	**242,678,167**	**0**	**257,475,593**	**269,112,607**
PUBLIC WORKS				
DEVELOPMENT SERVICES	10,340,976	0	10,819,007	13,418,511
PARKING GARAGES	1,749,511	0	1,749,511	1,356,340
SOLID WASTE MANAGEMENT **	4,750,409	0	4,991,648	0
TIRE FUND **	984,150	0	1,029,616	0
WASTEWATER MANAGEMENT	83,730,349	0	83,599,307	99,919,312
WASTEWATER MGMT GRANTS	1,082,250	0	908,903	550,720
TOTAL PUBLIC WORKS	**102,637,645**	**0**	**103,097,992**	**115,244,883**
TOTAL ENTERPRISE FUNDS	**345,315,812**	**0**	**360,573,585**	**384,357,490**
GRAND TOTAL ALL FUNDS	**1,097,721,546**	**0**	**1,117,361,783**	**1,202,422,077**

* These amounts include actual expenses as of February 28, 2005 plus projected expenses for the remainder of the year.
** Solid Waste Management and the Tire Fund were part of the Wastewater Management Enterprise Fund in FY 2004/05.

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SUMMARY SCHEDULES

Summary of Changes in Fund Balances

Summary of Expenditures by Fund and Super Department

Summary of Revenues by Fund and Category

Summary of Expenditures by Functional Area and Super Department

Summary of Revenues by Functional Area and Super Department

Summary of Expenditures by Fund and Object: Department

Summary of Adopted Full Time Equivalent Positions

Summary of Active Capital Improvement Projects

Summary of Adopted Supplemental Packages

SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2003/2004 - 2005/2006

	Actual 2003/2004	Revised 2004/2005	Adopted 2005/2006
GENERAL FUND			
FUND BALANCE, BEGINNING (See note)	30,999,355	17,757,637	19,809,123
REVENUES			
TAXES	209,671,644	223,091,316	242,152,889
LICENSES & PERMITS	2,165,680	2,259,500	2,311,037
INTERGOVERNMENTAL	120,057,663	116,460,146	132,950,205
CHARGES FOR SERVICES	24,133,581	23,647,981	26,479,134
FINES AND FORFEITS	4,023,395	3,884,094	5,245,633
INTEREST	530,331	1,040,000	628,510
MISCELLANEOUS	2,131,995	1,669,545	2,531,400
MEMO REVENUE	1,927	0	0
TOTAL REVENUES	362,716,216	372,052,582	412,298,808
EXPENDITURES			
COMMUNITY & ECONOMIC DEVELOPMENT	(13,375,228)	(15,248,671)	(18,297,473)
COUNTY ADMINISTRATION	(46,962,699)	(53,078,398)	(52,355,062)
JUSTICE & LAW ENFORCEMENT	(177,047,748)	(184,388,850)	(204,762,409)
MEDICAL SERVICES	(65,524,448)	(96,563,112)	(101,955,776)
PUBLIC WORKS	(20,682,507)	(22,823,598)	(26,676,356)
TOTAL EXPENDITURES	(323,592,630)	(372,102,629)	(404,047,076)
OTHER ADJUSTMENTS	(4,518,639)	0	0
NET OPERATING TRANSFERS	(39,975,914)	(4,707,590)	(12,260,855)
FUND BALANCE, ENDING	25,628,388	13,000,000	15,800,000
SPECIAL REVENUE FUNDS			
FUND BALANCE, BEGINNING (See note)	42,310,331	28,862,539	47,900,019
REVENUES			
TAXES	27,057,691	29,007,160	34,705,580
SPECIAL ASSESSMENT	283,157	0	0
LICENSES & PERMITS	4,399,102	4,355,286	4,734,885
INTERGOVERNMENTAL	133,987,601	141,025,068	139,413,652
CHARGES FOR SERVICES	9,008,065	8,618,680	14,286,760
FINES AND FORFEITS	987,507	872,993	916,301
INTEREST	828,690	663,322	856,682
MISCELLANEOUS	11,667,477	9,105,680	9,229,111
MEMO REVENUE	3,326	0	0
TOTAL REVENUES	188,222,616	193,648,189	204,142,971
EXPENDITURES			
COMMUNITY & ECONOMIC DEVELOPMENT	(38,986,116)	(42,258,224)	(42,990,430)
COUNTY ADMINISTRATION	(2,602,751)	(4,163,877)	(5,756,435)
JUSTICE & LAW ENFORCEMENT	(47,592,050)	(58,224,359)	(62,887,724)
MEDICAL SERVICES	(23,315,640)	(24,017,798)	(25,236,582)
PUBLIC WORKS	(49,192,316)	(57,472,477)	(65,630,728)
TOTAL EXPENDITURES	(161,688,873)	(186,136,735)	(202,501,899)
OTHER ADJUSTMENTS	(2,045,701)	0	0

SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2003/2004 - 2005/2006

	Actual 2003/2004	Revised 2004/2005	Adopted 2005/2006
NET OPERATING TRANSFERS	(23,353,076)	(19,690,616)	(22,285,697)
FUND BALANCE, ENDING	43,445,297	16,683,377	27,255,394
DEBT SERVICE FUND			
FUND BALANCE, BEGINNING (See note)	3,078,000	1,824,045	10,915,750
REVENUES			
TAXES	42,797,675	45,149,416	42,973,572
SPECIAL ASSESSMENT	222,452	606,177	290,801
INTERGOVERNMENTAL	22,360	4,800	7,500
INTEREST	299,563	304,200	304,200
MISCELLANEOUS	6,015	0	0
TOTAL REVENUES	43,348,065	46,064,593	43,576,073
EXPENDITURES			
COUNTY ADMINISTRATION	(60,645,611)	(62,048,033)	(67,738,662)
TOTAL EXPENDITURES	(60,645,611)	(62,048,033)	(67,738,662)
NET OPERATING TRANSFERS	18,421,995	16,028,418	17,320,677
FUND BALANCE, ENDING	4,202,449	1,869,023	4,073,838
CAPITAL PROJECTS FUNDS			
FUND BALANCE, BEGINNING (See note)	82,793,104	51,397,885	105,905,288
REVENUES			
INTERGOVERNMENTAL	16,855,166	18,887,581	14,997,572
CHARGES FOR SERVICES	9,536,768	2,492,520	7,235,700
INTEREST	996,627	2,000,000	581,423
MISCELLANEOUS	1,642,147	63,755	1,334,255
TOTAL REVENUES	29,030,708	23,443,856	24,148,950
EXPENDITURES			
PUBLIC WORKS	(103,166,637)	(132,118,337)	(143,776,950)
TOTAL EXPENDITURES	(103,166,637)	(132,118,337)	(143,776,950)
BOND PROCEEDS	65,038,966	96,000,000	0
NET OPERATING TRANSFERS	23,574,181	11,171,248	16,220,596
FUND BALANCE, ENDING	97,270,322	49,894,652	2,497,884
ENTERPRISE FUNDS			
NET ASSETS, BEGINNING (See note)	(24,716,676)	261,342	12,472,309
REVENUES			
LICENSES & PERMITS	8,225,086	7,467,181	10,050,279
INTERGOVERNMENTAL	6,264,634	6,117,064	4,849,130
CHARGES FOR SERVICES	311,951,587	324,838,873	367,562,898
FINES AND FORFEITS	53,548	58,800	58,800
INTEREST	748,027	635,967	684,544

SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2003/2004 - 2005/2006

	Actual 2003/2004	Revised 2004/2005	Adopted 2005/2006
MISCELLANEOUS	2,894,655	1,829,199	1,704,295
MEMO REVENUE	22,213,973	20,000,000	20,000,000
TOTAL REVENUES	352,351,510	360,947,084	404,909,946
EXPENDITURES			
MEDICAL SERVICES	(268,980,756)	(242,678,167)	(269,112,607)
PUBLIC WORKS	(83,102,747)	(102,637,645)	(115,244,883)
TOTAL EXPENDITURES	(352,083,503)	(345,315,812)	(384,357,490)
OTHER SOURCES OF FUNDING	6,756,343	9,700,000	10,400,000
NET OPERATING TRANSFERS	12,713,000	(3,000,000)	0
NET ASSETS, ENDING	(4,979,326)	22,592,614	43,424,765

THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY

INTERNAL SERVICE FUNDS

NET ASSETS, BEGINNING (See note)	15,131,912	13,245,567	13,594,184
REVENUES			
INTERGOVERNMENTAL	166,413	39,800	37,000
CHARGES FOR SERVICES	30,321,987	31,450,070	30,436,938
INTEREST	545,814	542,500	537,500
MISCELLANEOUS	1,320,741	684,546	526,555
MEMO REVENUE	231,512	0	224,255
TOTAL REVENUES	32,586,467	32,716,916	31,762,248
EXPENDITURES			
COUNTY ADMINISTRATION	(16,943,478)	(20,709,825)	(19,282,353)
PUBLIC WORKS	(14,979,095)	(13,814,661)	(14,909,188)
TOTAL EXPENDITURES	(31,922,573)	(34,524,486)	(34,191,541)
OTHER ADJUSTMENTS	(38,681)	0	0
NET OPERATING TRANSFERS	(247,285)	198,540	1,005,279
NET ASSETS, ENDING	15,509,840	11,636,537	12,170,170

Note: Fund balances on this schedule are not comparable from year to year because the beginning budgeted fund balances for fiscal year 2004/2005 and fiscal year 2005/2006 are based on estimates made before the end of each preceding fiscal year.

SUMMARY OF EXPENDITURES BY FUND AND SUPER DEPARTMENT
FISCAL YEARS 2003/2004 - 2005/2006

FUND/FUNCTIONAL AREA/SUPER DEPT	ACTUAL 2003/2004	REVISED 2004/2005	ADOPTED 2005/2006
GENERAL FUND			
COUNTY ADMINISTRATION			
ASSESSOR	6,680,477	7,133,405	7,867,912
BOARD OF SUPERVISORS	1,348,965	1,460,789	1,608,925
CLERK OF THE BOARD	1,112,300	1,206,741	1,266,838
COUNTY ADMINISTRATOR	2,317,221	2,170,213	1,326,571
ELECTIONS	1,102,035	2,485,927	5,375,964
FINANCE	4,288,525	4,462,842	5,806,229
FORENSIC SCIENCE CENTER	2,062,116	2,023,034	2,202,287
HUMAN RESOURCES	2,128,416	2,320,233	2,443,825
INFORMATION TECHNOLOGY	5,110,436	5,463,789	5,876,520
NON DEPARTMENTAL	15,961,949	18,692,079	12,372,014
PROCUREMENT	1,008,995	1,307,571	1,390,104
RECORDER	1,892,153	2,209,765	2,547,940
TREASURER	1,949,111	2,142,010	2,269,933
TOTAL COUNTY ADMINISTRATION	**46,962,699**	**53,078,398**	**52,355,062**
COMMUNITY & ECONOMIC DEVELOPMENT			
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	0	779,975	636,636
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	0	4,328,072	4,189,797
COMMUNITY RESOURCES	8,960,717	4,021,356	4,529,205
COMMUNITY SVCS, EMPLOYMENT & TRAINING	3,304,475	3,480,453	5,848,674
ECONOMIC DEVELOPMENT & TOURISM	0	1,473,115	1,820,031
SCHOOL SUPERINTENDENT	1,110,036	1,165,700	1,273,130
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**13,375,228**	**15,248,671**	**18,297,473**
JUSTICE & LAW ENFORCEMENT			
CLERK OF SUPERIOR COURT	8,654,267	9,188,836	9,997,993
CONSTABLES	581,388	754,063	821,924
COUNTY ATTORNEY	15,363,758	16,102,402	17,310,897
INDIGENT DEFENSE	10,579,927	11,003,450	13,250,693
JUSTICE COURT AJO	418,373	519,308	579,037
JUSTICE COURT GREEN VALLEY	381,828	391,969	414,753
JUSTICE COURTS TUCSON	4,467,187	4,849,759	5,511,003
JUVENILE COURT	20,481,171	21,059,573	23,092,877
OFFICE OF COURT APPOINTED COUNSEL	9,616,807	7,820,809	9,804,274
PUBLIC FIDUCIARY	1,869,537	2,079,965	2,251,486
SHERIFF	79,757,490	84,378,680	93,196,897
SUPERIOR COURT	24,876,015	26,240,036	28,530,575
TOTAL JUSTICE & LAW ENFORCEMENT	**177,047,748**	**184,388,850**	**204,762,409**
MEDICAL SERVICES			
INSTITUTIONAL HEALTH	65,524,448	96,563,112	101,955,776
TOTAL MEDICAL SERVICES	**65,524,448**	**96,563,112**	**101,955,776**
PUBLIC WORKS			
FACILITIES MANAGEMENT	10,355,379	11,593,259	13,439,665
NATURAL RESOURCES, PARKS & RECREATION	10,327,130	11,230,339	13,136,691
PUBLIC WORKS ADMINISTRATION	(2)	0	100,000
TOTAL PUBLIC WORKS	**20,682,507**	**22,823,598**	**26,676,356**
TOTAL GENERAL FUND	**323,592,630**	**372,102,629**	**404,047,076**

SUMMARY OF EXPENDITURES BY FUND AND SUPER DEPARTMENT
FISCAL YEARS 2003/2004 - 2005/2006

FUND/FUNCTIONAL AREA/SUPER DEPT	ACTUAL 2003/2004	REVISED 2004/2005	ADOPTED 2005/2006
SPECIAL REVENUE FUNDS			
COUNTY ADMINISTRATION			
COUNTY ADMINISTRATOR	738,608	1,687,000	2,487,858
FORENSIC SCIENCE CENTER	0	0	0
NON DEPARTMENTAL	500,000	500,000	1,000,000
RECORDER	1,336,033	1,497,127	1,776,976
TREASURER	28,110	479,750	491,601
TOTAL COUNTY ADMINISTRATION	**2,602,751**	**4,163,877**	**5,756,435**
COMMUNITY & ECONOMIC DEVELOPMENT			
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	6,745,183	9,652,319	9,736,368
COMMUNITY RESOURCES	0	897,093	742,828
COMMUNITY SVCS, EMPLOYMENT & TRAINING	17,413,983	15,381,804	11,764,324
COUNTY FREE LIBRARY	10,787,216	10,518,681	14,984,741
SCHOOL SUPERINTENDENT	2,409,252	4,326,673	4,221,000
STADIUM DISTRICT	1,630,482	1,481,654	1,541,169
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**38,986,116**	**42,258,224**	**42,990,430**
JUSTICE & LAW ENFORCEMENT			
CLERK OF SUPERIOR COURT	684,939	563,776	1,002,477
COUNTY ATTORNEY	5,379,268	9,338,545	9,743,029
INDIGENT DEFENSE	168,591	445,000	1,431,362
JUSTICE COURT AJO	0	15,000	0
JUSTICE COURT GREEN VALLEY	2,037	11,564	9,000
JUSTICE COURTS TUCSON	175,525	390,748	493,260
JUVENILE COURT	11,477,197	12,311,829	11,785,145
SHERIFF	18,174,260	22,269,147	24,157,914
SUPERIOR COURT	11,530,233	12,878,750	14,265,537
TOTAL JUSTICE & LAW ENFORCEMENT	**47,592,050**	**58,224,359**	**62,887,724**
MEDICAL SERVICES			
PUBLIC HEALTH	23,315,640	24,017,798	25,236,582
TOTAL MEDICAL SERVICES	**23,315,640**	**24,017,798**	**25,236,582**
PUBLIC WORKS			
ENVIRONMENTAL QUALITY	4,006,067	4,156,270	3,892,458
FACILITIES MANAGEMENT	983,300	1,034,625	1,300,548
NATURAL RESOURCES, PARKS & RECREATION	31,579	0	150,000
PUBLIC WORKS ADMINISTRATION	23,659	85,000	25,000
REGIONAL FLOOD CONTROL DISTRICT	7,282,793	7,438,339	9,340,697
SOLID WASTE MANAGEMENT	0	0	8,344,916
TRANSPORTATION	36,864,918	44,758,243	42,577,109
TOTAL PUBLIC WORKS	**49,192,316**	**57,472,477**	**65,630,728**
TOTAL SPECIAL REVENUE FUNDS	**161,688,873**	**186,136,735**	**202,501,899**
DEBT SERVICE FUND			
COUNTY ADMINISTRATION			
NON DEPARTMENTAL	60,645,611	62,048,033	67,738,662
TOTAL COUNTY ADMINISTRATION	**60,645,611**	**62,048,033**	**67,738,662**
TOTAL DEBT SERVICE FUND	**60,645,611**	**62,048,033**	**67,738,662**

SUMMARY OF EXPENDITURES BY FUND AND SUPER DEPARTMENT
FISCAL YEARS 2003/2004 - 2005/2006

FUND/FUNCTIONAL AREA/SUPER DEPT	ACTUAL 2003/2004	REVISED 2004/2005	ADOPTED 2005/2006
CAPITAL PROJECTS FUNDS			
PUBLIC WORKS			
CAPITAL PROJECTS	103,166,637	132,118,337	143,776,950
TOTAL PUBLIC WORKS	**103,166,637**	**132,118,337**	**143,776,950**
TOTAL CAPITAL PROJECTS FUNDS	**103,166,637**	**132,118,337**	**143,776,950**
ENTERPRISE FUNDS			
MEDICAL SERVICES			
ELIMINATIONS	(5,103,970)	0	0
KINO COMMUNITY HOSPITAL	57,204,911	0	0
PIMA HEALTH SYSTEM & SERVICES	216,879,815	242,678,167	269,112,607
TOTAL MEDICAL SERVICES	**268,980,756**	**242,678,167**	**269,112,607**
PUBLIC WORKS			
DEVELOPMENT SERVICES	9,630,673	10,340,976	13,418,511
FACILITIES MANAGEMENT	1,379,978	1,749,511	1,356,340
SOLID WASTE MANAGEMENT	6,023,999	5,734,559	0
WASTEWATER MANAGEMENT	66,068,097	84,812,599	100,470,032
TOTAL PUBLIC WORKS	**83,102,747**	**102,637,645**	**115,244,883**
TOTAL ENTERPRISE FUNDS	**352,083,503**	**345,315,812**	**384,357,490**
TOTAL EXPENDITURES/EXPENSES	**1,001,177,254**	**1,097,721,546**	**1,202,422,077**
Internal Service Funds -- Informational Purposes Only			
INTERNAL SERVICE FUNDS			
COMMUNICATIONS	1,724,662	2,136,633	2,249,021
RISK MANAGEMENT	15,218,816	18,573,192	17,033,332
FLEET SERVICES	13,161,120	11,878,759	13,097,731
GRAPHIC SERVICES	1,817,975	1,935,902	1,811,457
TOTAL INTERNAL SERVICE FUNDS	**31,922,573**	**34,524,486**	**34,191,541**
TOTAL ALL FUNDS	**1,033,099,827**	**1,132,246,032**	**1,236,613,618**

SUMMARY OF REVENUES BY FUND AND CATEGORY

FISCAL YEARS 2003/2004 - 2005/2006

SOURCES OF REVENUE	Actual 2003/2004	Revised 2004/2005	Adopted 2005/2006
GENERAL FUND			
PROPERTY TAX			
REAL PROPERTY TAXES	193,500,616	207,160,527	225,460,347
PERSONAL PROPERTY TAXES	10,627,169	11,173,256	10,935,941
INTEREST ON DELINQUENT TAX	4,760,443	4,281,936	5,056,928
PENALTIES ON DELINQUENT TAX	783,416	475,597	699,673
TOTAL PROPERTY TAX	**209,671,644**	**223,091,316**	**242,152,889**
LICENSES AND PERMITS			
BUSINESS LICENSES & PERMITS	2,165,430	2,259,500	2,311,037
NON-BUSINESS LICENSES & PERMITS	250	0	0
TOTAL LICENSES AND PERMITS	**2,165,680**	**2,259,500**	**2,311,037**
INTERGOVERNMENTAL			
FEDERAL GRANTS AND AID	4,597,549	2,739,000	3,026,000
STATE GRANTS AND AID	6,040,447	663,606	9,764,495
SALES AND USE TAX	82,651,532	86,000,000	92,708,000
ALCOHOLIC BEVERAGES	52,527	34,600	43,600
AUTO LIEU TAX	23,413,431	23,700,000	24,342,270
TRANSIENT LODGING TAX	2,716,688	2,680,000	2,867,600
CITY PARTICIPATION	585,489	642,940	198,240
TOTAL INTERGOVERNMENTAL	**120,057,663**	**116,460,146**	**132,950,205**
CHARGES FOR SERVICES			
GENERAL GOVERNMENT	4,937,328	4,645,865	5,632,137
COURT FEES	3,876,367	3,529,954	3,838,247
NOTARY BOND FEES	951	0	0
SHERIFF DEPT FEES	439,888	428,800	420,000
CORRECTIONAL HOUSING	6,050,435	5,976,910	5,982,162
HEALTH FEES	806,809	771,155	880,000
RECREATION FEES	844,718	639,236	603,175
EMPLOYEE HEALTH PREMIUMS	4,900	5,000	0
OVERHEAD - GRANTS	88,062	83,000	83,000
CONTRIBUTIONS FOR ADMINISTRATIVE OVERHEAD	7,084,123	7,568,061	9,040,413
TOTAL CHARGES FOR SERVICES	**24,133,581**	**23,647,981**	**26,479,134**
FINES AND FORFEITS			
SUPERIOR COURT - FINES AND FORFEITS	228,285	211,826	213,000
JUSTICE COURTS FINES AND FORFEITS	3,071,974	2,794,267	3,999,883
OTHER FINES AND FORFEITS	723,136	878,001	1,032,750
TOTAL FINES AND FORFEITS	**4,023,395**	**3,884,094**	**5,245,633**
INTEREST			
INTEREST	530,331	1,040,000	628,510
TOTAL INTEREST	**530,331**	**1,040,000**	**628,510**
MISCELLANEOUS			
RENTS AND ROYALTIES	651,316	528,945	1,425,895
OTHER MISCELLANEOUS REVENUE	1,480,679	1,140,600	1,105,505
TOTAL MISCELLANEOUS	**2,131,995**	**1,669,545**	**2,531,400**
MEMO REVENUE			
OTHER MISCELLANEOUS REVENUE	1,927	0	0
TOTAL MEMO REVENUE	**1,927**	**0**	**0**
TOTAL GENERAL FUND	**362,716,216**	**372,052,582**	**412,298,808**

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2003/2004 - 2005/2006

SOURCES OF REVENUE	Actual 2003/2004	Revised 2004/2005	Adopted 2005/2006
SPECIAL REVENUE FUNDS			
EMPLOYMENT AND TRAINING			
INTERGOVERNMENTAL	16,659,709	15,983,794	12,331,607
MISCELLANEOUS	128,570	6,000	1,650
TOTAL EMPLOYMENT AND TRAINING	**16,788,279**	**15,989,794**	**12,333,257**
ENVIRONMENTAL QUALITY			
LICENSES AND PERMITS	2,001,661	1,916,910	1,969,055
INTERGOVERNMENTAL	1,595,468	1,627,043	1,351,395
CHARGES FOR SERVICES	17,775	14,300	0
FINES AND FORFEITS	18,540	0	0
INTEREST	11,944	10,000	14,000
MISCELLANEOUS	16,947	13,345	150
TOTAL ENVIRONMENTAL QUALITY	**3,662,335**	**3,581,598**	**3,334,600**
PUBLIC HEALTH			
LICENSES AND PERMITS	2,101,802	2,178,376	2,480,830
INTERGOVERNMENTAL	11,739,073	12,273,089	11,557,258
CHARGES FOR SERVICES	2,086,585	1,942,110	2,223,590
FINES AND FORFEITS	191,543	162,993	205,801
INTEREST	588	0	0
MISCELLANEOUS	111,325	70,866	52,460
TOTAL PUBLIC HEALTH	**16,230,916**	**16,627,434**	**16,519,939**
REGIONAL FLOOD CONTROL DISTRICT			
TAXES	15,984,177	17,264,169	19,720,839
INTERGOVERNMENTAL	546,791	2,545	31,700
CHARGES FOR SERVICES	1,901	0	0
INTEREST	70,989	120,000	100,000
MISCELLANEOUS	27,675	17,000	22,000
TOTAL REGIONAL FLOOD CONTROL DISTRICT	**16,631,533**	**17,403,714**	**19,874,539**
TRANSPORTATION			
SPECIAL ASSESSMENT	283,157	0	0
LICENSES AND PERMITS	295,639	260,000	285,000
INTERGOVERNMENTAL	53,344,822	54,284,035	56,135,693
CHARGES FOR SERVICES	617,521	425,000	510,500
INTEREST	326,247	350,000	300,000
MISCELLANEOUS	1,309,979	389,743	194,700
MEMO REVENUE	2,376	0	0
TOTAL TRANSPORTATION	**56,179,741**	**55,708,778**	**57,425,893**
OTHER SPECIAL REVENUE FUNDS AND GRANTS			
INTERGOVERNMENTAL	48,393,590	55,237,562	55,173,999
CHARGES FOR SERVICES	6,284,283	6,237,270	6,222,670
FINES AND FORFEITS	777,424	710,000	710,500
INTEREST	345,209	183,322	282,682
MISCELLANEOUS	9,112,358	7,529,894	7,810,888
MEMO REVENUE	950	0	0
TOTAL OTHER SPECIAL REVENUE FUNDS AND GRANTS	**64,913,814**	**69,898,048**	**70,200,739**
SOLID WASTE MANAGEMENT			
INTERGOVERNMENTAL	0	0	1,090,000
CHARGES FOR SERVICES	0	0	5,330,000

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2003/2004 - 2005/2006

SOURCES OF REVENUE	Actual 2003/2004	Revised 2004/2005	Adopted 2005/2006
INTEREST	0	0	40,000
MISCELLANEOUS	0	0	86,000
TOTAL SOLID WASTE MANAGEMENT	**0**	**0**	**6,546,000**
COUNTY FREE LIBRARY			
TAXES	11,073,514	11,742,991	14,984,741
INTERGOVERNMENTAL	5,734	2,000	2,000
INTEREST	73,713	0	100,000
MISCELLANEOUS	(28)	0	0
TOTAL COUNTY FREE LIBRARY	**11,152,933**	**11,744,991**	**15,086,741**
STADIUM DISTRICT			
INTERGOVERNMENTAL	1,702,414	1,615,000	1,740,000
INTEREST	0	0	20,000
MISCELLANEOUS	960,651	1,078,832	1,061,263
TOTAL STADIUM DISTRICT	**2,663,065**	**2,693,832**	**2,821,263**
TOTAL SPECIAL REVENUE FUNDS	**188,222,616**	**193,648,189**	**204,142,971**
DEBT SERVICE FUND			
TAXES	42,797,675	45,149,416	42,973,572
SPECIAL ASSESSMENT	222,452	606,177	290,801
INTERGOVERNMENTAL	22,360	4,800	7,500
INTEREST	299,563	304,200	304,200
MISCELLANEOUS	6,015	0	0
TOTAL DEBT SERVICE FUND	**43,348,065**	**46,064,593**	**43,576,073**
CAPITAL PROJECTS FUNDS			
INTERGOVERNMENTAL	16,855,166	18,887,581	14,997,572
CHARGES FOR SERVICES	9,536,768	2,492,520	7,235,700
INTEREST	996,627	2,000,000	581,423
MISCELLANEOUS	1,642,147	63,755	1,334,255
TOTAL CAPITAL PROJECTS FUNDS	**29,030,708**	**23,443,856**	**24,148,950**
ENTERPRISE FUNDS			
MEDICAL SERVICES			
INTERGOVERNMENTAL	4,398,380	4,080,802	4,307,830
CHARGES FOR SERVICES	226,309,860	239,647,160	264,694,314
INTEREST	369,180	375,000	457,954
MISCELLANEOUS	181,297	109,731	16,300
TOTAL MEDICAL SERVICES	**231,258,717**	**244,212,693**	**269,476,398**
DEVELOPMENT SERVICES			
LICENSES AND PERMITS	8,202,988	7,450,481	10,050,279
CHARGES FOR SERVICES	3,621,562	2,986,566	3,824,082
FINES AND FORFEITS	5,000	0	0
INTEREST	84,034	75,000	116,396
MISCELLANEOUS	163,406	155,540	184,887
TOTAL DEVELOPMENT SERVICES	**12,076,990**	**10,667,587**	**14,175,644**
WASTEWATER MANAGEMENT			
LICENSES AND PERMITS	22,098	16,700	0
INTERGOVERNMENTAL	1,866,254	2,036,262	541,300
CHARGES FOR SERVICES	82,020,165	82,205,147	99,044,502
FINES AND FORFEITS	48,548	58,800	58,800
INTEREST	253,134	158,467	100,194

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2003/2004 - 2005/2006

SOURCES OF REVENUE	Actual 2003/2004	Revised 2004/2005	Adopted 2005/2006
MISCELLANEOUS	1,089,925	128,988	10,068
MEMO REVENUE	22,213,973	20,000,000	20,000,000
TOTAL WASTEWATER MANAGEMENT	**107,514,097**	**104,604,364**	**119,754,864**
PARKING GARAGES			
INTEREST	41,679	27,500	10,000
MISCELLANEOUS	1,460,027	1,434,940	1,493,040
TOTAL PARKING GARAGES	**1,501,706**	**1,462,440**	**1,503,040**
TOTAL ENTERPRISE FUNDS	**352,351,510**	**360,947,084**	**404,909,946**
TOTAL REVENUES	**975,669,115**	**996,156,304**	**1,089,076,748**

THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY

INTERNAL SERVICE FUNDS

COMMUNICATIONS			
CHARGES FOR SERVICES	1,424,807	2,161,724	2,219,309
INTEREST	9,541	7,500	7,500
MISCELLANEOUS	35,059	0	0
TOTAL COMMUNICATIONS	**1,469,407**	**2,169,224**	**2,226,809**
FLEET SERVICES			
INTERGOVERNMENTAL	16,413	39,800	37,000
CHARGES FOR SERVICES	12,034,694	12,271,276	12,927,856
INTEREST	32,733	35,000	30,000
MISCELLANEOUS	798,946	682,546	526,555
MEMO REVENUE	231,512	0	224,255
TOTAL FLEET SERVICES	**13,114,298**	**13,028,622**	**13,745,666**
GRAPHIC SERVICES			
CHARGES FOR SERVICES	1,539,738	1,463,577	1,490,270
MISCELLANEOUS	35,408	2,000	0
TOTAL GRAPHIC SERVICES	**1,575,146**	**1,465,577**	**1,490,270**
RISK MANAGEMENT			
INTERGOVERNMENTAL	150,000	0	0
CHARGES FOR SERVICES	15,322,748	15,553,493	13,799,503
INTEREST	503,540	500,000	500,000
MISCELLANEOUS	451,328	0	0
TOTAL RISK MANAGEMENT	**16,427,616**	**16,053,493**	**14,299,503**
TOTAL INTERNAL SERVICE FUNDS	**32,586,467**	**32,716,916**	**31,762,248**
TOTAL ALL FUNDS	**1,008,255,582**	**1,028,873,220**	**1,120,838,996**

SUMMARY OF EXPENDITURES BY FUNCTIONAL AREA AND SUPER DEPARTMENT
FISCAL YEARS 2003/2004 - 2005/2006

FUNCTIONAL AREA/SUPER DEPT.	ACTUAL EXPENDITURES/ EXPENSES 2003/2004	REVISED EXPENDITURES/ EXPENSES 2004/2005	ADOPTED EXPENDITURES/ EXPENSES 2005/2006
COUNTY ADMINISTRATION			
ASSESSOR	6,680,477	7,133,405	7,867,912
BOARD OF SUPERVISORS	1,348,965	1,460,789	1,608,925
CLERK OF THE BOARD	1,112,300	1,206,741	1,266,838
COUNTY ADMINISTRATOR	3,055,829	3,857,213	3,814,429
ELECTIONS	1,102,035	2,485,927	5,375,964
FINANCE	4,288,525	4,462,842	5,806,229
FORENSIC SCIENCE CENTER	2,062,116	2,023,034	2,202,287
HUMAN RESOURCES	2,128,416	2,320,233	2,443,825
INFORMATION TECHNOLOGY	5,110,436	5,463,789	5,876,520
NON DEPARTMENTAL	77,107,560	81,240,112	81,110,676
PROCUREMENT	1,008,995	1,307,571	1,390,104
RECORDER	3,228,186	3,706,892	4,324,916
TREASURER	1,977,221	2,621,760	2,761,534
TOTAL COUNTY ADMINISTRATION	**110,211,061**	**119,290,308**	**125,850,159**
JUSTICE & LAW ENFORCEMENT			
CLERK OF SUPERIOR COURT	9,339,206	9,752,612	11,000,470
CONSTABLES	581,388	754,063	821,924
COUNTY ATTORNEY	20,743,026	25,440,947	27,053,926
INDIGENT DEFENSE	10,748,518	11,448,450	14,682,055
JUSTICE COURT AJO	418,373	534,308	579,037
JUSTICE COURT GREEN VALLEY	383,865	403,533	423,753
JUSTICE COURTS TUCSON	4,642,712	5,240,507	6,004,263
JUVENILE COURT	31,958,368	33,371,402	34,878,022
OFFICE OF COURT APPOINTED COUNSEL	9,616,807	7,820,809	9,804,274
PUBLIC FIDUCIARY	1,869,537	2,079,965	2,251,486
SHERIFF	97,931,750	106,647,827	117,354,811
SUPERIOR COURT	36,406,248	39,118,786	42,796,112
TOTAL JUSTICE & LAW ENFORCEMENT	**224,639,798**	**242,613,209**	**267,650,133**
COMMUNITY & ECONOMIC DEVELOPMENT			
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	0	779,975	636,636
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	6,745,183	13,980,391	13,926,165
COMMUNITY RESOURCES	8,960,717	4,918,449	5,272,033
COMMUNITY SVCS, EMPLOYMENT & TRAINING	20,718,458	18,862,257	17,612,998
COUNTY FREE LIBRARY	10,787,216	10,518,681	14,984,741
ECONOMIC DEVELOPMENT & TOURISM	0	1,473,115	1,820,031
SCHOOL SUPERINTENDENT	3,519,288	5,492,373	5,494,130
STADIUM DISTRICT	1,630,482	1,481,654	1,541,169
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**52,361,344**	**57,506,895**	**61,287,903**
MEDICAL SERVICES			
ELIMINATIONS	(5,103,970)	0	0
INSTITUTIONAL HEALTH	65,524,448	96,563,112	101,955,776
KINO COMMUNITY HOSPITAL	57,204,911	0	0
PIMA HEALTH SYSTEM & SERVICES	216,879,815	242,678,167	269,112,607
PUBLIC HEALTH	23,315,640	24,017,798	25,236,582
TOTAL MEDICAL SERVICES	**357,820,844**	**363,259,077**	**396,304,965**
PUBLIC WORKS			
CAPITAL PROJECTS	103,166,637	132,118,337	143,776,950
DEVELOPMENT SERVICES	9,630,673	10,340,976	13,418,511
ENVIRONMENTAL QUALITY	4,006,067	4,156,270	3,892,458
FACILITIES MANAGEMENT	12,718,657	14,377,395	16,096,553
NATURAL RESOURCES, PARKS & RECREATION	10,358,709	11,230,339	13,286,691
PUBLIC WORKS ADMINISTRATION	23,657	85,000	125,000
REGIONAL FLOOD CONTROL DISTRICT	7,282,793	7,438,339	9,340,697

SUMMARY OF EXPENDITURES BY FUNCTIONAL AREA AND SUPER DEPARTMENT
FISCAL YEARS 2003/2004 - 2005/2006

FUNCTIONAL AREA/SUPER DEPT.	ACTUAL EXPENDITURES/ EXPENSES 2003/2004	REVISED EXPENDITURES/ EXPENSES 2004/2005	ADOPTED EXPENDITURES/ EXPENSES 2005/2006
SOLID WASTE MANAGEMENT	6,023,999	5,734,559	8,344,916
TRANSPORTATION	36,864,918	44,758,243	42,577,109
WASTEWATER MANAGEMENT	66,068,097	84,812,599	100,470,032
TOTAL PUBLIC WORKS	**256,144,207**	**315,052,057**	**351,328,917**
TOTAL ALL FUNCTIONAL AREAS	**1,001,177,254**	**1,097,721,546**	**1,202,422,077**
Internal Service Funds -- Informational Purposes Only			
INTERNAL SERVICE FUNDS			
COMMUNICATIONS	1,724,662	2,136,633	2,249,021
RISK MANAGEMENT	15,218,816	18,573,192	17,033,332
FLEET SERVICES	13,161,120	11,878,759	13,097,731
GRAPHIC SERVICES	1,817,975	1,935,902	1,811,457
TOTAL INTERNAL SERVICE FUNDS	**31,922,573**	**34,524,486**	**34,191,541**
TOTAL ALL FUNDS	**1,033,099,827**	**1,132,246,032**	**1,236,613,618**

Note: The Information Technology totals above, under COUNTY ADMINISTRATION, are shown exclusive of the Communications Department budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out for this summary. They are combined; however, in the Information Technology Department Summary by Program on page 10-56.

SUMMARY OF REVENUES BY FUNCTIONAL AREA AND SUPER DEPARTMENT
FISCAL YEARS 2003/2004 - 2005/2006

FUNCTIONAL AREA/SUPER DEPT.	ACTUAL REVENUES 2003/2004	REVISED REVENUES 2004/2005	ADOPTED REVENUES 2005/2006
COUNTY ADMINISTRATION			
ASSESSOR	(774)	6,000	6,000
BOARD OF SUPERVISORS	(572)	0	0
CLERK OF THE BOARD	10,318	10,000	10,000
COUNTY ADMINISTRATOR	284,857	1,070,000	0
ELECTIONS	564,770	600,000	4,262,000
FINANCE	72,529	48,000	48,000
FORENSIC SCIENCE CENTER	779,309	760,955	891,500
HUMAN RESOURCES	19,185	9,350	3,850
INFORMATION TECHNOLOGY	239,989	620,583	589,900
NON DEPARTMENTAL	381,543,787	395,511,127	425,184,533
PROCUREMENT	76	0	0
RECORDER	5,011,941	4,544,000	5,004,400
TREASURER	100,185	107,850	111,150
TOTAL COUNTY ADMINISTRATION	**388,625,600**	**403,287,865**	**436,111,333**
JUSTICE & LAW ENFORCEMENT			
CLERK OF SUPERIOR COURT	3,292,346	3,073,402	3,447,797
CONSTABLES	396,179	325,618	382,500
COUNTY ATTORNEY	9,894,238	7,890,392	7,953,038
INDIGENT DEFENSE	478,522	155,000	337,000
JUSTICE COURT AJO	294,909	262,225	262,225
JUSTICE COURT GREEN VALLEY	248,568	217,343	217,113
JUSTICE COURTS TUCSON	4,689,532	4,459,803	6,323,854
JUVENILE COURT	12,568,806	12,648,204	12,072,467
OFFICE OF COURT APPOINTED COUNSEL	799,901	578,000	648,000
PUBLIC FIDUCIARY	465,005	446,120	446,120
SHERIFF	23,591,440	26,712,538	27,461,929
SUPERIOR COURT	13,028,020	11,668,587	12,692,044
TOTAL JUSTICE & LAW ENFORCEMENT	**69,747,466**	**68,437,232**	**72,244,087**
COMMUNITY & ECONOMIC DEVELOPMENT			
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	0	0	0
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	6,795,716	8,307,159	8,394,938
COMMUNITY RESOURCES	473,475	1,106,429	1,025,699
COMMUNITY SVCS, EMPLOYMENT & TRAINING	16,788,279	15,092,701	12,393,258
COUNTY FREE LIBRARY	11,152,933	11,744,991	15,086,741
ECONOMIC DEVELOPMENT & TOURISM	0	0	0
SCHOOL SUPERINTENDENT	2,434,559	4,421,873	4,334,200
STADIUM DISTRICT	2,663,065	2,693,832	2,821,263
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**40,308,027**	**43,366,985**	**44,056,099**
MEDICAL SERVICES			
ELIMINATIONS	(5,103,970)	0	0
INSTITUTIONAL HEALTH	358,447	69,765	69,765
KINO COMMUNITY HOSPITAL	26,281,236	0	0
PIMA HEALTH SYSTEM & SERVICES	210,081,451	244,212,693	269,476,398
PUBLIC HEALTH	16,230,916	16,627,434	16,519,939
TOTAL MEDICAL SERVICES	**247,848,080**	**260,909,892**	**286,066,102**
PUBLIC WORKS			
CAPITAL PROJECTS	29,030,708	23,443,856	24,148,950
DEVELOPMENT SERVICES	12,076,990	10,667,587	14,175,644
ENVIRONMENTAL QUALITY	3,662,335	3,581,598	3,334,600
FACILITIES MANAGEMENT	3,143,605	3,583,270	4,516,474
NATURAL RESOURCES, PARKS & RECREATION	900,716	1,161,163	821,663
PUBLIC WORKS ADMINISTRATION	217	0	500
REGIONAL FLOOD CONTROL DISTRICT	16,631,533	17,403,714	19,874,539
SOLID WASTE MANAGEMENT	6,085,253	5,650,762	6,546,000

SUMMARY OF REVENUES BY FUNCTIONAL AREA AND SUPER DEPARTMENT
FISCAL YEARS 2003/2004 - 2005/2006

FUNCTIONAL AREA/SUPER DEPT.	ACTUAL REVENUES 2003/2004	REVISED REVENUES 2004/2005	ADOPTED REVENUES 2005/2006
TRANSPORTATION	56,179,741	55,708,778	57,425,893
WASTEWATER MANAGEMENT	101,428,844	98,953,602	119,754,864
TOTAL PUBLIC WORKS	**229,139,942**	**220,154,330**	**250,599,127**
TOTAL ALL FUNCTIONAL AREAS	**975,669,115**	**996,156,304**	**1,089,076,748**
Internal Service Funds -- Informational Purposes Only			
INTERNAL SERVICE FUNDS			
COMMUNICATIONS	1,469,407	2,169,224	2,226,809
RISK MANAGEMENT	16,427,616	16,053,493	14,299,503
FLEET SERVICES	13,114,298	13,028,622	13,745,666
GRAPHIC SERVICES	1,575,146	1,465,577	1,490,270
TOTAL INTERNAL SERVICE FUNDS	**32,586,467**	**32,716,916**	**31,762,248**
TOTAL ALL FUNDS	**1,008,255,582**	**1,028,873,220**	**1,120,838,996**

Note: The Wastewater Management totals above, under PUBLIC WORKS, do not include Solid Waste Management as it is listed separately. Prior to becoming a special revenue fund in fiscal year 2005/2006, Solid Waste Management was in the Wastewater Management Enterprise Fund. The Wastewater Management revenue totals on pages 8-10 and 9-28 include Solid Waste Management in fiscal years 2003/2004 and 2004/2005 only.

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

FUND/DEPARTMENTS	PERSONAL SERVICES	SUPPLIES	SERVICES AND OTHER CHARGES	CAPITAL OUTLAY	OTHER	TOTAL EXPENDITURES
GENERAL FUND						
ASSESSOR	7,304,267	114,167	449,478			7,867,912
BOARD OF SUPERVISORS	1,403,524	29,141	170,260	6,000		1,608,925
CLERK OF SUPERIOR COURT	9,541,277	84,712	372,004			9,997,993
CLERK OF THE BOARD	924,886	25,906	303,167	12,879		1,266,838
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	490,027	16,000	124,009	6,600		636,636
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	677,968	37,311	3,466,418	8,100		4,189,797
COMMUNITY RESOURCES	2,644,285	359,221	1,434,998	90,701		4,529,205
COMMUNITY SERVICES	1,452,646	44,165	4,351,863			5,848,674
CONSTABLES	731,126	9,542	81,256			821,924
CONTINGENCY			3,284,347		2,092,513	5,376,860
CONTRACT ATTORNEYS			9,138,983			9,138,983
COUNTY ADMINISTRATOR	1,179,870	34,795	111,906			1,326,571
COUNTY ATTORNEY	15,459,176	467,425	1,220,011	164,285		17,310,897
ECONOMIC DEVELOPMENT & TOURISM	163,814	6,350	1,641,367	8,500		1,820,031
ELECTIONS	1,665,964	116,300	757,200	2,836,500		5,375,964
FACILITIES MANAGEMENT	8,324,983	830,456	3,677,347	54,241	552,638	13,439,665
FINANCE	5,108,075	74,386	590,768	33,000		5,806,229
FORENSIC SCIENCE CENTER	1,794,191	75,906	327,390	4,800		2,202,287
GENERAL FUND DEBT SERVICE					3,047,760	3,047,760
GENERAL GOVERNMENT REVENUES			500,000			500,000
HUMAN RESOURCES	1,941,512	40,630	436,683	25,000		2,443,825
INDIGENT DEFENSE	11,781,797	447,564	964,097	57,235		13,250,693
INFORMATION TECHNOLOGY	4,046,626	270,316	1,191,633	367,945		5,876,520
INSTITUTIONAL HEALTH	1,160,657	40,070	100,755,049			101,955,776
JUSTICE COURT AJO	447,381	8,967	122,689			579,037
JUSTICE COURT GREEN VALLEY	368,108	4,188	42,457			414,753
JUSTICE COURTS TUCSON	4,759,989	84,752	665,262	1,000		5,511,003
JUVENILE COURT	19,564,245	928,795	2,592,137	7,700		23,092,877
NATURAL RESOURCES, PARKS & RECREATION	9,091,806	854,696	2,727,828	462,361		13,136,691
NON DEPARTMENTAL	136,517		3,310,877			3,447,394
OFFICE OF COURT APPOINTED COUNSEL	642,289	6,867	16,135			665,291
PROCUREMENT	1,314,112	42,485	33,507			1,390,104
PUBLIC FIDUCIARY	1,982,050	20,322	249,114			2,251,486
PUBLIC WORKS ADMINISTRATION	100,000	52,802	(52,802)			100,000
RECORDER	1,765,727	71,867	710,346			2,547,940
SCHOOL SUPERINTENDENT	898,170	27,050	327,910	20,000		1,273,130
SHERIFF	76,725,819	4,765,902	11,455,176	250,000		93,196,897
SUPERIOR COURT	23,068,985	530,638	3,291,267	64,600		26,955,490
SUPERIOR COURT MANDATED SERVICES		9,929	1,565,156			1,575,085
TREASURER	1,875,047	127,715	256,971	10,200		2,269,933
TOTAL GENERAL FUND	**220,536,916**	**10,661,338**	**162,664,264**	**4,491,647**	**5,692,911**	**404,047,076**
SPECIAL REVENUE FUNDS						
EMPLOYMENT AND TRAINING						
EMPLOYMENT & TRAINING	2,803,944	104,790	8,853,790	1,800		11,764,324
PIMA VOCATIONAL HIGH SCHOOL	578,374	31,071	125,883	7,500		742,828
EMPLOYMENT AND TRAINING	**3,382,318**	**135,861**	**8,979,673**	**9,300**		**12,507,152**
ENVIRONMENTAL QUALITY						
ENVIRONMENTAL QUALITY	1,275,484	72,928	1,289,015	80,300		2,717,727
ENVIRONMENTAL QUALITY GRANTS	612,765	35,670	433,196	93,100		1,174,731
ENVIRONMENTAL QUALITY	**1,888,249**	**108,598**	**1,722,211**	**173,400**		**3,892,458**
REGIONAL FLOOD CONTROL DISTRICT						
REGIONAL FLOOD CONTROL DISTRICT	4,091,429	167,765	4,963,303	118,200		9,340,697

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

FUND/DEPARTMENTS	PERSONAL SERVICES	SUPPLIES	SERVICES AND OTHER CHARGES	CAPITAL OUTLAY	OTHER	TOTAL EXPENDITURES
REGIONAL FLOOD CONTROL DISTRICT	**4,091,429**	**167,765**	**4,963,303**	**118,200**		**9,340,697**
PUBLIC HEALTH						
PUBLIC HEALTH	11,063,063	1,119,855	2,314,323	188,666		14,685,907
PUBLIC HEALTH GRANTS	5,265,560	424,294	4,784,221	76,600		10,550,675
PUBLIC HEALTH	**16,328,623**	**1,544,149**	**7,098,544**	**265,266**		**25,236,582**
TRANSPORTATION						
TRANSPORTATION	18,436,651	2,277,972	20,318,379	1,544,107		42,577,109
TRANSPORTATION	**18,436,651**	**2,277,972**	**20,318,379**	**1,544,107**		**42,577,109**
OTHER SPECIAL REVENUE FUNDS						
CO ATTY BAD CHECK PROGRAM	939,681	19,400	78,620	16,995		1,054,696
CO ATTY C.O.T. CONSUMER PROTECTION			30,580			30,580
CO ATTY FILL THE GAP	703,431	44,480		76,890		824,801
CO ATTY VICTIM RESTITUTION			2,161			2,161
CO ATTY VICTIM WITNESS COMP	77,721		411,101			488,822
COC CHILD SUPPORT INCENTIVE	22,647					22,647
COC DOCUMENT STORAGE & RETRIEVAL		4,500	174,500		62,036	241,036
COC LOCAL COURT AUTOMATION FUND		3,500	20,000	90,000		113,500
COC SPOUSAL MAINTENANCE ENFORCEMENT		2,050	1,500			3,550
COC TIME PAY FEES		14,500	65,000	468,000	69,024	616,524
COC VICTIM LOCATION FUND	4,220	1,000				5,220
COMMUNITY SERVICES GRANTS	581,911	10,768	6,688,889	4,800		7,286,368
COUNTY ADMINISTRATION SPECIAL PROGRAMS					2,057,858	2,057,858
COUNTY ADMINISTRATOR GRANTS			430,000			430,000
COUNTY ATTORNEY GRANTS	2,398,742	12,676	506,995	39,000		2,957,413
COUNTY LAW ENFORCEMENT ANTIRACKETEERING	643,305	335,700	3,300,551	105,000		4,384,556
COURTS FILL THE GAP	829,471	9,233	30,107	28,300		897,111
EMPLOYEE BENEFIT LIABILITY FUND	1,000,000					1,000,000
HOUSING TRUST FUND			1,000,000			1,000,000
IMPROVEMENT DISTRICTS FORMATION FUND	25,000					25,000
INDIGENT DEFENSE FILL THE GAP		300,000	1,071,362			1,371,362
JC GV TIME PAY FEES		7,000	2,000			9,000
JC TUCSON TIME PAY FEES		70,000	95,000	285,000		450,000
JUSTICE COURTS TUCSON GRANTS	43,260					43,260
JUVENILE COURT GRANTS	6,312,314	35,073	4,879,975			11,227,362
JUVENILE PROBATION SERVICES	487,713		27,670			515,383
JUVENILE VICTIM RESTITUTION			42,400			42,400
LEGAL DEFENDER TRAINING FUND			20,000			20,000
NEIGHBORHOOD CONSERVATION					1,450,000	1,450,000
PARKS & RECREATION GRANTS				95,000		95,000
PARKS SPECIAL PROGRAMS			55,000			55,000
PUBLIC DEFENDER TRAINING FUND			40,000			40,000
PUBLIC WORKS BUILDING	66,004	24,700	1,209,844			1,300,548
RECORDER DOC STORAGE & RETRIEVAL	575,396	92,500	579,000	530,080		1,776,976
SCHOOL RESERVE FUND			4,221,000			4,221,000
SHERIFF COMMISSARY OPERATIONS	270,599	541,300	84,800			896,699
SHERIFF CRIMINAL JUSTICE ENHANCEMENT		100,000	200,000	100,000		400,000
SHERIFF FEDERAL RICO FUND			500,000			500,000
SHERIFF GRANTS	2,941,422	252,062	15,193,627	388,483		18,775,594
SHERIFF INMATE WELFARE FUND	71,107	184,000	195,000	100,000		550,107
SHERIFF MANTIS ANTIRACKETEERING			2,535,514			2,535,514
SHERIFF STATE RICO FUND			500,000			500,000
SUPERIOR COURT CHILD SUPPORT VISITATION			120,350			120,350
SUPERIOR COURT CONCILIATION	482,634	15,677	165,125			663,436
SUPERIOR COURT COUNTY LAW LIBRARY		223,873	6,300			230,173
SUPERIOR COURT GRANTS	8,257,140	25,000	737,317			9,019,457
SUPERIOR COURT PROBATE		300	14,795			15,095
SUPERIOR COURT PROBATION SERVICES	2,787,264	4,872	143,779			2,935,915

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

FUND/DEPARTMENTS	PERSONAL SERVICES	SUPPLIES	SERVICES AND OTHER CHARGES	CAPITAL OUTLAY	OTHER	TOTAL EXPENDITURES
SUPERIOR CRT LOCAL COURT AUTOMATION FUND		37,000	118,000	229,000		384,000
TAXPAYER INFORMATION FUND		16,100	364,401	111,100		491,601
OTHER SPECIAL REVENUE FUNDS	**29,520,982**	**2,387,264**	**45,862,263**	**2,667,648**	**3,638,918**	**84,077,075**
SOLID WASTE MANAGEMENT						
SOLID WASTE MANAGEMENT	2,384,935	547,800	3,834,183	392,998		7,159,916
TIRE FUND	64,590		1,065,410	55,000		1,185,000
SOLID WASTE MANAGEMENT	**2,449,525**	**547,800**	**4,899,593**	**447,998**		**8,344,916**
COUNTY FREE LIBRARY						
COUNTY FREE LIBRARY	96,923	10,800	12,823,400		2,053,618	14,984,741
COUNTY FREE LIBRARY	**96,923**	**10,800**	**12,823,400**	**0**	**2,053,618**	**14,984,741**
STADIUM DISTRICT						
STADIUM DISTRICT	525,924	200,029	787,716	27,500		1,541,169
STADIUM DISTRICT	**525,924**	**200,029**	**787,716**	**27,500**		**1,541,169**
TOTAL SPECIAL REVENUE FUNDS	**76,720,624**	**7,380,238**	**107,455,082**	**5,253,419**	**5,692,536**	**202,501,899**
DEBT SERVICE FUND						
DEBT SERVICE					67,738,662	67,738,662
TOTAL DEBT SERVICE FUND					**67,738,662**	**67,738,662**
CAPITAL PROJECTS FUNDS						
CAPITAL PROJECTS	432,326	7,050	129,765	143,207,809		143,776,950
TOTAL CAPITAL PROJECTS FUNDS	**432,326**	**7,050**	**129,765**	**143,207,809**		**143,776,950**
ENTERPRISE FUNDS						
DEVELOPMENT SERVICES						
DEVELOPMENT SERVICES	8,909,874	274,864	4,056,485	177,288		13,418,511
DEVELOPMENT SERVICES	**8,909,874**	**274,864**	**4,056,485**	**177,288**		**13,418,511**
MEDICAL SERVICES						
PIMA HEALTH SYSTEM & SERVICES	35,832,595	1,902,357	226,991,725	78,100		264,804,777
PIMA HEALTH SYSTEM GRANTS			4,307,830			4,307,830
MEDICAL SERVICES	**35,832,595**	**1,902,357**	**231,299,555**	**78,100**		**269,112,607**
PARKING GARAGES						
PARKING GARAGES	162,148	20,554	1,169,128	4,510		1,356,340
PARKING GARAGES	**162,148**	**20,554**	**1,169,128**	**4,510**		**1,356,340**
WASTEWATER MANAGEMENT						
WASTEWATER GRANTS	95,965	5,640	443,815	5,300		550,720
WASTEWATER MANAGEMENT	28,391,982	7,467,333	47,538,904	687,178	15,833,915	99,919,312
WASTEWATER MANAGEMENT	**28,487,947**	**7,472,973**	**47,982,719**	**692,478**	**15,833,915**	**100,470,032**
TOTAL ENTERPRISE FUNDS	**73,392,564**	**9,670,748**	**284,507,887**	**952,376**	**15,833,915**	**384,357,490**
TOTAL EXPENDITURES/EXPENSES	**371,082,430**	**27,719,374**	**554,756,998**	**153,905,251**	**94,958,024**	**1,202,422,077**

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

FUND/DEPARTMENTS	PERSONAL SERVICES	SUPPLIES	SERVICES AND OTHER CHARGES	CAPITAL OUTLAY	OTHER	TOTAL EXPENDITURES
INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY						
INTERNAL SERVICE FUNDS						
COMMUNICATIONS	629,077	169,155	1,450,789			2,249,021
FLEET SERVICES	3,192,674	4,955,232	4,917,925	31,900		13,097,731
GRAPHIC SERVICES	1,033,026	221,070	557,361			1,811,457
RISK MANAGEMENT	2,051,359	150,125	14,826,849	4,999		17,033,332
TOTAL INTERNAL SERVICE FUNDS	**6,906,136**	**5,495,582**	**21,752,924**	**36,899**		**34,191,541**
TOTAL ALL FUNDS	**377,988,566**	**33,214,956**	**576,509,922**	**153,942,150**	**94,958,024**	**1,236,613,618**

SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2003/2004 - 2005/2006

FUNCTIONAL AREA/SUPER DEPARTMENT	ADOPTED 2003/2004	REVISED 2004/2005	ADOPTED 2005/2006
COUNTY ADMINISTRATION			
ASSESSOR	152.3	152.0	161.0
BOARD OF SUPERVISORS	24.1	22.9	23.2
CLERK OF THE BOARD	19.0	19.0	19.0
COUNTY ADMINISTRATOR	40.8	37.2	16.2
ELECTIONS	12.0	12.0	15.5
FINANCE	77.1	82.7	95.8
FORENSIC SCIENCE CENTER	24.0	24.0	25.0
HUMAN RESOURCES	43.0	44.0	42.5
INFORMATION TECHNOLOGY	69.5	69.5	100.5
NON DEPARTMENTAL	0.0	0.0	0.0
PROCUREMENT	28.0	30.0	30.0
RECORDER	41.0	64.0	57.0
TREASURER	44.0	44.0	41.0
TOTAL COUNTY ADMINISTRATION	**574.8**	**601.2**	**626.8**
COMMUNITY & ECONOMIC DEVELOPMENT			
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	0.0	6.4	8.0
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	25.6	18.3	22.1
COMMUNITY RESOURCES	109.5	84.0	76.6
COMMUNITY SVCS, EMPLOYMENT & TRAINING	185.5	144.5	105.6
COUNTY FREE LIBRARY	1.0	1.0	1.0
ECONOMIC DEVELOPMENT & TOURISM	0.0	2.0	2.0
SCHOOL SUPERINTENDENT	15.6	15.5	15.9
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**337.3**	**271.7**	**231.1**
JUSTICE & LAW ENFORCEMENT			
CLERK OF SUPERIOR COURT	232.2	228.0	219.5
CONSTABLES	9.6	11.2	12.7
COUNTY ATTORNEY	393.2	395.2	404.2
INDIGENT DEFENSE	162.6	156.6	177.5
JUSTICE COURT AJO	8.8	8.8	9.8
JUSTICE COURT GREEN VALLEY	8.5	8.5	8.5
JUSTICE COURTS TUCSON	96.5	97.3	107.0
JUVENILE COURT	558.4	560.1	565.3
OFFICE OF COURT APPOINTED COUNSEL	0.0	0.0	10.0
PUBLIC FIDUCIARY	33.4	33.5	35.3
SHERIFF	1,184.7	1,300.0	1,328.7
SUPERIOR COURT	637.1	630.6	647.2
TOTAL JUSTICE & LAW ENFORCEMENT	**3,324.9**	**3,429.7**	**3,525.7**
MEDICAL SERVICES			
INSTITUTIONAL HEALTH	12.0	13.0	18.0
KINO COMMUNITY HOSPITAL	774.1	0.0	0.0
PIMA HEALTH SYSTEM & SERVICES	916.0	894.0	939.9
PUBLIC HEALTH	352.5	354.8	358.3
TOTAL MEDICAL SERVICES	**2,054.6**	**1,261.8**	**1,316.2**
PUBLIC WORKS			
CAPITAL PROJECTS	7.0	7.0	7.3
DEVELOPMENT SERVICES	158.5	161.5	170.0
ENVIRONMENTAL QUALITY	65.0	60.6	53.9
FACILITIES MANAGEMENT	116.0	142.9	157.7
NATURAL RESOURCES, PARKS & RECREATION	213.7	227.5	246.9
PUBLIC WORKS ADMINISTRATION	30.7	32.7	32.5
REGIONAL FLOOD CONTROL DISTRICT	0.0	54.0	60.8

SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2003/2004 - 2005/2006

FUNCTIONAL AREA/SUPER DEPARTMENT	ADOPTED 2003/2004	REVISED 2004/2005	ADOPTED 2005/2006
SOLID WASTE MANAGEMENT	52.5	48.8	52.5
TRANSPORTATION	447.1	422.2	417.5
WASTEWATER MANAGEMENT	558.5	506.5	531.8
TOTAL PUBLIC WORKS	**1,649.0**	**1,663.9**	**1,730.8**
TOTAL FUNCTIONAL AREAS	**7,940.5**	**7,228.4**	**7,430.5**
INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY			
INTERNAL SERVICE FUNDS			
COMMUNICATIONS	9.0	10.0	11.0
FLEET SERVICES	55.5	56.0	59.5
GRAPHIC SERVICES	24.0	25.0	20.5
RISK MANAGEMENT	19.0	19.0	18.0
TOTAL INTERNAL SERVICE FUNDS	107.5	110.0	109.0
TOTAL ALL FUNDS	**8,048.0**	**7,338.4**	**7,539.6**

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Years 2005/06 - 2009/10 and Beyond

Department/Program		Prior Years Expenditures	FY 2005/06 Adopted	FY 2006/07	FY 2007/08	FY 2008/09	FY 2009/10	Beyond	Total
Facilities Management									
FM-95-011	Improve Disabled Access	805,629	294,371						1,100,000
FM-95-027	Fire Sprinkler/Asbestos Removal - Legal Services Building	4,605,162	489,000						5,094,162
FM-95-055	Downtown Complex	3,525,889	1,055,147	262,407					4,843,443
FM-97-004	Sheriff Maximum Security Detention	39,431,362	84,002						39,515,364
FM-97-010	City of Tucson Midtown Library	1,099,765	900,235						2,000,000
FM-97-012	Marana Library Expansion	422						99,578	100,000
FM-97-019	Kino Hospital Repair	8,201,739	692,554						8,894,293
FM-02-005	Forensic Science Center Expansion	2,800,001	60,000						2,860,001
FM-03-001	Flowing Wells Community Center	235,247	229,000	110,753					575,000
FM-04-002	97 East Congress Street Building		400,000						400,000
FM-04-201	Kino Public Health Center	766,820	15,455,574	8,777,606					25,000,000
FM-04-202	Psychiatric Hospital	12,000	848,000	3,645,000	7,010,000	485,000			12,000,000
FM-04-203	Theresa Lee Health Clinic	11,000	10,000	20,000	30,000	202,000	1,727,000		2,000,000
FM-04-204	Animal Care Center	2,000	63,000	2,935,000					3,000,000
FM-04-205	Roy Place Commercial Bldg Restoration	60,000			740,000				800,000
FM-04-206	Green Valley Performing Arts Center Phase 2	138,000	1,144,000	2,718,000					4,000,000
FM-04-207	Mt. Lemmon Community Center	1,111	198,889	800,000					1,000,000
FM-04-208	Amado Food Bank Kitchen			300,000					300,000
FM-04-212	Arizona Sonora Desert Museum - Auditorium	5,000	995,000						1,000,000
FM-04-213	Arizona Sonora Desert Museum - Gray Water		200,000						200,000
FM-04-214	Pima Air and Space Museum - Hangar	654	999,346						1,000,000
FM-04-301	Regional Public Safety Communications System	52,054	936,000	1,452,000	15,000,000	15,000,000	15,000,000	44,559,946	92,000,000
FM-04-302	Justice Court/Municipal Court Complex	1,027,516	4,050,000	3,000,000	11,500,000	18,095,000	20,255,000	18,072,484	76,000,000
FM-04-303	Rehabilitation of Old Courthouse							4,500,000	4,500,000
FM-04-304	Corrections Jail Security Project	404,444	1,100,972	1,494,584				0	3,000,000
FM-04-305	Interagency Victim Advocacy Center	250,600	2,000	5,000	169,000	287,000	1,304,000	3,982,400	6,000,000
FM-04-306	Juvenile Court Build-Out	107,141	1,892,859						2,000,000
FM-04-444	Marana Continental Ranch New Library	139,000	545,000	3,816,000					4,500,000
FM-04-445	Oro Valley Library Expansion		1,100,000						1,100,000
FM-04-446	Wilmot Branch Library				1,302,000	2,300,000	3,398,000		7,000,000
FM-05-001	WIC Program Modular Building		415,000						415,000
	Facilities Management Totals:	**$63,682,556**	**$34,159,949**	**$29,336,350**	**$35,751,000**	**$36,369,000**	**$41,684,000**	**$71,214,408**	**$312,197,263**
Transportation									
TR-93-002	Veterans Memorial Overpass	23,854,181	2,995,619						26,849,800
TR-93-011	Wetmore Rd and Ruthrauff Rd, La Cholla Blvd to Fairview	22,618,753	1,253,100						23,871,853
TR-94-006	Silverbell Rd at Blanco/ Brawley Washes	419,396						2,230,500	2,649,896
TR-96-003	River Rd at Ventana Wash	623,832					303,000	4,492,168	5,419,000
TR-97-013	Alvernon Way, Ft Lowell Road to River Road	3,032,667	4,095,200	1,817,100					8,944,967
TR-97-018	Cortaro Farms Road, Union Pacific RR Crossing to Thornydale Rd	6,764,742	4,759,000	443,000	2,662,000	5,850,000	6,347,100		26,825,842
TR-97-019	Craycroft Road, River Road to Sunrise Drive	1,945,007	7,488,000	14,259,700	78,200				23,770,907
TR-97-026	La Canada: River Rd to Ina Road		155,000	524,000	4,992,000			20,700,000	26,371,000
TR-97-033	Colossal Cave Rd: Acacia School to Old Vail Road	501,553	254,000					4,137,000	4,892,553
TR-97-034	Valencia Road, Mark Road to Camino De La Tierra	1,845,891	1,743,000	10,010,000	2,060,000				15,658,891
TR-97-041	Twin Peaks: Sidewinder Rd - Marana Town Limits	217,853						7,519,558	7,737,411
TR-97-047	Thornydale Road, Cortaro Farms Road to Linda Vista Boulevard	937,552					3,000,000	10,800,208	14,737,760
TR-97-050	Madera Canyon Road at Medium Wash	385,267						1,262,200	1,647,467
TR-97-051	Madera Canyon Road at Florida Canyon Wash	375,168						1,357,700	1,732,868
TR-97-054	Aviation/ Golf Links Bike Path Connection	21,946	86,600						108,546
TR-98-001	River Road, Campbell Avenue to Alvernon Way	11,262,060	9,166,618	3,076,200					23,504,878
TR-98-002	Magee Road, La Cañada Drive to Oracle Road	787,816						9,613,900	10,401,716
TR-98-003	Orange Grove Road at Geronimo Wash	67,340				1,132,660			1,200,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Years 2005/06 - 2009/10 and Beyond

Department/Program		Prior Years Expenditures	FY 2005/06 Adopted	FY 2006/07	FY 2007/08	FY 2008/09	FY 2009/10	Beyond	Total
TR-98-005	La Cañada Drive, Ina Road to Lambert Lane	8,339,748						22,602,767	30,942,515
TR-98-006	Country Club Road, 36th Street to Milbur	2,028,977	1,024,000	3,947,000					6,999,977
TR-98-010	Interstate 19 Southbound Frontage Rd at Continental Rd	1,492,883	405,200						1,898,083
TR-98-013	Houghton Road, Golf Links Road to Interstate 10							20,000,000	20,000,000
TR-98-014	Tanque Verde Road, Catalina Highway to Houghton Road	742,542						11,257,458	12,000,000
TR-98-015	Kolb Road, Sabino Canyon Road to Sunrise Drive	2,840,042	8,000	667,800	1,616,400	4,885,143		24,369,700	34,387,085
TR-98-018	Camino del Sol/West Parkway, Continental Rd to Duval Mine Rd							2,600,000	2,600,000
TR-98-019	Interstate-19 Northbound Frontage Rd, Canoa TI to Continental TI	9,560		25,000	681,400	3,591,100	2,239,000		6,546,060
TR-98-022	Grant Road, Oracle Road to Park Avenue	348,224						35,651,800	36,000,024
TR-98-023	Neighborhood Transportation Improvements	1,261,745	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	3,738,255	10,000,000
TR-98-025	S. 12th Ave, 38th Street to Los Reales	6,969,187	2,246,700						9,215,887
TR-98-026	Orange Grove Road, Thornydale Road to Oracle Road	4,122,873	2,000	3,191,500	7,138,000	4,994,900		16,400,000	35,849,273
TR-98-027	La Cholla Boulevard, River Road to Magee Road	24,996,221	51,500						25,047,721
TR-98-028	Sunrise Drive, Craycroft Road to Kolb Road	1,021,414	1,712,000	2,250,000	42,000	4,569,500	7,640,000	6,135,153	23,370,067
TR-98-029	Duval Mine Road, La Cañada Drive to Abrego Drive							12,000,000	12,000,000
TR-98-030	Valencia Road, Mission Road to Interstate-19	927,720	5,866,700						6,794,420
TR-98-031	Kinney Road, Ajo Way to Bopp Road	567,552					1,457,500	7,070,900	9,095,952
TR-98-032	La Cañada/Las Quintas Highway Drainage Improvements	992,756	508,301						1,501,057
TR-98-033	Palo Verde Rd, I-10 to Veterans Memorial Interchange							4,400,000	4,400,000
TR-98-034	Old Tucson-Nogales Highway-Summit Neighborhood	109,895						1,278,800	1,388,695
TR-98-035	Mt. Lemmon Shuttle	239,828	200,000	100,000				960,172	1,500,000
TR-98-037	Broadway Boulevard, Euclid Avenue to Campbell	300,000	1,200,000				9,500,000	14,000,000	25,000,000
TR-98-038	Safety Improvements	12,671,440	2,012,501	1,650,500	1,000,000	1,000,000	974,342	1,381,420	20,690,203
TR-98-039	La Cholla Boulevard, Interstate-10 to River Road				320,000	785,000	1,895,000	13,444,661	16,444,661
TR-98-040	Mainsail Boulevard and Twin Lakes Dr, Twenty-Seven Wash	204,711					299,100	4,498,500	5,002,311
TR-98-041	Abrego Drive at Interstate-19 Northbound Frontage Road	4,468						195,532	200,000
TR-98-042	Speedway Boulevard: Camino Seco to Houghton Road	599,285						17,400,800	18,000,085
TR-98-045	Catalina Highway, Tanque Verde Road to Houghton Road	6,713,828	1,400,000	456,000					8,569,828
TR-98-046	Camino del Sol, Continental Rd to Ocotillo Wash	196,194						6,620,000	6,816,194
TR-98-048	Drexel Road, Tucson Boulevard to Alvernon Way							10,000,000	10,000,000
TR-00-006	Magee/Cortaro Farms Rd: Thornydale to La Canada	200						25,685,000	25,685,200
TR-03-002	Colossal Cave Road: Camino Loma Alta to Vail Road	477,355	1,678,000						2,155,355
TR-03-003	Pelican Crossing: 6th Avenue at 26th Street	203,122	46,878						250,000
TR-03-004	Edwin Road	53,484	1,260,000						1,313,484
TR-04-001	Hayhook Ranch Road Improvement District	316,809	226,000	274,000					816,809
TR-05-002	Dodge Blvd: Ft Lowell Rd to River Rd Bike Lanes and Sidewalks	30,000	70,000	515,000					615,000
TR-05-003	Kino Parkway Overpass at 22nd Street	300,000	1,200,000				8,500,000		10,000,000
TR-05-005	Houghton Road and Sahuarita Road	83,000	367,000						450,000
TR-05-006	Transportation Overlay Project		2,000,000						2,000,000
	Transportation Totals:	**$154,826,087**	**$56,480,917**	**$44,206,800**	**$21,590,000**	**$27,808,303**	**$43,155,042**	**$323,804,152**	**$671,871,301**
Regional Flood Control District									
FC-87-001	Agua Caliente Wash at Tanque Verde Road	673,547	275,000	450,300					1,398,847
FC-87-046	Floodprone Land Acquisition Program	17,781,444	500,000	1,136,000	2,636,000	2,400,000	2,000,000		26,453,444
FC-92-004	Highlands Wash		250,000	250,000					500,000
FC-92-005	Arroyo Chico Detention Basin (USACOE)	3,945,526	1,500,000						5,445,526
FC-93-004	Santa Cruz River Bank Stabilization: Grant to Ft. Lowell	6,742,749	755,801						7,498,550
FC-97-009	Tanque Verde Creek: Sabino Canyon to Craycroft (USACOE)	420,175	150,000	2,000,000					2,570,175
FC-97-015	Holladay and Forrest Drainage Improvements	852,065	375,000						1,227,065
FC-97-017	Pantano Wash Bank Protection Project			1,300,000	1,000,000	1,500,000			3,800,000
FC-97-025	Earp Wash Detention Basin - City of Tucson	768,419	2,200,000						2,968,419
FC-97-028	Mission Wash	300,605	1,000,000	3,100,014					4,400,619
FC-97-030	Tucson Diversion Channel Drainage Improvements	31	499,938						499,969

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Years 2005/06 - 2009/10 and Beyond

Department/Program		Prior Years Expenditures	FY 2005/06 Adopted	FY 2006/07	FY 2007/08	FY 2008/09	FY 2009/10	Beyond	Total
FC-98-003	Santa Cruz River: Paseo de Las Iglesias Restoration (USACOE)	1,500,854	250,000	400,000	1,000,000	1,000,000	50,000		4,200,854
FC-98-005	Rillito/Swan Wetlands (USACOE)	834,046	50,000						884,046
FC-98-006	Ajo Detention Basin Wetlands (USACOE)	1,825,016	320,000	500,000					2,645,016
FC-00-003	Tres Rios del Norte (USACOE Study)	929,622	200,000	200,000	1,000,000	1,000,000	50,000		3,379,622
FC-00-004	Santa Cruz River: Cortaro Mesquite Bosque	373,066	350,000	25,000					748,066
FC-03-001	El Rio Medio (USACOE Study)	621,396	150,000	250,000	300,000	475,000	50,000		1,846,396
FC-03-002	Urban Drainage	1,270,907	2,000,000	2,100,000	3,100,000	3,500,000	3,506,286		15,477,193
FC-03-003	Oro Valley Flood Control District Levy Drainage		160,000						160,000
FC-03-004	Massingale Detention Basin	432,919	500,000						932,919
FC-03-005	River Road/Camino Real Wash	22,471		1,990,000					2,012,471
FC-03-007	Camino Verde/Valencia Box Culvert	113,784	100,000	1,000,000					1,213,784
FC-04-001	Canada del Oro Flood Hazard Mitigation Project	520,000	1,050,000	1,740,000	1,740,000				5,050,000
FC-04-501	Floodprone and Riparian Land Acquisition		1,100,000	1,000,000	1,000,000	500,000	500,000	900,000	5,000,000
FC-04-502	Urban Drainage Infrastructure Program	750,000	950,000	900,000	900,000	900,000	900,000	2,981,000	8,281,000
FC-04-503	City of South Tucson Urban Drainage	90,000	327,500	263,500	267,500	310,600	459,900		1,719,000
FC-04-504	Tohono O'Odham Nation Drainage Improvements	750,000	750,000						1,500,000
FC-04-505	Black Wash Urban Drainage Flood Control Improvements	22,000	978,000						1,000,000
FC-04-506	Santa Cruz River Flood & Erosion Control, Linear Park		28,000	403,000	893,000	3,005,000	4,005,000	5,666,000	14,000,000
FC-04-507	Santa Cruz River, Grant Road to Camino del Cerro	83,521	300,000	1,319,000	997,479				2,700,000
FC-04-508	Rillito River Linear Park, Alvernon to Craycroft	180,000	1,100,000	1,970,000					3,250,000
FC-04-509	Santa Cruz River Linear Park - Continental Ranch		1,020,000	1,980,000	1,000,000				4,000,000
FC-04-510	Canada del Oro River Park, Thornydale to Magee	30,000	40,000	50,000	90,000	760,000	4,030,000		5,000,000
	Various Additional Mt. Lemmon Projects		1,020,596						1,020,596
	Regional Flood Control District Totals:	**$41,834,163**	**$20,249,835**	**$24,326,814**	**$15,923,979**	**$15,350,600**	**$15,551,186**	**$9,547,000**	**$142,783,577**
Natural Resources, Parks and Recreation									
P-05	Tucson Athletic and Play Field Improvements	1,266,709	310,000	762,000	450,000				2,788,709
P-11	Yaqui Park Improvements	417,302	398,000	502,137					1,317,439
P-18	Armory Park/Children's Museum Improvements			44,750	188,450				233,200
P-27	Catalina Park Land Acquisition	6,554		193,446					200,000
P-31	Rillito River Park - Campbell to Alvernon	855,087	615,542	304,000	622,880				2,397,509
P-32	Rillito Park at Columbus Boulevard District Park	59,740	385,933						445,673
P-34	Oro Valley Cañada Del Oro River Park	181,466	607,000	211,534					1,000,000
P-36	Santa Cruz River Park, Irvington to Valencia	804		176,816	956,200				1,133,820
P-37	Santa Cruz River Community Park	1,518		150,000	698,481				849,999
P-43	Roadrunner School/Community Park	829		41,000	158,171				200,000
P-45	Marana Rattlesnake Park (Continental Ranch)	396		96,000	403,604				500,000
P-46	Columbus Park	437,999	796,000	766,001					2,000,000
P-51	Lawrence Community Center	36,800	104,000	494,500					635,300
P-56	Thomas Jay Community Center	26,018	160,000	628,982					815,000
P-57	Quincie Douglas Park Pool	495,000	1,505,000						2,000,000
T-19	36th Street Trailhead	62,084	137,916						200,000
T-20	Tortolita Mountain Park Trail System				150,000				150,000
T-21	Various Trailhead Parking/Staging	225,227	24,773						250,000
T-22	Tucson Diversion Channel Trail Connection	2,586			297,414				300,000
T-23	Various Trail Acquisitions	568,317	205,235						773,552
PR-04-418	Flowing Wells Community Center		1,742,000	1,758,000					3,500,000
PR-04-419	Southeast Regional Park/Shooting Range - Phase II	92,608	10,900	465,000	1,881,492	1,050,000			3,500,000
PR-04-420	Sports Field Lighting of Existing Fields	380,000			1,770,000	850,000			3,000,000
PR-04-421	Curtis Park - Flowing Wells East	109,909	320,920	1,819,171					2,250,000
PR-04-422	Catalina Community Park	24,000	131,500	529,000	1,315,500				2,000,000
PR-04-423	Dan Felix Memorial Park - Pegler Wash			295,000	1,455,000				1,750,000
PR-04-424	Brandi Fenton Memorial Park (River Bend)	326,676	1,670,500	1,002,824					3,000,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Years 2005/06 - 2009/10 and Beyond

Department/Program		Prior Years Expenditures	FY 2005/06 Adopted	FY 2006/07	FY 2007/08	FY 2008/09	FY 2009/10	Beyond	Total
PR-04-425	Mehl-Foothills Park	222,000		224,000	692,300	861,700			2,000,000
PR-04-426	Rillito Race Track	927,000				338,000	985,000		2,250,000
PR-04-427	Kino Public Sports Field Lighting						650,000		650,000
PR-04-428	Feliz Paseos Universal Access Park 2004 Authorization	88,000	912,000						1,000,000
PR-04-429	Picture Rocks Pool	196,750	771,500	1,031,750					2,000,000
PR-04-430	Eastside Sports Complex and Senior Center			4,040,000	350,000	1,610,000			6,000,000
PR-04-431	Northside Community Park			4,540,000	180,000	780,000			5,500,000
PR-04-432	Southeast Community Park			4,040,000		350,000	1,610,000		6,000,000
PR-04-433	Houghton Greenway		405,000	175,000	820,000				1,400,000
PR-04-434	Julian Wash Linear Park		1,505,000	388,500	704,000	1,102,500			3,700,000
PR-04-435	Arroyo Chico				45,000	85,000	90,000	780,000	1,000,000
PR-04-436	Atturbury Wash Sanctuary		1,005,000	210,000	460,000	325,000			2,000,000
PR-04-437	Pantano River Park, 22nd Street to Michael Perry Park	89,000	199,000	767,000	1,645,000				2,700,000
PR-04-438	Rio Vista Natural Resource Park		150,000	527,500	822,500				1,500,000
PR-04-439	Marana Cultural and Heritage Park	30,000	470,000	500,000					1,000,000
PR-04-440	Tortolita Trail System				84,000	483,000	633,000		1,200,000
PR-04-441	Anamax Park Multi-Use Ball Field					192,143	307,857		500,000
PR-04-442	Bicycle Lane on Sahuarita Road				226,400	713,400	560,200		1,500,000
PR-04-443	Naranja Town Site Park	10,000						2,990,000	3,000,000
	Natural Resources, Parks, and Recreation Totals:	**$7,140,379**	**$14,542,719**	**$26,683,911**	**$16,376,392**	**$8,740,743**	**$4,836,057**	**$3,770,000**	**$82,090,201**
Open Space									
SD-00	Open Space Acquisitions	1,417,835						4,287,341	5,705,176
SD-10	Tumamoc Hill - Open Space	29,862						1,370,138	1,400,000
OS-04-102	Tucson Mountain Park - Camino de Oeste	302,000	698,000					1,000,000	2,000,000
OS-04-103	Tucson Mountain Park - Dos Picos							1,000,000	1,000,000
OS-04-104	Tortolita Mountain Park Arizona Preserve Initiative							7,000,000	7,000,000
OS-04-105	Tucson Mountain Park Arizona Preserve Initiatives							1,000,000	1,000,000
OS-04-106	Catalina Conservation Easements							1,000,000	1,000,000
OS-04-107	Canoa Ranch Parcels	25,000	2,975,000					2,995,000	5,995,000
OS-04-108	Tucson Mountain Park - Los Morteros							1,000,000	1,000,000
OS-04-109	Tortolita Mountain Park - Carpenter Ranch	20,000	980,000					1,000,000	2,000,000
OS-04-110	Tortolita Mountain Park - East Biological Corridor							10,000,000	10,000,000
OS-04-111	Catalina State Park Expansion Priorities							5,000,000	5,000,000
OS-04-112	Colossal Cave Mountain Park							6,000,000	6,000,000
OS-04-113	Tucson Mountain Park - Painted Hills							4,500,000	4,500,000
OS-04-114	Tucson Mountain Park - South Corridor	175,000	1,925,000						2,100,000
OS-04-115	Agua Caliente	562,217						4,437,783	5,000,000
OS-04-116	City of Tucson - 36th Street Corridor	1,247,458						3,752,542	5,000,000
OS-04-117	City of Tucson - Habitat at 36th and Kino	1,187						998,813	1,000,000
OS-04-118	Town of Oro Valley - Kelly Ranch	5,000						2,495,000	2,500,000
OS-04-119	Town of Sahuarita - Santa Cruz River Open Space							1,500,000	1,500,000
OS-04-120	Davis Monthan Encroachment Prevention							10,000,000	10,000,000
OS-04-121	Southeast Project Area	9,259,949						28,740,051	38,000,000
OS-04-122	Santa Cruz Basin Project Area							22,000,000	22,000,000
OS-04-123	Altar Valley Project Area	20,763,108	410,000						21,173,108
OS-04-124	Avra Valley Project Area	85,000	2,150,000					2,765,000	5,000,000
OS-04-125	Tortolita Mountains Project Area							11,000,000	11,000,000
OS-04-126	Tucson Basin Project Area							6,000,000	6,000,000
OS-04-127	San Pedro Project Area	2,068,452						6,931,548	9,000,000
	Open Space Allocation Adjustment							(18,573,284)	(18,573,284)
	Open Space Totals:	**$35,962,068**	**$9,138,000**	**$0**	**$0**	**$0**	**$0**	**$129,199,932**	**$174,300,000**

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Years 2005/06 - 2009/10 and Beyond

Department/Program		Prior Years Expenditures	FY 2005/06 Adopted	FY 2006/07	FY 2007/08	FY 2008/09	FY 2009/10	Beyond	Total
Cultural Resources									
HP-97-003	Empirita Ranch Buildings Rehabilitation	101,808		248,192					350,000
HP-97-006	Canoa Ranch Buildings Rehabilitation	285,047	500,000	514,953					1,300,000
HP-97-007	Anza National Trail and Campsites	400,451	750,000	132,285					1,282,736
HP-97-008	Tumamoc Hill	3,244		1,676	345,080				350,000
HP-97-010	Valencia Site	48,327				1,751,673			1,800,000
HP-04-401	Empirita Ranch Buildings Rehabilitation		50,000	350,000					400,000
HP-04-402	Canoa Ranch Buildings Rehabilitation	50,000	200,000	250,000	2,200,000				2,700,000
HP-04-403	Juan Bautista de Anza National Historic Trail	713,073	779,722	722,000	1,019,175	598,960	4,000		3,836,930
HP-04-404	Fort Lowell Acquisition & San Pedro Chapel	50,000	1,000,000	1,950,000					3,000,000
HP-04-405	Helvetia Townsite Acquisition	500		99,500					100,000
HP-04-406	Steam Pump Ranch Rehabilitation			1,000,000	1,000,000				2,000,000
HP-04-407	Binghampton Historic Buildings Rehabilitation	50,000	750,000						800,000
HP-04-408	Marana Mound Community Site Acquisition					2,000,000			2,000,000
HP-04-409	Dakota Wash Site Acquisition	40,000		710,000					750,000
HP-04-411	Honey Bee Village Site Acquisition	60,000	940,000						1,000,000
HP-04-412	Performing Arts Center Rehabilitation		13,000	669,000					682,000
HP-04-413	Valencia Site Preservation					100,000			100,000
HP-04-414	Los Morteros Preservation		23,000	77,000					100,000
HP-04-415	Pantano Townsite Preservation			13,000	37,000				50,000
HP-04-416	Ajo Curley School Art Institute		100,000	200,000	200,000				500,000
HP-04-417	Dunbar School		38,000	246,000	486,000	448,000			1,218,000
	Cultural Resources Totals:	**$1,802,450**	**$5,143,722**	**$7,183,606**	**$5,287,255**	**$4,898,633**	**$4,000**	**$0**	**$24,319,666**
Neighborhood/Housing Conservation									
NR-1	Neighborhood Conservation	6,476,120	1,187,667	2,336,213					10,000,000
HR-04-210	Housing Reinvestment			900,000	900,000	900,000	900,000	6,400,000	10,000,000
NR-04-209	Neighborhood Conservation			1,700,000	1,700,000	1,700,000	1,700,000	13,200,000	20,000,000
	Neighborhood/Housing Conservation Totals:	**$6,476,120**	**$1,187,667**	**$4,936,213**	**$2,600,000**	**$2,600,000**	**$2,600,000**	**$19,600,000**	**$40,000,000**
Solid Waste Management									
SW-97-001	Regional Landfill Acquisition and Initial Disposal Cell	50,000						4,950,000	5,000,000
SW-97-002	Tangerine Closure		45,000	197,000	1,337,000	1,421,000			3,000,000
SW-97-003	Sahuarita Expansion	1,993,667	1,909,000						3,902,667
SW-97-004	Environmental Remediation/El Camino Del Cerro	1,327,538	62,000	370,000	110,000	298,000	545,000		2,712,538
SW-04-211	Waste Tire Collection Site Relocation	10,000	280,000	410,000	800,000				1,500,000
	Solid Waste Management Totals:	**$3,381,205**	**$2,296,000**	**$977,000**	**$2,247,000**	**$1,719,000**	**$545,000**	**$4,950,000**	**$16,115,205**
Wastewater Management									
WL-87-001	Miscellaneous Sewer Relocations	2,908,619	750,000	750,000	750,000	750,000	13,750,000		19,658,619
WL-87-427	Arivaca Junction Wastewater Treatment Facility Sewer Extension	944,053		422,600	2,684,400				4,051,053
WL-90-019	Green Valley Trunk Sewer Protection - Drainageway No. 7	301,296	10,000	487,535					798,831
WL-94-1L4	South Rillito Interceptor. - Glenn to Kleindale	193,001		555,300	2,330,300				3,078,601
WL-94-4L7	Green Valley Sewer Protection	183,827	112,800						296,627
WL-94-5L6	West Branch Santa Cruz River Sewer Crossing Protection	103,339		164,000					267,339
WL-97-4L3	Tanque Verde Interceptor, Craycroft to Tucson Country Club	1,003,477	500,000	3,032,477					4,535,954
WL-97-5L1	Santa Cruz Interceptor, Lincoln to Drexel	124,246		318,740	450,000	3,857,000			4,749,986
WL-98-001	Miscellaneous Engineering Design Services	2,478,716	250,000	250,000	250,000	250,000	250,000	500,000	4,228,716
WL-98-2L5	Carrillo School/El Paso Street Sewer Rehabilitation	280,313	946,066						1,226,379
WL-98-3L1	Marana Wastewater Treatment Facility	644,190	1,464,612						2,108,802
WL-00-0L2	Sewer System Inspection and Inventory Project	3,668,736	720,000						4,388,736
WL-00-2L1	ADOT Relocation: I-19 & I-10	233,894	600,415						834,309
WL-00-3L2	Avra Valley BNROD Expansion	1,307,154	350,000	750,000		8,500,000	10,000,000		20,907,154

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Years 2005/06 - 2009/10 and Beyond

Department/Program		Prior Years Expenditures	FY 2005/06 Adopted	FY 2006/07	FY 2007/08	FY 2008/09	FY 2009/10	Beyond	Total
WL-01-1L1	Tangerine Road Sewer Crossing at Big Wash	125,336		1,279,416	1,265,000				2,669,752
WL-01-4L1	Tanuri Drive Relief Sewer	68,684		108,158					176,842
WL-02-0L1	Neural Network / Sanitary Sewer Overflow Warning System	302,932			47,000				349,932
WL-02-3L3	Roger Road WWTF Admin Building			500,000					500,000
WL-02-3L4	Roger Road WWTF Security			200,000					200,000
WL-02-3L6	Roger Road WWTF Clarifiers			150,000					150,000
WL-02-3L7	Roger Road WWTF Chlorine Control	70,794		408,191					478,985
WL-02-3L8	Roger Road WWTF Storm Sewer	138,033		400,000	399,446				937,479
WL-02-3L9	Roger Road Relocate Sample Prep Room			250,000					250,000
WL-02-5L3	Ina Road WPCF Railing Renovation			140,000	140,000				280,000
WL-02-5L5	Ina Road WPCF Biosolids Bladder Liner			275,000					275,000
WL-02-5L6	Ina Road WPCF Chlorine Production Control			115,000					115,000
WL-03-4L1	Federal Prison Sewer System	322,562	3,761,097	1,265,718					5,349,377
WL-03-4L2	Corona de Tucson WWTF Expansion (0.3 mgd)	136,566	300,000	3,070,000					3,506,566
WL-04-601	Roger Road WWTP Rehabilitation		1,000,000	2,000,000	3,000,000	3,300,000	4,500,000	6,200,000	20,000,000
WL-04-602	Misc. Conveyance System Rehabilitation and Repair		2,000,000	2,000,000	3,000,000	3,000,000	3,000,000	2,000,000	15,000,000
WL-04-603	Santa Cruz Interceptor, Prince to Franklin		2,000,000	2,500,000	14,700,000	5,800,000			25,000,000
WL-04-604	Roger Road Plant to Ina Road Plant Interconnect		500,000	1,500,000	8,000,000	13,000,000			23,000,000
WL-04-605	Tanque Verde Interceptor: Craycroft to Tucson Country Club			2,000,000	3,000,000				5,000,000
WL-04-606	Marana Regional Airport Sewer Connection						2,800,000		2,800,000
WL-04-607	Ina Road WPCF Denitrification						900,000	16,100,000	17,000,000
WL-04-608	Ina Road WPCF Central Plant and Electrical Upgrade						1,350,000	16,650,000	18,000,000
WL-04-609	Ina Road WPCF Laboratory and Office Building							12,000,000	12,000,000
WL-04-610	Marana WWTP Expansion (1.0 mgd) (2004 Auth)	125,232	3,044,225	5,230,543	1,600,000				10,000,000
WL-04-611	Miscellaneous Water Reclamation Facilities							4,000,000	4,000,000
WL-04-612	Mt. Lemmon Sewer System							7,200,000	7,200,000
WL-05-0L1	Flow Model Project		150,000	100,000					250,000
WL-05-0L2	Process Simulating Training		110,000						110,000
WL-05-0L3	Process Improvement Evaluations		320,000						320,000
WL-05-1L1	Richey Yard Master Facility Plan		150,000	230,000	2,120,000				2,500,000
WL-05-2L1	Kino Environmental Restoration Chlorination/Dechlorination		100,000						100,000
WL-05-3L1	Continental Force Main No. 2		100,000	500,000	3,000,000	3,400,000			7,000,000
WL-05-3L2	Capstan Lift Station		100,000	615,000					715,000
WL-05-3L3	Green Valley Flood Control Protection Wall		55,000	265,000					320,000
WL-05-3L4	Green Valley Recharge Monitoring System		40,000						40,000
WL-05-3L5	Roger Road WWTP Nitrification		1,000,000	4,000,000	5,000,000	40,000,000	40,000,000		90,000,000
WL-05-3L6	Roger Road WWTP Miscellaneous Upgrades				2,000,000	48,000,000	50,000,000		100,000,000
WL-05-5L1	I-10 Widening: Grant Rd to St. Mary's Rd		450,000						450,000
WL-05-5L2	Ina Road Biosolids Building and Equipment		700,000	3,000,000	3,393,000				7,093,000
WL-05-5L3	Ina Road Whole Effluent Toxicity Testing Lab		250,000						250,000
	Wastewater Management Totals:	**$15,665,000**	**$21,834,215**	**$38,832,678**	**$57,129,146**	**$129,857,000**	**$126,550,000**	**$64,650,000**	**$454,518,039**
	Total Capital Improvement Projects	**$330,770,028**	**$165,033,024**	**$176,483,372**	**$156,904,772**	**$227,343,279**	**$234,925,285**	**$626,735,492**	**$1,918,195,252**
	Funded by Wastewater Management		**($21,834,215)**						
	Administrative Unit Costs		**$578,141**						
	Total FY 2005/06 Adopted Capital Projects Fund		**$143,776,950**						

SUMMARY OF ADOPTED SUPPLEMENTAL PACKAGES
BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEAR 2005/2006

FUNCTIONAL AREA/DEPARTMENT		SUPPLEMENTAL PACKAGE	EXPENDITURE	REVENUE	NET IMPACT	
COUNTY ADMINISTRATION						
Assessor	B	Additional Positions	280,618	0	280,618	
Elections	B	Help America Vote Act - Vision Impaired Voting Devices	3,013,850	2,807,000	206,850	
	C	Proposition 200	89,750	0	89,750	
Information Technology		Various Departmental Requests	400,000	0	400,000	1
Finance	C	Grants / Compliance Positions	165,621	0	165,621	
Forensic Science Center	C	Utilities	21,000	0	21,000	
Recorder	D	Supplemental Budget for Upgrade of Ballot Inserter	30,000	0	30,000	
	E	Yaqui Outreach	55,597	0	55,597	
	J	Proposition 200 Impact Costs	83,127	0	83,127	
TOTAL COUNTY ADMINISTRATION			**4,139,563**	**2,807,000**	**1,332,563**	
COMMUNITY & ECONOMIC DEVELOPMENT						
Community Develop & Neighborhood Conserv.	B	Housing Bonds & Community Planning	252,999	0	252,999	
Community Resources	C	Las Artes Educational	207,288	0	207,288	
Community Services	B	Services for Persons with Disabilities	1,199,653	900,000	299,653	
	C	Workforce Opportunity	1,000,000	0	1,000,000	
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT			**2,659,940**	**900,000**	**1,759,940**	
JUSTICE & LAW ENFORCEMENT						
Clerk of the Superior Court	B	Divisions 29 and 30 of the Superior Court	154,788	0	154,788	
Contract Attorneys	B	Contract Attorney Funding	1,000,000	0	1,000,000	
County Attorney	B	Victim Witness Northwest Expansion	39,214	0	39,214	
	C	Civil General Services & Contract Unit	0	0	0	2
	D	Civil Environmental / Land Use Unit	0	0	0	2
	E	Civil Tax / Bankruptcy and Tort Units	33,163	0	33,163	
Indigent Defense	B	Compliance with Spangenberg Recommendations	925,751	0	925,751	
	C	Public Defender Organization and Management	287,225	0	287,225	
Justice Court Ajo	B	Justice Court Security Officer	33,571	0	33,571	
Justice Courts Tucson	B	Judicial Hearing Officers	133,633	0	133,633	3
	C	Management Structure	146,798	208,999	(62,201)	
	E	Case Processing Staff	206,993	628,000	(421,007)	
	F	2XIA Program and Clerk	31,080	0	31,080	
Juvenile Court	C	Dependency - Impact of CPS Reform	128,618	0	128,618	
	D	Courtroom Build out Operation Expenses	54,362	0	54,362	
	E	NWJCC Lease Expenses	131,140	0	131,140	
Sheriff	F	Additional Supplies / Services for New Jail	200,000	0	200,000	
	G	Additional Funding for Cops in Schools '02	99,524	0	99,524	
Superior Court	B	Maintenance of Judicial Capacity	308,052	0	308,052	
TOTAL JUSTICE & LAW ENFORCEMENT			**3,913,912**	**836,999**	**3,076,913**	
MEDICAL SERVICES						
Public Health	B	Folic Acid Program	99,200	0	99,200	
	C	Disease Outbreak Management	212,722	0	212,722	
	D	PACC Enforcement	64,744	120,000	(55,256)	
TOTAL MEDICAL SERVICES			**376,666**	**120,000**	**256,666**	

SUMMARY OF ADOPTED SUPPLEMENTAL PACKAGES
BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEAR 2005/2006

FUNCTIONAL AREA/DEPARTMENT		SUPPLEMENTAL PACKAGE	EXPENDITURE	REVENUE	NET IMPACT
PUBLIC WORKS					
Development Services	B	DVS Office Moves	849,203	0	849,203 [2]
Facilities Management	I	Additional Staff - Design Division	90,311	0	90,311
	J	Architect - Planning Division	33,448	0	33,448
	M	Mt Lemmon Comfort Station	26,525	0	26,525
Graphic Services	B	True Two-Color Offset Press	(38,000)	20,000	(58,000) [2]
	C	Computer to Plate Unit	(46,400)	28,302	(74,702) [2]
Natural Resources, Parks & Recreation	B	CIP Projects Coming On-Line	403,976	3,300	400,676
	C	New River Parks & Brandi Fenton	245,578	200	245,378
	E	Starr Valley	153,559	0	153,559
	F	Newly Acquired Open Space Responsibilities	398,555	0	398,555
	Q	Picture Rocks Congregate Meal Program	40,900	2,000	38,900
Public Works Administration	D	General Fund Support for Cultural Resources	100,000	0	100,000
Regional Flood Control District	B	New Alert System Monitoring Stations	21,600	21,600	0 [2]
	C	Alert System Radio Upgrades	175,000	0	175,000 [2]
	D	Move to 97 East Congress	754,539	0	754,539 [2]
Transportation	B	Public Transit Bus	100,000	93,000	7,000 [2]
	C	Accelerated Preemption Systems	150,000	0	150,000 [2]
	D	Signals Battery Backup System	100,000	0	100,000 [2]
	E	Pavement Markings	50,000	0	50,000 [2]
	F	Public Works Building 4th Floor Renovation / Move	392,000	0	392,000 [2]
Wastewater Management	B	O&M for Expansion of Plants	2,619,477	5,049,828	(2,430,351) [2]
	C	Issuance of 2004 Sewer Revenue Bonds	95,625	2,641,866	(2,546,241) [2]
	D	Rehabilitation and Emergency Reserve	5,099,109	7,691,695	(2,592,586) [2]
TOTAL PUBLIC WORKS			**11,815,005**	**15,551,791**	**(3,736,786)**
TOTAL ALL FUNCTIONAL AREAS			**22,905,086**	**20,215,790**	**2,689,296**

[1] $400,000 is available for this package from the Budget Stabilization Fund
[2] No net General Fund impact
[3] $133,633 is available for this package from the Budget Stabilization Fund

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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 can be found in the individual department writeups in each of the functional area sections.

Revenues are provided for a five year period beginning with fiscal year 2001/2002 and ending with fiscal year 2005/2006. Revenues for fiscal years 2001/2002, 2002/2003, and 2003/2004 are based on audited actuals. Revenues for fiscal year 2004/2005 are based on the Revised Budget. Fiscal year 2005/2006 revenues are from the Adopted Budget.

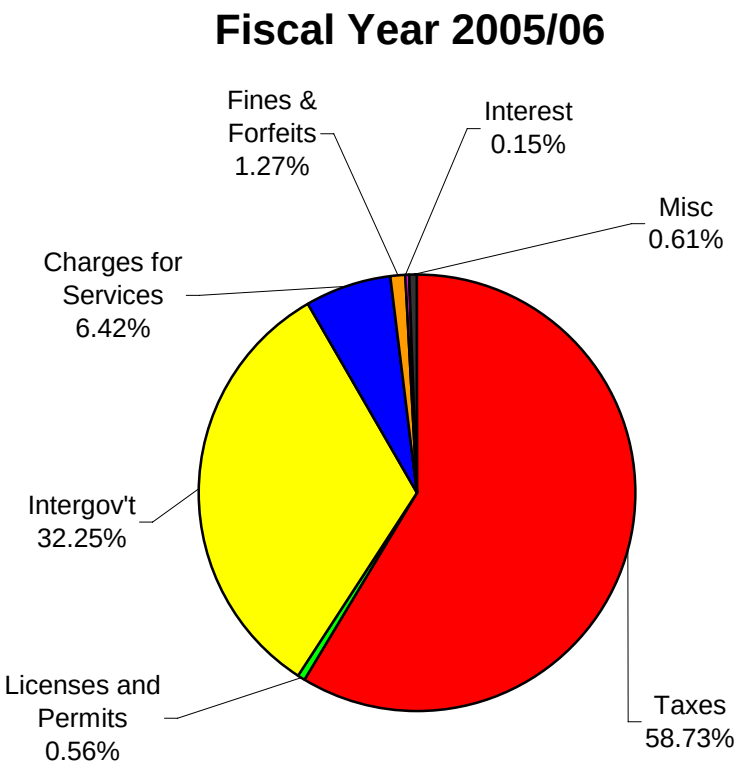
A summary of the total budgeted fiscal year 2005/2006 revenue by fund is shown below, and a Summary of Revenue by Fund, Department, and Category is provided on pages 9-24 through 9-29.

	Total Revenue
General Fund	$412,298,808
Capital Projects Fund	24,148,950
Communications Fund	2,226,809
County Free Library	15,086,741
Debt Service	43,576,073
Development Services	14,175,644
Employment & Training	12,333,257
Environmental Quality	3,334,600
Fleet Services	13,745,666
Graphic Services	1,490,270
Medical Services	269,476,398
Other Special Revenue Funds	70,200,739
Parking Garages	1,503,040
Public Health	16,519,939
Regional Flood Control District	19,874,539
Risk Management	14,299,503
Solid Waste Management	6,546,000
Stadium District	2,821,263
Transportation	57,425,893
Wastewater Management	119,754,864

GENERAL FUND

Tax revenues are derived from primary tax levies on real and personal property. The fiscal year 2005/06 primary net assessed value is $5,849,548,818, an increase of $436,998,738 over fiscal year 2004/05. The primary tax rate for fiscal year 2005/06 is unchanged from the 2004/05 rate of $4.0720 per $100 of net assessed value. The total budgeted primary property tax collections are $242,152,889, with current year collections of $228,719,346, delinquent taxes of $7,676,942, and interest and penalties on delinquent taxes totaling $5,756,601.

Licenses and Permits revenues increased $51,537 for fiscal year 2005/06. This increase is the result of the growth of unincorporated Pima County collections from cable TV franchise fees and an increased number of pawn businesses which buy an annual permit from the Sheriff's Office.



Intergovernmental revenues increased $16,490,059 to $132,950,205 in fiscal year 2005/06. Due to a stronger economy, State Shared Sales Tax revenue increased by $6,708,000 to $92,708,000 and the Auto In-Lieu tax by $642,270 to $24,342,270. Transient Lodging Excise Tax revenue increased $187,600 because of the economic recovery of the leisure and travel industry in the region. Rapid expansion of the population in the unincorporated area is causing more retail space to open. The prospect of new restaurants, lounges and liquor stores increased Alcoholic Beverage revenues by $9,000 in fiscal year 2005/06.

State grant and aid revenues increased $9,100,889. State funded "hold-harmless" for Prop. 204 revenues, $3,817,800, are reinstated in the fiscal year 2005/06 budget. The state is partially funding Pima County's compliance with the Help America Vote Act by granting the County $2,807,000 to purchase voting machines. The legislature also funded a $1,300,000 reimbursement for a proposed May 2006 election for the County's Regional Transportation Authority's transportation plan and tax election. The State is also passing on to Pima County $900,000 in Vocational Rehabilitation Funds for services for persons with disabilities.

In fiscal year 2005/06 federal grant and aid revenue increased $38,000 from budgeted amount of fiscal year 2004/05, and federal in lieu receipts were adjusted upward $249,000 to more closely match actual revenues. These increases were partially offset by the Superintendent of Schools' $25,000 decrease in forest fee reimbursement.

Revenue from towns and cities decreased $444,700 to $198,240. The decrease in budgeted revenue is due to the local, primary, and general elections which will not be held this fiscal year.

Charges for Services revenues increased $2,831,153 for fiscal year 2005/06. The amount paid by Enterprise Fund departments for services provided by General Fund departments increased General Government Fund revenues by $1,472,352. General Government Fee budgets increased $986,272 primarily because of a $363,000 increase in Contingency in anticipation of special elections for budget overrides and bond elections, and a $150,000 increase in the Recorders Office which is projecting greater revenues from recording fees on more real estate sales. Revenues from Justice Courts Tucson's drivers training fees are budgeted to increase $222,530 due to a fee rate instituted in the middle of fiscal year 2004/05, and more participants.

Health Fees will increase $108,845 primarily because of $127,345 of additional revenues at the Forensic Science Center due to an increase in fees and the number of cases coming from counties outside Pima County. Community Resources revenue will decline $16,500 due to University Physician Inc. taking over the Teen Center at Kino Hospital. The remaining decrease in revenue is in Institutional Health.

Court Fees will increase $308,293. Most of this increase will be from Justice Courts Tucson through more aggressive collection of probation fees and civil filing and appearance fees. On the same note, the Constables and Clerk of the Superior Court are expecting higher revenue from rising civil filings.

Other charges for service revenue such as Sheriff Correctional Housing will increase marginally while culture and recreation fees will decrease along with employee health premiums.

Fines and Forfeits to the General Fund are budgeted to increase $1,361,539 in fiscal year 2005/06. Except for a $1,174 increase in Clerk of the Superior Court fines, all of the fines and forfeits revenue increases will be in Justice Courts Tucson. This department has been working at strengthening its collections and debt-setoff program. Fiscal year 2005/06 is the "pay-off" year when collections efforts will be maximized. This program, in tandem with the new forfeiture procedures, will increase revenue by $1,365,065. This increase is partially offset by a $4,700 decrease in fines collected by the Sheriff's Office for expired licenses.

Interest revenue for the General Fund decreased $411,490 to reflect actual cash balances and interest rates. Total interest income for the General Fund will be $628,510 in fiscal year 2005/06.

Miscellaneous revenues increased $861,855 in fiscal year 2005/06. Although many departments contributed to these increases, $811,873 is from rents on a newly purchased building at 97 East Congress. More rental income is expected from the El Rio Neighborhood Center, the COPE program, and other sources. This rental income is offset by decreasing other revenues, most of which are being reduced to more accurately reflect prior year actual revenues and reduced services.

More detailed information on the changes in revenue for each department is available in the Summary of Revenue By Fund, Category, and Department provided on pages 9-24 through 9-29.

Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Taxes	**181,839,729**	**194,552,236**	**209,671,644**	**223,091,316**	**242,152,889**
Licenses/Permits	**2,070,984**	**2,010,372**	**2,165,680**	**2,259,500**	**2,311,037**
Intergovernmental	**111,921,877**	**112,529,615**	**120,057,663**	**116,460,146**	**132,950,205**
Charges for Svcs	**19,973,741**	**23,749,724**	**24,133,581**	**23,647,981**	**26,479,134**
Fines & Forfeits	**3,898,547**	**4,110,813**	**4,023,395**	**3,884,094**	**5,245,633**
Interest	**2,085,663**	**1,015,230**	**530,331**	**1,040,000**	**628,510**
Miscellaneous	**1,995,635**	**2,884,495**	**2,133,922**	**1,669,545**	**2,531,400**
Total Revenue	**323,786,176**	**340,852,485**	**362,716,216**	**372,052,582**	**412,298,808**

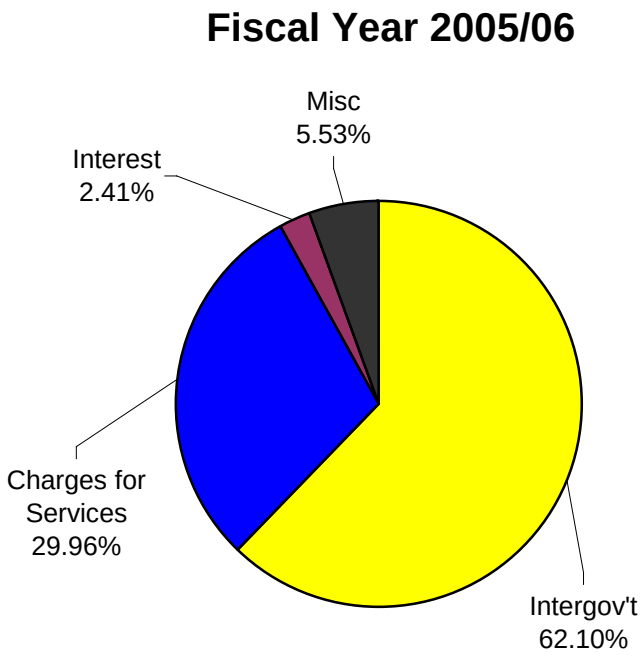
CAPITAL PROJECTS FUND
Capital Projects Fund

Intergovernmental revenues consist of $7,280,250 in federal grants and reimbursements, $7,606,184 in state grants and reimbursements, and $111,138 in city participation for specified projects. These revenues are projected to decrease by $3,890,009 from fiscal year 2004/05 due to the irregular nature of the funding sources and project schedules.

Charges for Services represent the impact fees collected for new development. These revenues are expected to increase by $4,743,180 over fiscal year 2004/05 due to continued strong development activity.

Interest earnings are expected to decrease, since the cash balance in the Local Government Investment Pool will be smaller than fiscal year 2004/05.

Miscellaneous revenues include various reimbursements and funding from private sources.



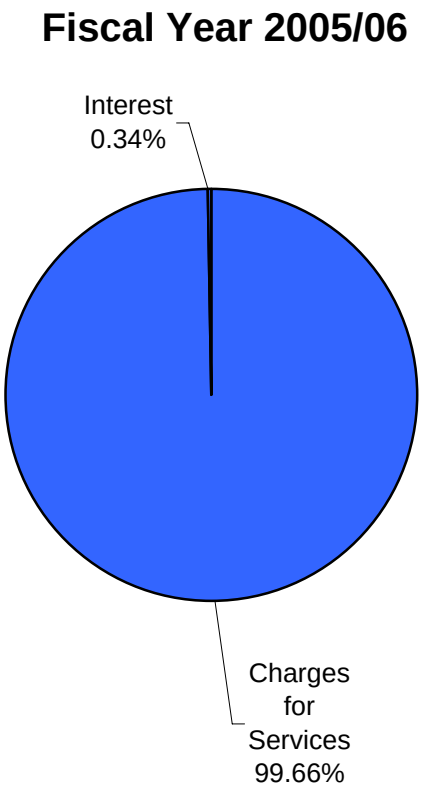
Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Intergovernmental	**17,564,704**	**4,642,120**	**16,855,166**	**18,887,581**	**14,997,572**
Charges for Services	**3,709,502**	**3,682,652**	**9,536,768**	**2,492,520**	**7,235,700**
Interest	**2,065,320**	**1,242,315**	**996,627**	**2,000,000**	**581,423**
Miscellaneous	**810,120**	**1,344,173**	**1,642,147**	**63,755**	**1,334,255**
Total Revenue	**24,149,646**	**10,911,260**	**29,030,708**	**23,443,856**	**24,148,950**

COMMUNICATIONS FUND
Internal Service Fund

Charges for Services include basic telephone line charges of $1,384,521, long distance charges of $164,138 and infrastructure service charges of $670,650 paid by other County departments. The increase between fiscal year 2004/05 and fiscal year 200/06 is due to growth in number of lines. The monthly rate per line was not increased.

Interest earnings are from the Treasurer's commingled interest distribution.

Miscellaneous revenues in fiscal year 2001/02 are negative as a result of fixed assets being retired that were not fully depreciated, resulting in a loss. In fiscal year 2003/04, $35,000 was contributed by another county department for the acquisition of a fax server and was recorded here as miscellaneous revenue.



Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Charges for Services	**1,288,207**	**1,307,967**	**1,424,807**	**2,161,724**	**2,219,309**
Interest	**10,902**	**10,257**	**9,541**	**7,500**	**7,500**
Miscellaneous	**(36,894)**	**75**	**35,059**		
Total Revenue	**1,262,215**	**1,318,299**	**1,469,407**	**2,169,224**	**2,226,809**

COUNTY FREE LIBRARY
Special Revenue Fund

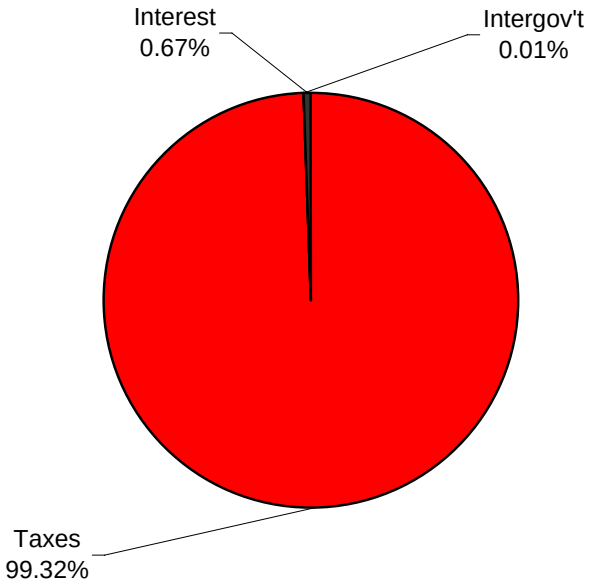
Tax revenues are derived from a secondary tax levy on real property and personal property. The fiscal year 2005/06 secondary net assessed value is $6,050,950,040 which amounts to an increase of $430,793,766 from fiscal year 2004/05. The tax rate for fiscal year 2005/06 is $0.2575, an increase of $0.0451 from the fiscal year 2004/05 rate of $0.2124 per $100 of net assessed value. Total secondary property tax collections are budgeted at $14,984,741, with current year collections of $14,603,379 and delinquent taxes of $381,362. (The current year collections reflect expected collection rates.)

Intergovernmental revenues consist of infrequent federal and state grants for library projects and city of Tucson in lieu of tax payments.

Interest revenues are expected from the Local Government Investment Pool on funds received from property tax collections as a result of an increased cash balance.

Miscellaneous revenues are prior year transaction adjustments.

Fiscal Year 2005/06

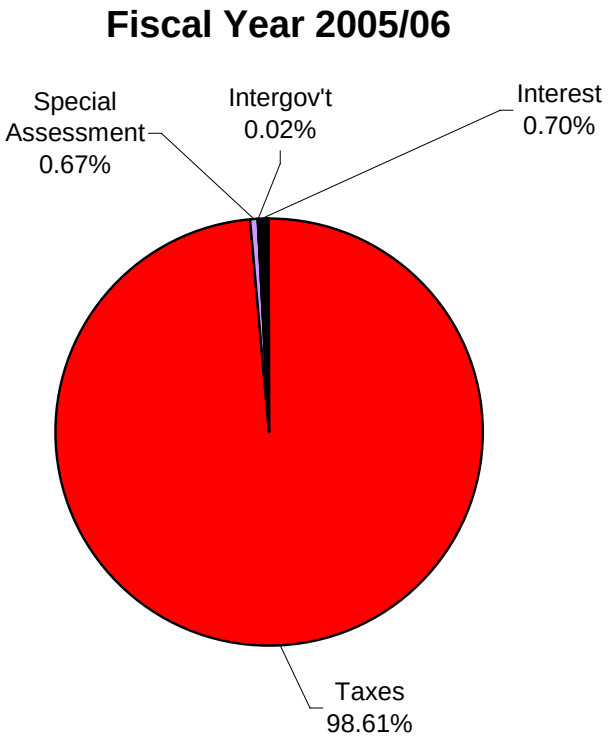


Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Taxes	**9,430,512**	**10,126,225**	**11,073,514**	**11,742,991**	**14,984,741**
Intergovernmental	**1,527**	**1,584**	**5,734**	**2,000**	**2,000**
Interest	**304,372**	**125,573**	**73,713**		**100,000**
Miscellaneous	**19,097**	**3,084**	**(28)**		
Total Revenue	**9,755,508**	**10,256,466**	**11,152,933**	**11,744,991**	**15,086,741**

DEBT SERVICE
Debt Service Fund

Tax revenues are derived from a secondary tax levy on real property and personal property. The fiscal year 2005/06 secondary net assessed value is $6,050,950,040, which amounts to an increase of $430,793,766 over fiscal year 2004/05. The tax rate for fiscal year 2005/2006 is $0.7150, $0.10 lower than the fiscal year 2004/05 rate of $0.8150 per $100 of net assessed value. Total secondary property tax collections are budgeted at $42,973,572, with current year collections of $41,600,836 and delinquent taxes of $1,372,736. (The current year collections reflect expected collection rates.)

Special Assessment revenues are taxes levied against specific properties to pay for improvements benefiting only those property owners. Revenue levels vary, due to the changing number of improvement districts and taxes levied.



Intergovernmental revenues are derived from state and city in lieu payments.

Interest earnings of $304,200 are expected from the Local Government Investment Pool.

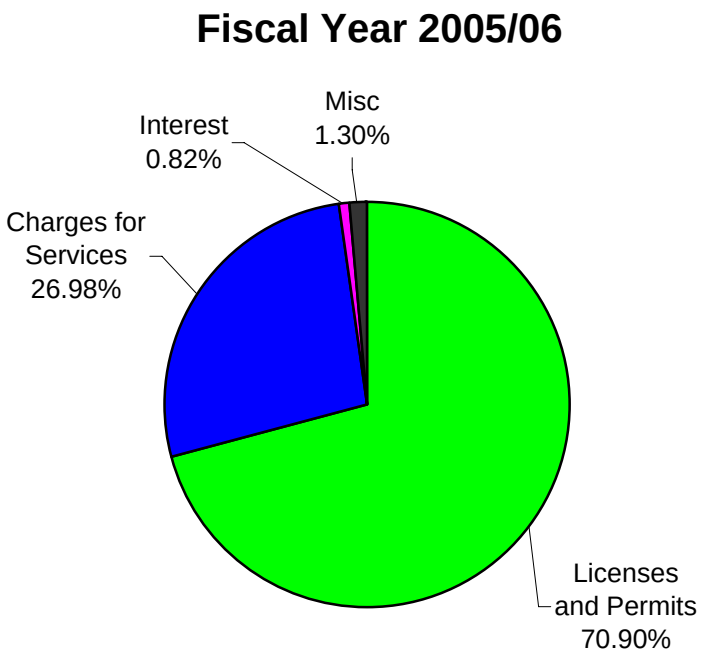
Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Taxes	**39,822,826**	**39,166,195**	**42,797,675**	**45,149,416**	**42,973,572**
Special Assessment	**363,825**	**299,984**	**222,452**	**606,177**	**290,801**
Intergovernmental	**7,052**	**6,928**	**22,360**	**4,800**	**7,500**
Interest	**666,584**	**486,505**	**305,578**	**304,200**	**304,200**
Total Revenue	**40,860,287**	**39,959,612**	**43,348,065**	**46,064,593**	**43,576,073**

DEVELOPMENT SERVICES
Enterprise Fund

Licenses and Permits includes building permits of $6,253,861, electrical permits of $1,398,997, plumbing permits of $1,403,163, mechanical permits of $955,811, and special inspections of $38,447. An increase in licenses and permits revenue is expected, due to continued strong development activity.

Charges for Services include $1,725,347 for checking plans, $1,051,663 for zoning fees, $110,310 for design and plan review fees, $721,048 for subdivision fees, $11,442 for conditional use permits, $33,262 for technical permits, $53,288 for comprehensive plan amendments fees, $41,238 for Board of Adjustment hearing fees, $10,000 for native plant preservation fees, $42,794 for records maintenance fees and copy fees, and $23,690 for various other service charges.

Fines and Forfeits revenue in fiscal year 2003/04 was from a court-ordered fine for a zoning violation.



Interest earnings of $116,396 are expected in fiscal year 2005/06 from the Local Government Investment Pool.

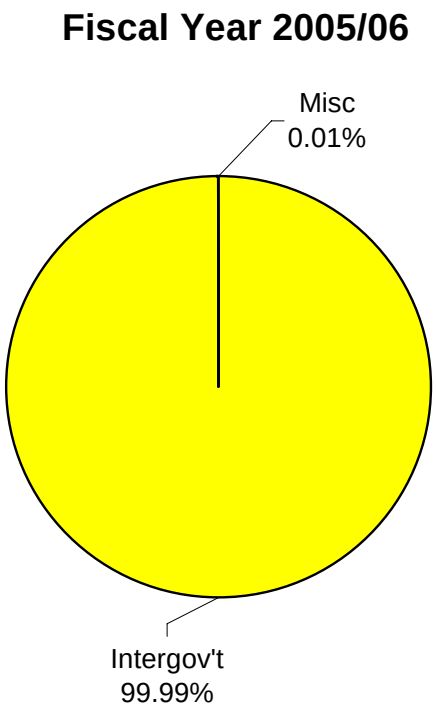
Miscellaneous revenues come from various sources: $74,909 from intergovernmental agreements with the cities of Tucson, Oro Valley, and Marana for addressing services; $8,736 from copies and the sale of reports, maps, and books; $11,350 from building code violations; $59,506 from charges for the services of hearing officers who hear zoning violation cases; and $29,586 from employee reimbursements and other cost recovery.

Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Licenses and Permits	**5,198,808**	**5,584,283**	**8,202,988**	**7,450,481**	**10,050,279**
Charges for Services	**2,555,365**	**2,879,891**	**3,621,562**	**2,986,566**	**3,824,082**
Fines and Forfeits			**5,000**		
Interest	**158,423**	**97,905**	**84,034**	**75,000**	**116,396**
Miscellaneous	**154,864**	**167,524**	**163,406**	**155,540**	**184,887**
Total Revenue	**8,067,460**	**8,729,603**	**12,076,990**	**10,667,587**	**14,175,644**

EMPLOYMENT & TRAINING
Special Revenue Fund

Intergovernmental revenues are comprised of federal grants for employment and training programs targeted 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 state and city of Tucson grants. Additional funding is provided to Pima Vocational High School (Charter School) via federal stimulus grants and state educational reimbursement funding.

Funding sources are projected to decrease in fiscal year 2005/06, as a result of federal grants ending and the state educational reimbursement being affected by the projected student population.



Service demands have continued to increase due to the poverty level and population increases. Amounts received fluctuate from year to year. However, over the last three fiscal years there is a continuing downward trend of these revenues. As a result of federal, state, and city grants ending or not being renewed, fiscal year 2005/06 intergovernmental revenues are projected to decrease $3,652,187.

Miscellaneous revenues are composed of donations from local businesses for employment counseling for laid-off workers. These amounts vary widely from year to year.

Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Intergovernmental	**18,092,767**	**21,397,285**	**16,659,709**	**15,983,794**	**12,331,607**
Miscellaneous	**278,039**	**157,175**	**128,570**	**6,000**	**1,650**
Total Revenue	**18,370,806**	**21,554,460**	**16,788,279**	**15,989,794**	**12,333,257**

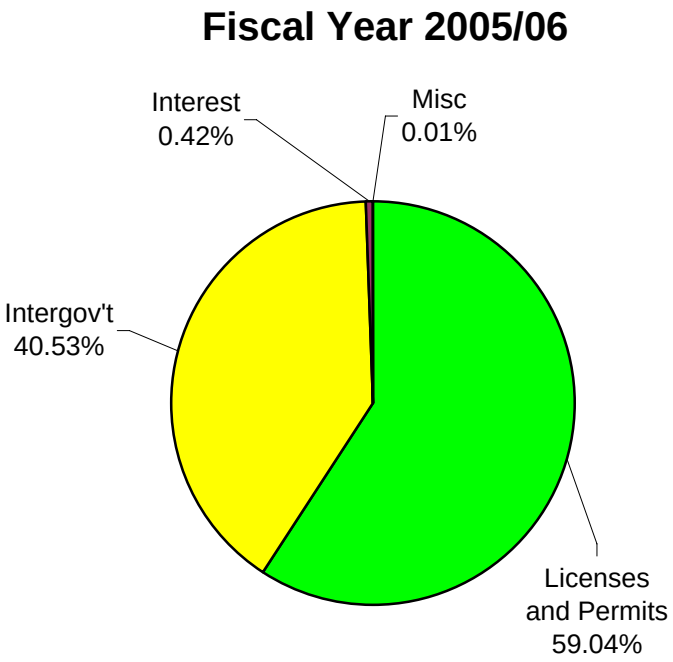
ENVIRONMENTAL QUALITY
Special Revenue Fund

Licenses and Permits revenues include $830,355 from air quality inspection and application fees, $163,350 from hazardous material related permits, and $975,350 from review of water, septic, and sewer plans.

Intergovernmental revenues consist of $540,000 in federal grants, $793,425 in state grants, and $17,970 in city participation.

Charges for Services in prior years consist of small business waste assistance program fees and miscellaneous recycling revenues.

Fines and Forfeits in prior fiscal years reflect fines collected for violations of environmental regulations. Because fines and forfeits are not easily forecasted, they are budgeted as zero for fiscal year 2005/06.



Interest earnings of $14,000 are expected in fiscal year 2005/06 from the Local Government Investment Pool.

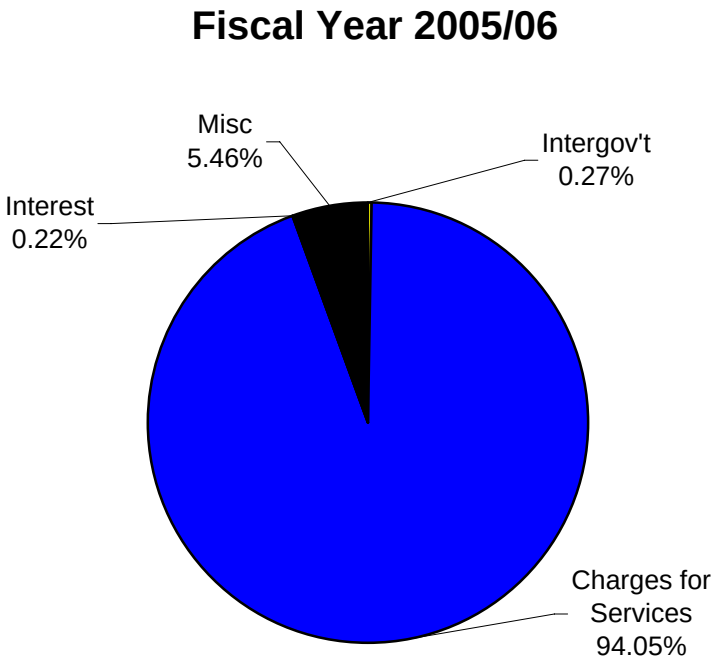
Miscellaneous revenue of $150 is from copy fees.

Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Licenses and Permits	**1,366,195**	**1,462,120**	**2,001,661**	**1,916,910**	**1,969,055**
Intergovernmental	**1,345,808**	**1,749,814**	**1,595,468**	**1,627,043**	**1,351,395**
Charges for Services	**109,870**	**15,669**	**17,775**	**14,300**	
Fines and Forfeits	**183,731**	**28,126**	**18,540**		
Interest	**3,518**	**9,902**	**11,944**	**10,000**	**14,000**
Miscellaneous	**896**	**32,616**	**16,947**	**13,345**	**150**
Total Revenue	**3,010,018**	**3,298,247**	**3,662,335**	**3,581,598**	**3,334,600**

FLEET SERVICES
Internal Service Fund

Intergovernmental revenues include a federal grant of $3,000 for maintenance of a weather service system on Mount Lemmon and $34,000 in diesel fuel tax refunds from the state. A diesel fuel tax is paid to the state when diesel fuel is purchased. Refunds are made at a later date based on the gallons of fuel used for off-road miles driven.

Charges for Services revenues include $11,318,190 in per mile fees received from other County departments for the use of vehicles and $1,609,666 for reimbursements for the cost of fuel, parts, and labor for approximately 709 items of County equipment. The anticipated increase in per mile fees for fiscal year 2005/06 is due to mileage rate increases that resulted from higher fuel costs.



Interest earnings of $30,000 are expected from the Treasurer's commingled interest distribution. The decrease in interest for fiscal year 2005/06 is due to a smaller cash balance caused by increased expenditures.

Miscellaneous revenues include $100,000 from insurance companies and individuals for accident-related repairs to County vehicles, $426,555 for fuel and maintenance provided to other government agencies and $224,255 from the sale of obsolete vehicles and equipment.

Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Intergovernmental	**43,039**	**36,692**	**16,413**	**39,800**	**37,000**
Charges for Services	**11,896,089**	**11,436,729**	**12,034,694**	**12,271,276**	**12,927,856**
Interest	**90,164**	**69,338**	**32,733**	**35,000**	**30,000**
Miscellaneous	**315,454**	**834,233**	**1,030,458**	**682,546**	**750,810**
Total Revenue	**12,344,746**	**12,376,992**	**13,114,298**	**13,028,622**	**13,745,666**

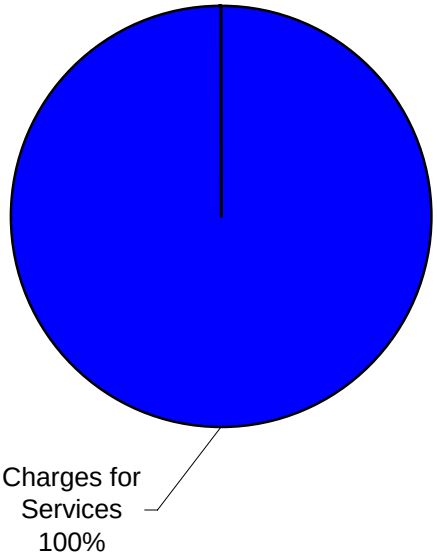
GRAPHIC SERVICES
Internal Service Fund

Charges for Services revenues consist of fees paid by other County departments for various graphic design and printing services.

Interest earnings prior to fiscal year 2003/04 were from the Treasurer's commingled interest distribution.

Miscellaneous revenues include gains and (losses) from the sale of fixed assets and sale of reports and atlases to the public. Revenues for fiscal year 2001/02 and fiscal year 2002/03 reflect a net loss.

Fiscal Year 2005/06



Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Charges for Services	1,338,379	1,627,533	1,539,738	1,463,577	1,490,270
Interest	3,627	324			
Miscellaneous	(7,339)	(11,024)	35,408	2,000	
Total Revenue	1,334,667	1,616,833	1,575,146	1,465,577	1,490,270

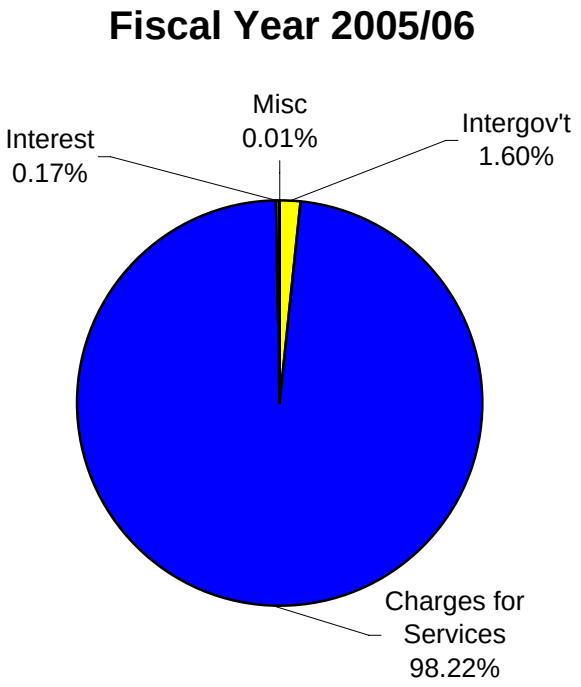
MEDICAL SERVICES
Enterprise Fund

Intergovernmental revenues consist of $4,307,830 in federal and state grants.

Charges for Services consist of $104,792,301 in Pima Health Plan capitation fees, $159,804,295 in Pima Long Term Care capitation fees, and $97,718 in claims processing fees. The increase in revenue is primarily due to projected increases in membership, as well as increases in capitation fees for Pima Health Plan and Pima Long Term Care.

Interest is earned on Pima Health System & Services' cash balance. The increase in revenue is due to a projected increase in interest rates.

Miscellaneous revenues include record copying charges and cafeteria sales.

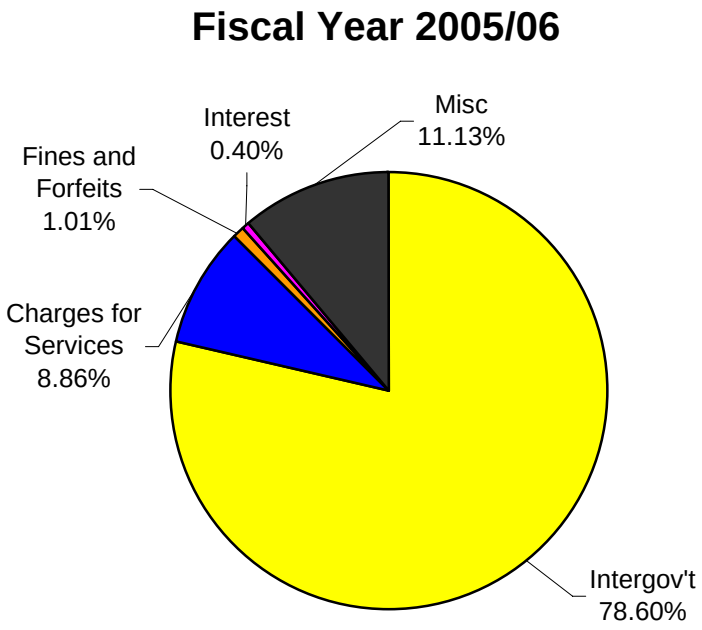


Note: Effective June 16, 2004, Kino Community Hospital no longer existed as a Pima County budgeting and accounting entity. The amounts reflected in the table below prior to fiscal year 2004/05 reflect amounts for Kino Community Hospital and the elimination of intercompany transactions between Kino Community Hospital and Pima Health System & Services.

Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Intergovernmental	**4,330,897**	**4,886,017**	**4,398,380**	**4,080,802**	**4,307,830**
Charges for Services	**181,542,407**	**200,049,341**	**226,309,860**	**239,647,160**	**264,694,314**
Interest	**1,015,949**	**575,690**	**369,180**	**375,000**	**457,954**
Miscellaneous	**269,955**	**328,642**	**181,297**	**109,731**	**16,300**
Total Revenue	**187,159,208**	**205,839,690**	**231,258,717**	**244,212,693**	**269,476,398**

OTHER SPECIAL REVENUE FUNDS
Special Revenue Fund

Intergovernmental revenues consist of federal and state funds received under County Law Enforcement Antiracketeering $725,235; Victim Witness Compensation $460,200; Fill the Gap funds for County Attorney, various courts, and Indigent Defense $1,262,000; Sheriff Criminal Justice Enhancement $400,000; Sheriff State RICO funds $100,000; and the Clerk of the Superior Court Child Support Incentive $15,000. The grants budgeted in Special Revenue Funds include Community Service Block Grants and Community Development Block Grants $7,233,018, County Attorney $2,375,799, Juvenile Court $11,121,979, Sheriff $18,787,612, Superior Court $8,989,956, Indigent Defense $59,200, and the School Reserve Fund $3,644,000.



Charges for Services revenues include fees collected by the Superior Court Local Court Automation Fund $384,000, Child Support Visitation Program $65,900, Conciliation Court $414,200, Law Library $198,210, and Probation Services $1,462,476; the Clerk of the Court Time Pay Fees $265,000, Local Court Automation Fund $240,000, Spousal Maintenance $19,000, and Document Storage and Retrieval $228,000; Juvenile Court Probation Services $391,748; Justice Courts Time Pay Fees $239,136; the Treasurer Taxpayer Information Fund $60,000; Natural Resources, Parks & Recreation Special Programs $55,000; Recorder Document Storage and Retrieval $1,100,000; and Sheriff Commissary Operations $1,100,000.

Fines and Forfeits revenues consist of forfeiture funds and fines received by the County Attorney Bad Check Program $700,000 and Juvenile Court Victim Restitution fines $10,500.

Interest earnings are from the Local Government Investment Pool and commingled interest allocation for the Clerk of the Superior Court Spousal Maintenance Enforcement $350, Time Pay Fees $11,300, Local Court Automation Fund $2,100, Child Support Incentive $175, and Document Storage and Retrieval $6,000; County Attorney Law Enforcement Antiracketeering Fund $70,000, Bad Check Program $10,000, Fill The Gap $4,500, and County Attorney Grants $1,754; Indigent Defense Fill the Gap $15,000 and Indigent Defense Grants $800; Superior Court Local Court Automation Fund $6,000, Courts Fill The Gap $10,000, Conciliation $5,000, Child Support Visitation $1,500, Law Library $1,453, Probate $197, and Probation Services $29,450; Sheriff RICO $2,000, Sheriff Grants $9,317, and Commissary Operations $3,000; Recorder Document Storage and Retrieval $45,000; Juvenile Court Probation Services $4,500 and Victim Restitution $400; Justice Courts Time Pay Fees $1,642 and Grants $200; and the Treasurer Taxpayer Information Fund $6,000; Improvement Districts Formation Fund $500, and Public Works Building $34,544. The amounts departments have budgeted for interest earnings are historically lower than the actual amounts realized because some revenue sources are unpredictable and projections have generally been conservative. Budgeted interest increased for fiscal year 2005/06 based on past actual interest earned and higher anticipated interest rates.

Miscellaneous revenues include funds paid to County Attorney Antiracketeering $3,228,760 and Victim Witness Compensation $24,350; Housing Trust Fund $1,000,000; Juvenile Court Victim Restitution $31,500 and Grants $149,678; the Superior Court Law Library $6,679; rents received for space in the Public Works Building $1,964,283; Sheriff Commissary Operations $540,000; Taxpayer Information Fund $45,000; Justice Courts Grants $43,558; Community Services Grants $57,080; Parks Special Programs $100,000; and Schools Reserve Grants $620,000.

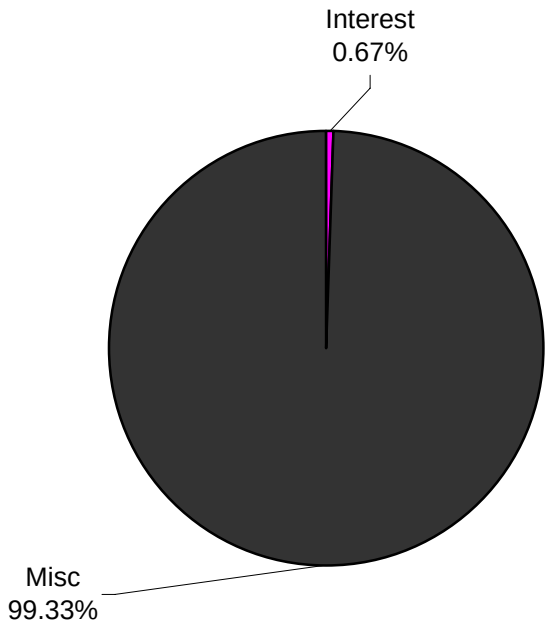
Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Intergovernmental	**50,807,126**	**44,378,762**	**48,393,590**	**55,237,562**	**55,173,999**
Charges for Services	**4,398,704**	**4,864,308**	**6,284,283**	**6,237,270**	**6,222,670**
Fines and Forfeits	**614,617**	**703,755**	**777,424**	**710,000**	**710,500**
Interest	**580,140**	**384,581**	**345,209**	**183,322**	**282,682**
Miscellaneous	**7,269,922**	**7,565,827**	**9,112,358**	**7,529,894**	**7,810,888**
Memo Revenue	**0**	**0**	**950**	**0**	**0**
Total Revenue	**63,670,509**	**57,897,233**	**64,913,814**	**69,898,048**	**70,200,739**

PARKING GARAGES
Enterprise Fund

Interest earnings of $10,000 are expected from the Treasurer's commingled interest distribution; fiscal year 2005/06 revenues are based on a decrease in the fund's cash balance of $3,000,000 as the result of the purchase of the 97 E. Congress Building and Sixth Avenue and Broadway parking lot during fiscal year 2004/05.

Miscellaneous revenues are parking fees from five parking garages and three parking lots owned by Pima County: the A-Level parking garage, B-Level parking garage, El Presidio parking garage, Legal Services Building parking garage, Public Works Building parking garage, the Old Courts Building parking lot, the Stone Avenue parking lot, and Sixth Avenue and Broadway parking lot.

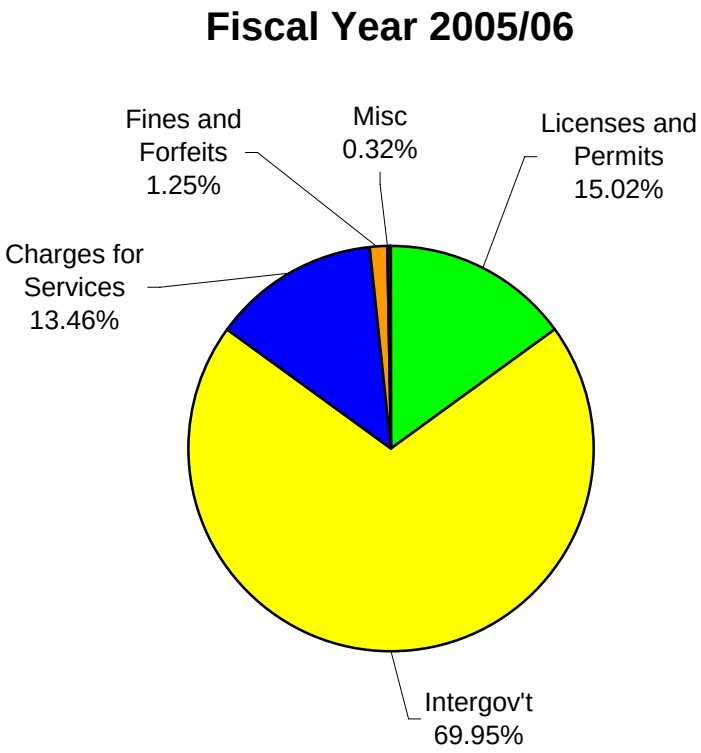
Fiscal Year 2005/06



Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Interest	**71,885**	**41,518**	**41,679**	**27,500**	**10,000**
Miscellaneous	**1,454,661**	**1,412,663**	**1,460,027**	**1,434,940**	**1,493,040**
Total Revenue	**1,526,546**	**1,454,181**	**1,501,706**	**1,462,440**	**1,503,040**

PUBLIC HEALTH
Special Revenue Fund

Licenses and Permits are required by 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. Animal control licensing fees are expected to generate increased revenue.



Intergovernmental revenues include various state and federal government contributions for emergency management and homeland security and grants for family planning, WIC, child health initiatives, and HIV surveillance. Revenues are also derived from animal control services provided to incorporated municipalities including the city of Tucson. Decreased grant funding is expected primarily in the areas of Tobacco Control & Prevention and Public Health Nursing.

Charges for Services include services that range from processing birth and death certificates to providing immunizations and other public health related services. The department also charges fees for animal control services. Fees are charged for housing impounded animals; transferring and copying licensing records; adoption, spay, and neutering services; vaccinations; and other services. Because of increasing demand for birth and death certificates, and immunization records, increased revenues are anticipated in Vital Registration and Public Health Nursing.

Fines and Forfeits include city court fines and animal control citations and penalties for late licensing.

Interest earned in fiscal years 2001/02 and 2003/04 was from an animal control cash balance, and interest earned in fiscal year 2002/03 was primarily from the payroll clearing account cash balance.

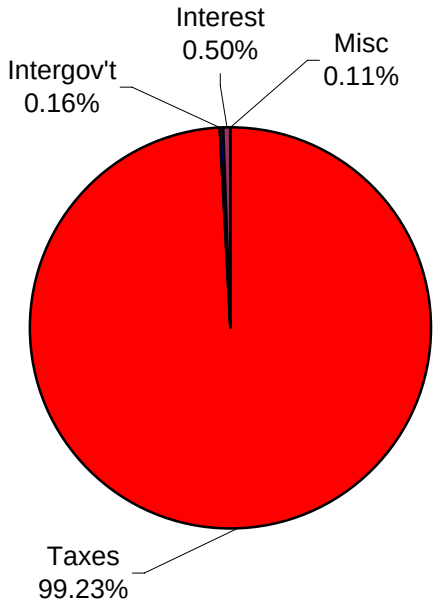
Miscellaneous revenues include postage and copying services.

Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Licenses and Permits	1,994,787	2,018,774	2,101,802	2,178,376	2,480,830
Intergovernmental	8,002,730	7,933,181	11,739,073	12,273,089	11,557,258
Charges for Services	1,475,593	1,955,163	2,086,585	1,942,110	2,223,590
Fines and Forfeits	185,530	204,554	191,543	162,993	205,801
Interest	504	8,015	588		
Miscellaneous	182,036	139,688	111,325	70,866	52,460
Total Revenue	11,841,180	12,259,375	16,230,916	16,627,434	16,519,939

REGIONAL FLOOD CONTROL DISTRICT
Special Revenue Fund

Tax revenues are only derived from a secondary tax levy on real property and secured personal property; unsecured personal property is not taxed for the Regional Flood Control District levy. The fiscal year 2005/06 secondary net assessed value of real and secured personal property is $5,323,432,911, which is an increase of $416,075,657 over fiscal year 2004/05. The tax rate for fiscal year 2005/06 is $0.3746, which is an increase of $0.02 over the fiscal year 2004/05 rate of $0.3546 per $100 of net assessed value. Total secondary property tax collections are budgeted at $19,720,839 with current year collections of $19,115,767 and delinquent taxes of $605,072. (The current year collections reflect expected collection rates.)

Fiscal Year 2005/06



Intergovernmental revenues include federal grants and Aspen Fire reimbursements, various state grants, and federal, state and city payments in lieu of taxes.

Charges for Services represents blasting permit fees, now budgeted as miscellaneous revenue.

Interest earnings of $100,000 are expected in fiscal year 2005/06 from the Local Government Investment Pool.

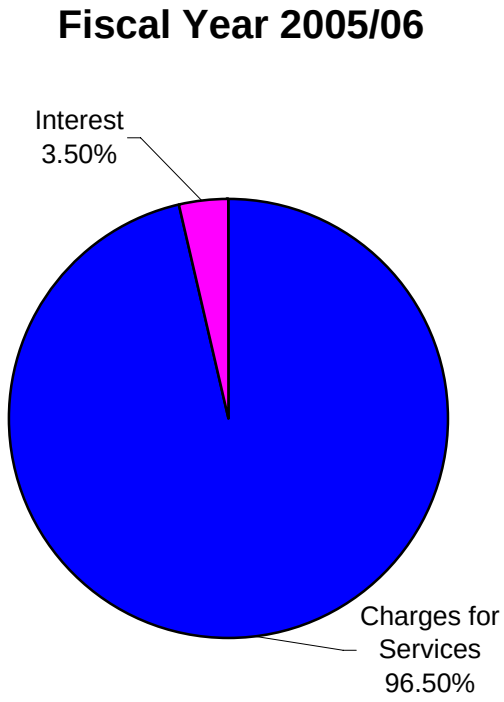
Miscellaneous revenues include $15,000 from rentals of property, $5,000 from riparian area development mitigation payments, and $2,000 from the sale of flood control documents, blasting fees, and miscellaneous cost recovery.

Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Taxes	**13,713,101**	**14,530,898**	**15,984,177**	**17,264,169**	**19,720,839**
Intergovernmental	**135,745**	**2,545**	**546,791**	**2,545**	**31,700**
Charges for Services	**533**	**120**	**1,901**		
Interest	**151,954**	**102,000**	**70,989**	**120,000**	**100,000**
Miscellaneous	**2,008**	**22,044**	**27,675**	**17,000**	**22,000**
Total Revenue	**14,003,341**	**14,657,607**	**16,631,533**	**17,403,714**	**19,874,539**

RISK MANAGEMENT
Internal Service Fund

Charges for Services revenues include Self Insurance Reserve premium payments from departments which cover occupational medical management $5,112,987, liability claims $5,656,535, other liabilities $1,767,042, environmental damage $127,938, and property damage $1,1435,001. The premium revenue changes are based on the number and type of claims filed. Actuaries recommend premium guideline levels based upon established accounting standards.

Interest earnings of $500,000 are expected from the Local Government Investment Pool for the Trust Fund Reserve. In previous years, actual interest exceeded budgeted interest due to the amount of the fund balance.



Miscellaneous revenues earned prior to fiscal year 2004/05 are primarily from settlements of environmental damage claims.

Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Charges for Services	**11,531,615**	**14,319,603**	**15,322,748**	**15,553,493**	**13,799,503**
Interest	**1,046,225**	**650,375**	**503,540**	**500,000**	**500,000**
Miscellaneous	**471,869**	**109,995**	**451,328**		
Total Revenue	**13,049,709**	**15,079,973**	**16,277,616**	**16,053,493**	**14,299,503**

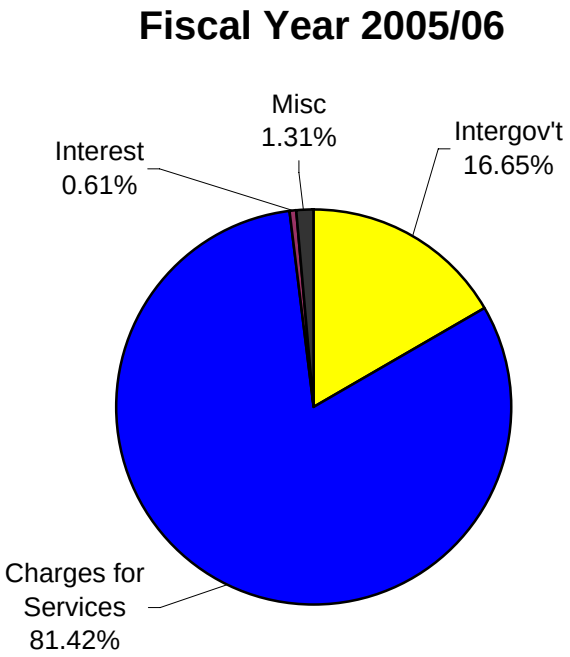
SOLID WASTE MANAGEMENT
Special Revenue Fund

Intergovernmental revenue of $1,090,000 is state tire recycling funding.

Charges for Services includes $5,235,000 in landfill waste disposal fees and $95,000 in tire collection fees. Completion of the Sahuarita Landfill expansion capital project will allow commercial haulers to resume using the facility and is the primary reason that revenues are $797,238 higher than fiscal year 2004/05.

Interest earnings of $40,000 are from the Local Government Investment Pool.

Miscellaneous revenues of $86,000 are from the sale of recyclable items from the landfills and one collection station.



Note: Prior to becoming a special revenue fund in fiscal year 2005/06, Solid Waste Management was in the Wastewater Management Enterprise Fund. Fiscal years 2001/02 through 2004/05 are shown here for historical purposes, but are still included in the Wastewater Management Enterprise Fund on pages 8-10 and 9-28. The revenues on page 8-14 show the totals separately for Wastewater Management and Solid Waste Management.

Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Intergovernmental	**904,818**	**958,603**	**1,146,492**	**1,000,000**	**1,090,000**
Charges for Services	**5,185,545**	**5,690,740**	**4,826,528**	**4,532,762**	**5,330,000**
Interest	**11,112**	**36,363**	**39,846**	**35,000**	**40,000**
Miscellaneous	**62,661**	**50,277**	**72,407**	**83,000**	**86,000**
Total Revenue	**6,164,136**	**6,735,983**	**6,085,273**	**5,650,762**	**6,546,000**

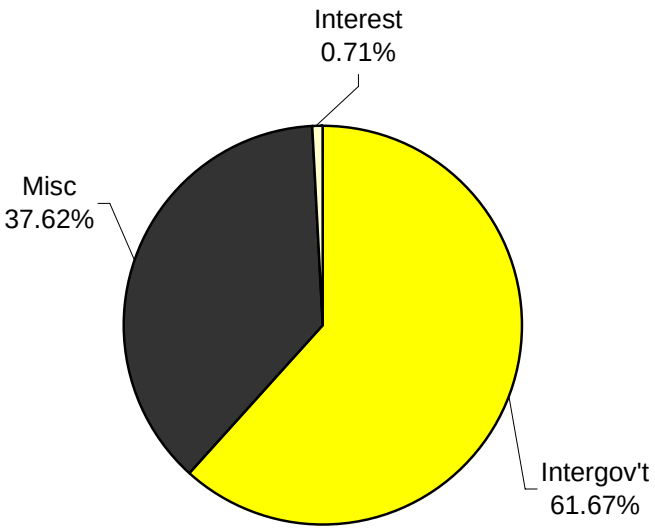
STADIUM DISTRICT
Special Revenue Fund

Intergovernmental revenues consist of a recreational vehicle space surcharge and a car rental 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 $1,550,000 for car rentals and at $190,000 for recreational vehicle space surcharges.

Interest earnings of $20,000 are expected in fiscal year 2005/2006 as a result of a positive cash balance in the Local Government Investment Pool.

Miscellaneous revenues include major league revenue from spring training activities, rent from the Tucson Sidewinders baseball team, parking and concessions, and other events held at the stadium complex. Events include concerts, car shows, and other similar activities.

Fiscal Year 2005/06

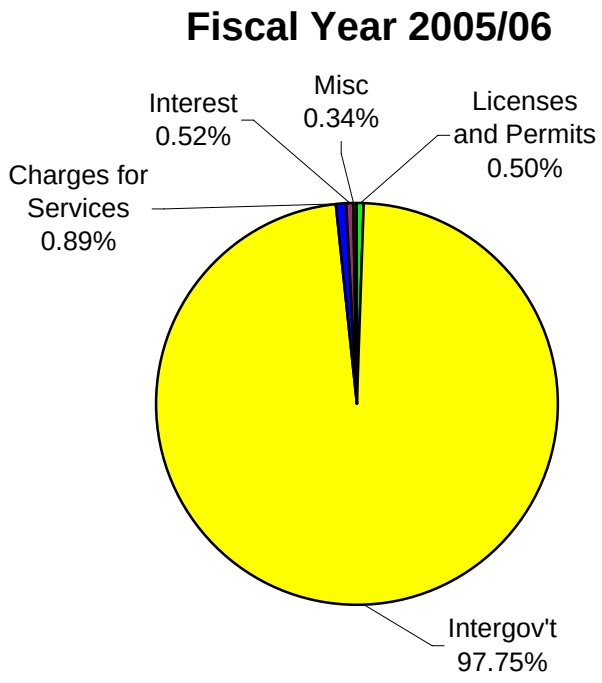


Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Intergovernmental	**1,566,921**	**1,630,850**	**1,702,414**	**1,615,000**	**1,740,000**
Interest		**129**			**20,000**
Miscellaneous	**1,175,382**	**977,329**	**960,651**	**1,078,832**	**1,061,263**
Total Revenue	**2,742,303**	**2,608,308**	**2,663,065**	**2,693,832**	**2,821,263**

TRANSPORTATION
Special Revenue Fund

Licenses and Permits revenues include $275,000 in permits and inspection fees for construction in rights of way and $10,000 for the use of rights of way.

Intergovernmental revenues consist primarily of $54,463,056 in Highway User Revenue Funds (HURF) distributed by the state of Arizona for the development and maintenance of County roads. The fiscal year 2005/06 amount is an increase of $2,122,926 over fiscal year 2004/05. Additionally, revenue in this category includes $2,000 from the federal government's National Forest Reserve, $784,774 in federal Rural Transit and Safe Route grant funding, state grant match funding of $497,003 and HELP program funding of $300,000, and $21,360 from the city of Tucson for Safe Route grant match funding and $67,500 from the town of Marana for transit services.



Charges for Services include $450,000 from inspection and testing of streets and drainage of newly constructed subdivisions, $50,000 from the abandonment of County property, $5,000 from oversize vehicle operating fees, and $5,500 from miscellaneous services.

Interest earnings of $300,000 are expected in fiscal year 2005/06 from the Local Government Investment Pool.

Miscellaneous revenues include $158,700 in earnings from County rental properties, $21,500 in reimbursements for damages to property, $7,500 from sales of reports and other information, and $7,00 in miscellaneous cost recovery reimbursements.

Memo revenue in fiscal years 2002/03 and 2003/04 was from the sale of land and cattle guards.

Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Licenses and Permits	645,358	595,932	295,639	260,000	285,000
Intergovernmental	48,017,535	49,448,831	53,627,979	54,284,035	56,135,693
Charges for Services	429,792	618,332	617,521	425,000	510,500
Interest	1,106,426	788,320	326,247	350,000	300,000
Miscellaneous	400,153	429,500	1,309,979	389,743	194,700
Memo		1,000	2,376		
Total Revenue	50,599,264	51,881,915	56,179,741	55,708,778	57,425,893

WASTEWATER MANAGEMENT
Enterprise Fund

Licenses and Permits revenues prior to fiscal year 2005/06 were payments for industrial waste control pretreatment and discharge permits.

Intergovernmental revenues are a federal grant for the Arid West Water Quality Research Project.

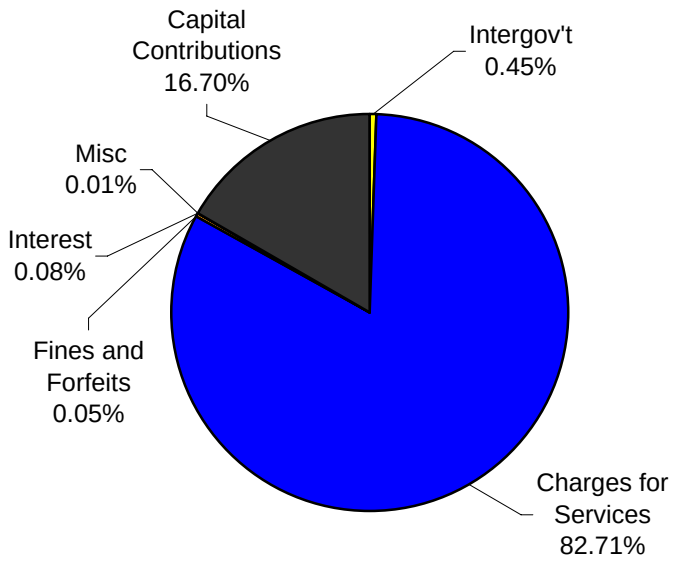
Charges for Services consist of $64,865,043 in sewer user fees, $33,215,903 in participating and nonparticipating sewer connection fees, and $963,556 for plan review, inspection, and other fees.

Fines and Forfeits consist of industrial pretreatment fines of $58,800 assessed against various commercial customers of Wastewater Management.

Interest earnings of $100,194 are from the Local Government Investment Pool.

Miscellaneous revenues of $10,068 are cost recovery and miscellaneous reimbursements.

Fiscal Year 2005/06



Capital Contributions are non-operating revenue. These non-cash capital contributions are physical assets and are not available to fund department operations.

Revenue Object	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Licenses and Permits	**10,354**	**14,639**	**22,098**	**16,700**	
Intergovernmental	**2,174,075**	**303,934**	**719,762**	**1,036,262**	**541,300**
Charges for Services	**58,476,814**	**65,844,168**	**77,193,657**	**77,672,385**	**99,044,502**
Fines and Forfeits	**21,548**	**76,385**	**48,548**	**58,800**	**58,800**
Interest	**1,631,581**	**977,985**	**213,288**	**123,467**	**100,194**
Miscellaneous	**513,325**	**842,580**	**1,017,518**	**45,988**	**10,068**
Capital Contributions	**11,241,118**	**12,473,664**	**22,213,973**	**20,000,000**	**20,000,000**
Total Revenue	**74,068,815**	**80,533,355**	**101,428,844**	**98,953,602**	**119,754,864**

Note: Prior to becoming a special revenue fund in fiscal year 2005/06, Solid Waste Management was in the Wastewater Management Enterprise Fund. Solid Waste Management fiscal years 2001/02 through 2004/05 are not shown here, instead they are shown separately on pages 9-20 and 8-14, and are still included in the Wastewater Management Enterprise Fund for historical purposes on page 8-10 and 9-28.

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2004/2005 vs Fiscal Year 2005/2006

SOURCE OF REVENUES	ADOPTED REVENUES FY 2004/2005	ADOPTED REVENUES FY 2005/2006	CHANGE	EXPLANATION
GENERAL FUND				
Assessor				
Other Miscellaneous Revenues	6,000	6,000	0	
Clerk of the Board				
Alcoholic Beverages	1,600	1,600	0	
General Government Fees	300	300	0	
Other Miscellaneous Revenues	8,100	8,100	0	
Clerk of the Superior Court				
Federal Revenue	224,000	260,000	36,000	Increased DES reimbursement for child support
General Government Fees	0	181,958	181,958	Fees collected for marriage licenses previously budgeted with court fees in prior years
Other Miscellaneous Revenues	0	29,650	29,650	Amount budgeted for collecting past due accounts based on 28% collection fee
Court Fees	1,093,576	1,116,264	22,688	Increased number of civil case filings and passports
Interest	15,000	15,000	0	
Other Fines & Forfeits	850,000	850,000	0	
Fines	206,826	208,000	1,174	Increase based on FY 2004/05 filings
Community Development & Neighborhood Conservation				
Other Miscellaneous Revenues	104,840	104,840	0	
Community Resources				
Culture & Recreation Fees	174,761	144,300	(30,461)	Decrease in Kino Recreation Center revenue
Other Miscellaneous Revenues	415	2,500	2,085	Increase in vending machine revenue
Rents and Royalties	17,660	38,900	21,240	Increase in Kino Sports Complex field rentals
Health Fees	16,500	0	(16,500)	Loss of revenue at Kino Teen Center which is now collected by contractor UPI
Community Services				
State Revenue	0	900,000	900,000	Increase in Federal Vocational Rehabilitation funds
Constables				
Court Fees	309,518	360,500	50,982	Increase in papers served, along with improvements in customer service has created new business
Miscellaneous	16,100	22,000	5,900	Increase in fees collected for serving papers for other County departments
Contingency				
Federal Revenue	300,000	300,000	0	
General Government Fees	0	363,000	363,000	Recorder-Special Elections
County Administrator				
Court Fees	70,000	0	(70,000)	Transfer of revenues from Office of Court Appointed Council, now a separate department
County Attorney				
Other Miscellaneous Revenues	40,000	40,000	0	
City Participation	32,440	32,440	0	
Elections				
General Government Fees	5,000	5,000	0	
City Participation	595,000	150,000	(445,000)	Decreased due to primary and general elections scheduled for FY 2004/05 not scheduled for FY 2005/06
State Revenue	0	4,107,000	4,107,000	Reimbursement for purchase of vision-impaired voting equipment 2,807k, and funding for County Bond election, 1,300k
Facilities Management				
Rents and Royalties	136,494	1,011,607	875,113	Increase in rent for 97 E. Congress 811.9k, El Rio Neighborhood Center 21.9k, COPE 37.2k, and other rent 4.1k
Other Miscellaneous Revenues	3,000	3,000	0	
Finance				
Other Miscellaneous Revenues	48,000	48,000	0	
Forensic Science Center (Previously Medical Examiner)				
General Government Fees	4,800	6,500	1,700	Increase in out of county cases and fees
Charges for Services	752,655	880,000	127,345	Increase in out of county cases and fees
Miscellaneous	3,500	5,000	1,500	Increase in out of county cases and fees
General Fund Debt Service				
Interest	25,000	25,000	0	

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2004/2005 vs Fiscal Year 2005/2006

SOURCE OF REVENUES	ADOPTED REVENUES FY 2004/2005	ADOPTED REVENUES FY 2005/2006	CHANGE	EXPLANATION
General Government Revenues				
Alcoholic Beverages	33,000	42,000	9,000	Larger number of businesses that sell alcoholic products being built in unincorporated Pima County.
Auto Lieu Tax	23,700,000	24,342,270	642,270	Increased newer vehicle sales and population growth in the County.
Business Licenses & Permits	2,250,000	2,297,537	47,537	Higher number of cable connections in unincorporated Pima County.
City Participation	15,500	15,800	300	Marginal increase in City Payments in Lieu of Taxes, higher values, and more eligible property.
Contributions/Pub Enterprise	7,568,061	9,040,413	1,472,352	Increase per Pima County Central Cost Allocation Plan for FY 2003/04
Federal Revenue	1,660,000	1,909,000	249,000	Budget adjusted to reflect actual past Federal PILT revenues.
General Government Fees	695,384	748,968	53,584	Increase per Pima County Central Cost Allocation Plan for FY 2003/04
Interest	1,000,000	588,510	(411,490)	Budget adjusted to more accurately reflect actual revenues in the last few years.
Other Miscellaneous Revenues	100,500	56,900	(43,600)	Decreasing budget to more accurately reflect historic actual revenues.
Overhead - Grant Reimbursement	83,000	83,000	0	
Sales & Use Tax	86,000,000	92,708,000	6,708,000	Increase due to rising population, inflation and personal income in the State and Pima County.
State Revenue	269,773	4,087,573	3,817,800	Inclusion of Prop 204 hold harmless revenues that were not included in last years budget.
Taxes / Interest on Delq. Prop. Taxes	4,281,936	5,056,928	774,992	Tax liens that are being purchased are older thus having more interest accrued against them.
Taxes / Penalties on Delq. Prop.Taxe	450,597	679,673	229,076	Tax liens that are being purchased are older thus having higher penalties.
Taxes / Personal Property	11,173,256	10,935,941	(237,315)	Decrease in collection rate, from 95.0% to 88.4%, not being offset by value increase.
Taxes / Real Property	207,160,527	225,460,347	18,299,820	Increase due to higher valuation: Value increase 8.42%, 3.92% Growth and 4.50% appreciation.
Transient Lodging Tax	1,340,000	1,433,800	93,800	Increase in anticipated hotel/motel tax collections due to higher rates and occupancy.
Human Resources				
Employee Health Premiums	5,000	0	(5,000)	Decreased due to charges and fees previously earned on COBRA administration, now going to third party administrator
General Government Fees	1,500	1,350	(150)	Decreased due to charges and fees previously earned on COBRA administration, now going to third party administrator
Other Miscellaneous Revenues	2,850	2,500	(350)	Decreased due to charges and fees previously earned on COBRA administration, now going to third party administrator
Information Technology				
Other Miscellaneous Revenues	388,680	354,700	(33,980)	Reduced revenue from UPHH operations support
Rents and Royalties	231,903	235,200	3,297	Increased antenna revenue
Institutional Health				
Health Fees	2,000	0	(2,000)	No refunds/reimbursements anticipated
Other Miscellaneous Revenues	67,765	69,765	2,000	Increase in Adult Detention inmate medical copays 10k; decrease in third party liability reimb (8k)
Justice Court Ajo				
General Government Fees	1,355	1,355	0	
Justice Courts - Fines	203,140	203,140	0	
Other Miscellaneous Revenues	350	350	0	
Court Fees	18,258	18,258	0	
State Revenue	30,214	30,214	0	
Justice Court Green Valley				
State Revenue	30,299	30,299	0	
Court Fees	11,500	11,500	0	
Justice Courts - Fines	168,444	168,444	0	
Justice Courts Tucson				
State Revenue	283,320	254,009	(29,311)	Decreased Justice of the Peace salary reimbursement based on FY 2004/05 actual revenues received
General Government Fees	625,426	847,956	222,530	Increased defensive driving fees due to collections
Court Fees	907,259	1,147,382	240,123	Increased civil filing and appearance fees 216k; probation fees 24k
Justice Courts - Fines	2,412,683	3,622,999	1,210,316	Criminal and traffic fines from Clerk of the Superior Court collections and the Debt Set-off program
Other Fines & Forfeits	28,001	182,750	154,749	Increase as a result of new forfeiture procedures
Rents and Royalties	7,500		(7,500)	Decrease in Alliance One collection agency rent
Other Miscellaneous Revenues	1,000	0	(1,000)	Reduction in nonsufficient funds fees and over/short funds fees
Juvenile Court				
Federal Revenue	220,000	225,000	5,000	Increase in national school lunch reimbursement
Court Fees	35,000	30,000	(5,000)	Decrease in adoption fees
Superior Courts - Fines	5,000	5,000	0	
Correctional Housing	91,910	92,162	252	Pasqua Yaqui contract to house juvenile detainees
Other Miscellaneous Revenues	10,000	10,000	0	

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2004/2005 vs Fiscal Year 2005/2006

SOURCE OF REVENUES	ADOPTED REVENUES FY 2004/2005	ADOPTED REVENUES FY 2005/2006	CHANGE	EXPLANATION
Natural Resources, Parks, & Recreation				
Culture & Recreation Fees	464,475	458,875	(5,600)	Decreased shooting range fees
General Government Fees	17,000	20,600	3,600	New subdivision park plans submittal fee 2.6k and vandalism fines moved from miscellaneous 1k
Other Miscellaneous Revenues	44,300	47,000	2,700	Increased ball fields light use
Rents and Royalties	135,388	140,188	4,800	Increased facility rentals
Non Departmental				
Transient Lodging Tax	1,340,000	1,433,800	93,800	Increase in anticipated hotel/motel tax collections due to higher rates and occupancy
Office of Court Appointed Counsel				
Court Fees	528,000	598,000	70,000	Contract attorney fees transferred from County Administrator Office of Court Appointed Counsel
State Revenue	50,000	50,000	0	
Public Fiduciary				
Court Fees	431,120	431,120	0	
General Government Fees	15,000	15,000	0	
Recorder				
General Government Fees	3,140,000	3,290,000	150,000	Increased recording fees due to lower interest rates and an increase in real estate sales in Pima County
Other Miscellaneous Revenues	264,000	264,000	0	
State Revenue	0	305,400	305,400	Reimbursement of voter registration cost from the state for a proposed transportation bond election scheduled for May, 2006
School Superintendent				
Federal Revenue	95,000	70,000	(25,000)	Decreased Forest Fees based on FY 2004/05 actual revenues received
Other Miscellaneous Revenues	200	200	0	
Sheriff				
Penalties/Delinquent Taxes	25,000	20,000	(5,000)	Decrease in seizure fees based on prior year activity
Business Licenses & Permits	9,500	13,500	4,000	Increase in volume of licenses issued
General Government Fees	140,000	150,000	10,000	Increase in charges to inmates participating in the work release program
Court Fees	500	0	(500)	Reimbursement for mileage from deputies for court appearances now included in jury fees
Jury Fees	200	200	0	
Sheriff Dept Fees	428,800	420,000	(8,800)	Decrease in fees charged to inmates in work furlough program (10k); decrease in fees for serving legal documents (1k); partially offset by increase in fees collected for providing copies of records 2k
Correctional Housing	5,885,000	5,890,000	5,000	Increased reimbursement for correctional housing from the state
Justice Courts - Traffic Fines	10,000	5,300	(4,700)	Decrease in number of fines collected for expired licenses
Other Miscellaneous Revenues	21,000	21,000	0	
Superior Court				
Federal Revenue	240,000	262,000	22,000	Increased DES reimbursement for child support
City Participation	0	0	0	
Superior Court Mandated Services				
Federal Revenue	0	0	0	
Court Fees	125,023	125,023	0	
Other Miscellaneous Revenues	10,000	10,000	0	
Treasurer				
General Government Fees	100	150	50	Slight increase anticipated by the Treasurer based on historical experience
TOTAL GENERAL FUND REVENUE	**372,052,582**	**412,298,808**	**40,246,226**	
SPECIAL REVENUE FUNDS				
County Free Library				
Taxes	11,742,991	14,984,741	3,241,750	County Free Library increase in net assessed valuations 706.5k and secondary tax on real and personal property 2.5m
Intergovernmental	2,000	2,000	0	
Interest	0	100,000	100,000	Increased earnings based on cash balance and Local Government Investment Pool
Employment and Training				
Intergovernmental	15,983,794	12,331,607	(3,652,187)	Decrease in Federal Youth Opportunity Grant (4m), State Youth Grant (132.4k), City Neighborhood Grant (70k), State reimbursement per student (32.3k), PVHS Federal Grants (26.4k) offset by increase for DES Employment Administration 583.5k
Miscellaneous	6,000	1,650	(4,350)	Decrease in United Way contributions

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2004/2005 vs Fiscal Year 2005/2006

SOURCE OF REVENUES	ADOPTED REVENUES FY 2004/2005	ADOPTED REVENUES FY 2005/2006	CHANGE	EXPLANATION
Environmental Quality				
Charges for Services	14,300	0	(14,300)	Household Hazardous Waste program transferred to city of Tucson
Interest	10,000	14,000	4,000	Earnings from the Local Government Investment Pool which were under budgeted in FY 2004/05
Intergovernmental	1,627,043	1,351,395	(275,648)	Household Hazardous Waste program transferred to city of Tucson (250k), decreased state Natural Events Action Plan (dust control) funding (19k), decreased grant funding (6k)
Licenses and Permits	1,916,910	1,969,055	52,145	Increased septic tank 37k and water/sewer plan 20k, all other adjustments net decrease (5k)
Miscellaneous	13,345	150	(13,195)	Household Hazardous Waste program transferred to city of Tucson
Flood Control District				
Interest	120,000	100,000	(20,000)	Decreased earnings from the Local Government Investment Pool
Miscellaneous	17,000	22,000	5,000	Increased disturbed riparian habitat mitigation fees
Taxes	17,264,169	19,720,839	2,456,670	Increased current year property tax collections - from increase in valuations 1,375,680 and from 0.02 rate increase 1,020,596, projected increased delinquent tax collections 60,394
Intergovernmental	2,545	31,700	29,155	Federal grant to improve flood warning network 21,600, state grant to study mesquite mouse habitat 7,000, increased in lieu of taxes
Other Special Revenue Funds				
Intergovernmental	1,864,724	2,962,435	1,097,711	Courts Fill the Gap 620k; Co Atty Fill the Gap 180k; Indigent Defense Fill the Gap 172k; Co Atty Victim Witness Comp 77k; Co Atty Law Enforcement Antiracketeering 46k; COC Child Support 3k
Charges for Services	6,237,270	6,222,670	(14,600)	Parks Spec Prgrms (445k); SC Conciliation (61k); Sheriff Commissary 160k; SC Probation 148k; JC Tucson Time Pay Fees 71k; COC Time Pay Fees 65k; COC Local Court Automation 16k; COC Document Storage & Retrieval 12k; Juvenile Probation Services 10k; COC Spousal Maintenance 6k; SC County Law Library 2k; SC Child Support Visitation 1k;
Fines and Forfeits	710,000	710,500	500	Juvenile Victim Restitution
Interest	182,322	270,611	88,289	Public Works Building 35k; Courts Fill the Gap 10k; Indigent Defense Fill the Gap 10k; SC Probation 7k; SC Local Court Automation 6k; SC Conciliation 5k; Recorder Document Storage & Retrieval 5k; Taxpayer Information Fund 3k; Sheriff Commissary 3k; SC Child Support Visitation 1.5k; COC Time Pay Fees 2k; Co Atty Fill the Gap 1.5k; COC Local Court Automation 1k; Imprvmnt Dist Form Fund .5k; COC Document Storage & Retrieval (2k)
Miscellaneous	6,849,421	6,940,572	91,151	Parks Spec Programs 100k; Sheriff Commissary 5k; Juvenile Victim Restitution 2k; SC County Law Library 2k; Public Works Building (17k)
Other Special Revenue Funds Grants				
Intergovernmental	53,372,838	52,211,564	(1,161,274)	Juvenile Court Grants (738k); County Attorney Grants (243k); School Reserve Fund (62k); Sheriff Grants 578k; Superior Court Grants 260k; Community Services Grants 44k; Sonoran Desert Conservation Plan (1m)
Interest	1,000	12,071	11,071	Sheriff Grants 9k; County Attorney Grants 2k;
Miscellaneous	680,473	870,316	189,843	Juvenile Court Grants 150k; Community Services Grants 44k; Justice Courts Tucson Grants 3k; Sheriff Grants (6k); School Reserve
Public Health				
Charges for Services	1,942,110	2,223,590	281,480	Increase in Public Health Nursing immunization fees 150k; increase in demand for Vital Registration records 105k; Disease Control immunization records 26k; misc Animal Care 3.5k; decrease in Mobile Health Clinic (3k)
Fines and Forfeits	162,993	205,801	42,808	Animal Care increase in city court fines 42,364; late penalties 1,999; decrease in citations (1,555)
Intergovernmental	12,273,089	11,557,258	(715,831)	Grant decreases Tobacco Prevention (444,363); Child Health Initiative (348,068); net changes in other grant funding 50,600; increase in federal funding for Emergency Management through state 26,000
Licenses and Permits	2,178,376	2,480,830	302,454	Increased volume of Animal Care Center license collections
Miscellaneous	70,866	52,460	(18,406)	Elimination of city Emergency Management funding (10k); decrease misc grant collections (5k); misc Animal Care (3.4k); misc (.5k); increase in Animal Care postage revenue .5k
Solid Waste				
Intergovernmental	0	1,090,000	1,090,000	Budget of 1,000,000 was in Wastewater Management Enterprise Fund in FY 2004/05; increased state tire recycling program funding 90k
Charges for Services	0	5,330,000	5,330,000	Budget of 4,532,762 was in Wastewater Management Enterprise Fund in FY 2004/05; reopen Sahuarita landfill to commercial customers 647k, increases at other landfills 135k, increased tire collection fees 15k
Interest	0	40,000	40,000	Budget of 35,000 was in Wastewater Management Enterprise Fund in FY 2004/05; increase of 5k due to underbudgeting in FY 04/05
Miscellaneous	0	86,000	86,000	Budget of 83,000 was in Wastewater Management Enterprise Fund in FY 2004/05; increased sales of recyclable items from landfills 3k
Stadium District				
Intergovernmental	1,615,000	1,740,000	125,000	Increase in car rental surcharge 150k offset by decrease in in RV space surcharge (25k)
Interest	0	20,000	20,000	Increase in earnings from cash balance
Miscellaneous	1,078,832	1,061,263	(17,569)	Decrease in rents/royalties
Transportation				
Charges for Services	425,000	510,500	85,500	Increased charges for materials testing of new streets and drainageways
Interest	350,000	300,000	(50,000)	Decreased earnings from the Local Government Investment Pool
Intergovernmental	54,284,035	56,135,693	1,851,658	Increased Highway User Revenue Funds 2.123m and state funding 14k, decreased federal (265k) and city (20k) due to transfer of Bicycle and Pedestrian Safety & Education grant to city of Tucson
Licenses and Permits	260,000	285,000	25,000	Increased permits and inspection fees for construction work done in County rights-of-way
Miscellaneous	389,743	194,700	(195,043)	Decreased reimbursements from Pima Association of Governments (176k) and rental property revenues (41k), other adjustments net
TOTAL SPECIAL REVENUE FUNDS	**193,648,189**	**204,142,971**	**10,494,782**	

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2004/2005 vs Fiscal Year 2005/2006

SOURCE OF REVENUES	ADOPTED REVENUES FY 2004/2005	ADOPTED REVENUES FY 2005/2006	CHANGE	EXPLANATION
DEBT SERVICE				
Taxes	45,149,416	42,973,572	(2,175,844)	Decrease of (2,268,792) in current year collections primarily due to decrease in secondary tax rate from 0.8150 to 0.7150 per 100 of NAV; increase in prior year collections 92,948
Special Assessment	606,177	290,801	(315,376)	Decrease in debt service for improvement districts-Country Club Estates (288,348); La Cholla (23,682); Cimarron (3,346)
Intergovernmental	4,800	7,500	2,700	Increase in payments in lieu of taxes-city 1,500; state 1,200
Interest	304,200	304,200	0	
TOTAL DEBT SERVICE	**46,064,593**	**43,576,073**	**(2,488,520)**	
CAPITAL PROJECTS				
Intergovernmental	18,887,581	14,997,572	(3,890,009)	Decreased federal (9.8m), increased state 5.8m and city 111k
Charges for Services	2,492,520	7,235,700	4,743,180	Increased road impact fees
Interest	2,000,000	581,423	(1,418,577)	Decreased earnings from the Local Government Investment Pool
Miscellaneous	63,755	1,334,255	1,270,500	Increased developer donations and miscellaneous other contributions
TOTAL CAPITAL PROJECTS	**23,443,856**	**24,148,950**	**705,094**	
ENTERPRISE FUNDS				
Development Services				
Licenses and Permits	7,450,481	10,050,279	2,599,798	Increased building, mechanical, electrical, and plumbing permits and inspections
Charges for Services	2,986,566	3,824,082	837,516	Increased levels of plan checks and reviews, subdivision fees, zoning permits and fees, conditional use permits, technical fees, plan amendments, hearings, copy and records fees, and other service charges
Interest	75,000	116,396	41,396	Increased earnings from Local Government Investment Pool
Miscellaneous	155,540	184,887	29,347	Increases in hearing officer services, addressing changes, and miscellaneous cost recovery
Medical Services				
Intergovernmental	4,080,802	4,307,830	227,028	Pima Health System Grants anticipated change in level of grant funding
Charges for Services	239,647,160	264,694,314	25,047,154	Pima Health System & Services increase in enrollment/rates 24.474m, AHCCCS premium tax 514k, claims processing reclassified from miscellaneous 58.6k
Interest	375,000	457,954	82,954	Increased rates anticipated for Pima Health System & Services
Miscellaneous	109,731	16,300	(93,431)	PHS&S decrease due to reclassification of claims processing to charges for services (58.6k), decrease in Attendant Care Worker training reimbursements (28.5k), Posada del Sol food (6.5k), increase miscellaneous .2k
Parking Garages				
Interest	27,500	10,000	(17,500)	Decreased cash balance of 3m for purchase of 97 E. Congress building
Miscellaneous	1,434,940	1,493,040	58,100	Increased parking revenues primarily from 6th Ave & Broadway lot and El Presido Garage
Wastewater Management				
Licenses and Permits	16,700	0	(16,700)	Now budgeted as charges for services
Intergovernmental	2,036,262	541,300	(1,494,962)	Solid Waste Management moved to special revenue fund (1m); decreased grant activity (495k)
Charges for Services	82,205,147	99,044,502	16,839,355	Solid Waste Management moved to special revenue fund (4.533m); increased user fees 14.789m, connection fees 6.225m, sanitation fees 341k, and general government fees 17k
Fines and Forfeits	58,800	58,800	0	
Interest	158,467	100,194	(58,273)	Decreased earnings from the Local Government Investment Pool
Memo Revenue	20,000,000	20,000,000	0	
Miscellaneous	128,988	10,068	(118,920)	Solid Waste Management moved to special revenue fund (83k); decreased grant activity (36k)
TOTAL ENTERPRISE FUNDS	**360,947,084**	**404,909,946**	**43,962,862**	
GRAND TOTAL ALL FUNDS	**996,156,304**	**1,089,076,748**	**92,920,444**	

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2004/2005 vs Fiscal Year 2005/2006

SOURCE OF REVENUES	ADOPTED REVENUES FY 2004/2005	ADOPTED REVENUES FY 2005/2006	CHANGE	EXPLANATION
THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY				
INTERNAL SERVICE FUNDS				
Communications				
Charges for Services	2,161,724	2,219,309	57,585	Increased voice/data infrastructure charges, and fax and internet server charges
Interest	7,500	7,500	0	
Fleet Services				
Charges for Services	12,271,276	12,927,856	656,580	Increase in motor pool rates 567.2k and department direct/special bill rates 89.4k
Interest	35,000	30,000	(5,000)	Decreased cash balance
Intergovernmental	39,800	37,000	(2,800)	Decrease in state tax refund for off road diesel fuel consumption
Memo Revenue	0	224,255	224,255	Increase in sale of fixed assets
Miscellaneous	682,546	526,555	(155,991)	Decrease in other government agencies fuel sales/maintenance revenue and accident collection revenue
Graphic Services				
Charges for Services	1,463,577	1,490,270	26,693	Anticipated increase in job volume after capital equipment upgrades
Miscellaneous	2,000	0	(2,000)	Decreased sales of reports and atlases to the public
Risk Management				
Charges for Services	15,553,493	13,799,503	(1,753,990)	Decreased self insurance premiums due to resolution of several previous loss issues
Interest	500,000	500,000	0	
TOTAL INTERNAL SERVICE FUNDS	**32,716,916**	**31,762,248**	**(1,012,253)**	
TOTAL REVENUES	**1,028,873,220**	**1,120,838,996**	**91,965,776**	

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SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Debt Service Fund	Total Expenditures
COUNTY ADMINISTRATION				
ASSESSOR				
ADMINISTRATION	1,464,504			1,464,504
ASSESSOR STATUTORY MANDATES	6,403,408			6,403,408
TOTAL ASSESSOR	7,867,912			7,867,912
BOARD OF SUPERVISORS				
BOARD OF SUPERVISORS	1,608,925			1,608,925
TOTAL BOARD OF SUPERVISORS	1,608,925			1,608,925
CLERK OF THE BOARD				
ADMINISTRATION/MANAGEMENT	775,816			775,816
DOCUMENT & MICROGRAPHIC MGMT	491,022			491,022
TOTAL CLERK OF THE BOARD	1,266,838			1,266,838
COUNTY ADMINISTRATOR				
COUNTY ADMINISTRATOR	1,326,571			1,326,571
SONORAN DESERT CONSERVATION PLAN		430,000		430,000
SPECIAL PROGRAMS		2,057,858		2,057,858
TOTAL COUNTY ADMINISTRATOR	1,326,571	2,487,858		3,814,429
ELECTIONS				
ELECTIONS	5,375,964			5,375,964
TOTAL ELECTIONS	5,375,964			5,375,964
FINANCE				
ADMINISTRATION	1,086,506			1,086,506
BUDGET	1,197,319			1,197,319
FINANCIAL CONTROL & REPORTING	1,301,731			1,301,731
FINANCIAL MANAGEMENT & AUDIT	746,752			746,752
FINANCIAL OPERATIONS	1,473,921			1,473,921
TOTAL FINANCE	5,806,229			5,806,229
FORENSIC SCIENCE CENTER				
FORENSIC SCIENCE CENTER	2,202,287			2,202,287
TOTAL FORENSIC SCIENCE CENTER	2,202,287			2,202,287
HUMAN RESOURCES				
COMPENSATION/BENEFITS/CLASSIFICATION	1,069,651			1,069,651
RECRUITMENT/EMPLOYMENT RIGHTS	953,564			953,564
STAFF SERVICES	420,610			420,610
TOTAL HUMAN RESOURCES	2,443,825			2,443,825
INFORMATION TECHNOLOGY				
INFORMATION TECHNOLOGY	5,876,520			5,876,520
TOTAL INFORMATION TECHNOLOGY	5,876,520			5,876,520
NON DEPARTMENTAL				
CONTINGENCY	5,376,860			5,376,860
DEBT SERVICE			67,738,662	67,738,662
EMPLOYEE BENEFIT LIABILITY FUND		1,000,000		1,000,000
GENERAL FUND DEBT SERVICE	3,047,760			3,047,760
GENERAL GOVERNMENT REVENUES	500,000			500,000
NON DEPARTMENTAL	3,447,394			3,447,394
TOTAL NON DEPARTMENTAL	12,372,014	1,000,000	67,738,662	81,110,676

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Debt Service Fund	Total Expenditures
PROCUREMENT				
ADMINISTRATION	314,230			314,230
CONTRACTS-MATERIALS & SVCS DIV	915,694			915,694
VENDOR RELATIONS & COMPLIANCE	160,180			160,180
TOTAL PROCUREMENT	1,390,104			1,390,104
RECORDER				
INFORMATION SERVICES		1,776,976		1,776,976
RECORDER DIVISION	1,235,772			1,235,772
VOTER REGISTRATION	1,312,168			1,312,168
TOTAL RECORDER	2,547,940	1,776,976		4,324,916
TREASURER				
INFORMATION TECHNOLOGIES	471,097	491,601		962,698
TREASURER OPERATIONS	1,798,836			1,798,836
TOTAL TREASURER	2,269,933	491,601		2,761,534
TOTAL COUNTY ADMINISTRATION	**52,355,062**	**5,756,435**	**67,738,662**	**125,850,159**
INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY				
INFORMATION TECHNOLOGY				
COMMUNICATIONS				2,249,021
RISK MANAGEMENT				
ADMINISTRATION				1,697,356
ENVIRONMENTAL DAMAGE				139,626
LIABILITY CLAIMS				7,032,061
OCCUPATIONAL MEDICAL MANAGEMENT				5,232,113
OTHER LIABILITIES				1,797,175
PROPERTY DAMAGE				1,135,001
TOTAL RISK MANAGEMENT				17,033,332
TOTAL INTERNAL SERVICE - COUNTY ADMINISTRATION				**19,282,353**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Debt Service Fund	Total Revenues
COUNTY ADMINISTRATION				
ASSESSOR				
ASSESSOR STATUTORY MANDATES	6,000			6,000
TOTAL ASSESSOR	6,000			6,000
CLERK OF THE BOARD				
ADMINISTRATION/MANAGEMENT	10,000			10,000
TOTAL CLERK OF THE BOARD	10,000			10,000
ELECTIONS				
ELECTIONS	4,262,000			4,262,000
TOTAL ELECTIONS	4,262,000			4,262,000
FINANCE				
FINANCIAL OPERATIONS	48,000			48,000
TOTAL FINANCE	48,000			48,000
FORENSIC SCIENCE CENTER				
FORENSIC SCIENCE CENTER	891,500			891,500
TOTAL FORENSIC SCIENCE CENTER	891,500			891,500
HUMAN RESOURCES				
COMPENSATION/BENEFITS/CLASSIFICATION	2,500			2,500
STAFF SERVICES	1,350			1,350
TOTAL HUMAN RESOURCES	3,850			3,850
INFORMATION TECHNOLOGY				
INFORMATION TECHNOLOGY	589,900			589,900
TOTAL INFORMATION TECHNOLOGY	589,900			589,900
NON DEPARTMENTAL				
CONTINGENCY	663,000			663,000
DEBT SERVICE			43,576,073	43,576,073
GENERAL FUND DEBT SERVICE	25,000			25,000
GENERAL GOVERNMENT REVENUES	379,486,660			379,486,660
NON DEPARTMENTAL	1,433,800			1,433,800
TOTAL NON DEPARTMENTAL	381,608,460		43,576,073	425,184,533
RECORDER				
INFORMATION SERVICES		1,145,000		1,145,000
RECORDER DIVISION	3,454,000			3,454,000
VOTER REGISTRATION	405,400			405,400
TOTAL RECORDER	3,859,400	1,145,000		5,004,400
TREASURER				
INFORMATION TECHNOLOGIES		111,000		111,000
TREASURER OPERATIONS	150			150
TOTAL TREASURER	150	111,000		111,150
TOTAL COUNTY ADMINISTRATION	**391,279,260**	**1,256,000**	**43,576,073**	**436,111,333**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Debt Service Fund	Total Revenues
INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY				
INFORMATION TECHNOLOGY				
COMMUNICATIONS				2,226,809
RISK MANAGEMENT				
ENVIRONMENTAL DAMAGE				127,938
LIABILITY CLAIMS				5,656,535
OCCUPATIONAL MEDICAL MANAGEMENT				5,112,987
OTHER LIABILITIES				1,767,042
PROPERTY DAMAGE				1,135,001
TRUST FUND RESERVE				500,000
TOTAL RISK MANAGEMENT				14,299,503
TOTAL INTERNAL SERVICE - COUNTY ADMINISTRATION				**16,526,312**

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
COUNTY ADMINISTRATION	
ASSESSOR	
ADMINISTRATION	20.0
ASSESSOR STATUTORY MANDATES	141.0
TOTAL ASSESSOR	161.0
BOARD OF SUPERVISORS	
BOARD OF SUPERVISORS	23.2
TOTAL BOARD OF SUPERVISORS	23.2
CLERK OF THE BOARD	
ADMINISTRATION/MANAGEMENT	9.0
DOCUMENT & MICROGRAPHIC MGMT	10.0
TOTAL CLERK OF THE BOARD	19.0
COUNTY ADMINISTRATOR	
COUNTY ADMINISTRATOR	16.2
TOTAL COUNTY ADMINISTRATOR	16.2
ELECTIONS	
ELECTIONS	15.5
TOTAL ELECTIONS	15.5
FINANCE	
ADMINISTRATION	14.5
BUDGET	14.0
FINANCIAL CONTROL & REPORTING	23.3
FINANCIAL MANAGEMENT & AUDIT	14.0
FINANCIAL OPERATIONS	30.0
TOTAL FINANCE	95.8
FORENSIC SCIENCE CENTER	
FORENSIC SCIENCE CENTER	25.0
TOTAL FORENSIC SCIENCE CENTER	25.0
HUMAN RESOURCES	
COMPENSATION/BENEFITS/CLASSIFICATION	18.8
RECRUITMENT/EMPLOYMENT RIGHTS	17.3
STAFF SERVICES	6.3
TOTAL HUMAN RESOURCES	42.5
INFORMATION TECHNOLOGY	
INFORMATION TECHNOLOGY	100.5
TOTAL INFORMATION TECHNOLOGY	100.5
PROCUREMENT	
ADMINISTRATION	5.6
CONTRACTS-MATERIALS & SVCS DIV	14.0
DESIGN & CONSTRUCTION SERVICES	7.4
VENDOR RELATIONS & COMPLIANCE	3.0
TOTAL PROCUREMENT	30.0

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
RECORDER	
INFORMATION SERVICES	11.0
RECORDER DIVISION	25.0
VOTER REGISTRATION	21.0
TOTAL RECORDER	57.0
TREASURER	
INFORMATION TECHNOLOGIES	7.0
TREASURER OPERATIONS	34.0
TOTAL TREASURER	41.0
TOTAL COUNTY ADMINISTRATION	**626.8**
INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY	
INFORMATION TECHNOLOGY	
COMMUNICATIONS	11.0
TOTAL INFORMATION TECHNOLOGY	11.0
RISK MANAGEMENT	
ADMINISTRATION	8.0
LIABILITY CLAIMS	1.0
OCCUPATIONAL MEDICAL MANAGEMENT	9.0
TOTAL RISK MANAGEMENT	18.0
TOTAL INTERNAL SERVICE COUNTY ADMINISTRATION	29.0

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

Assessor

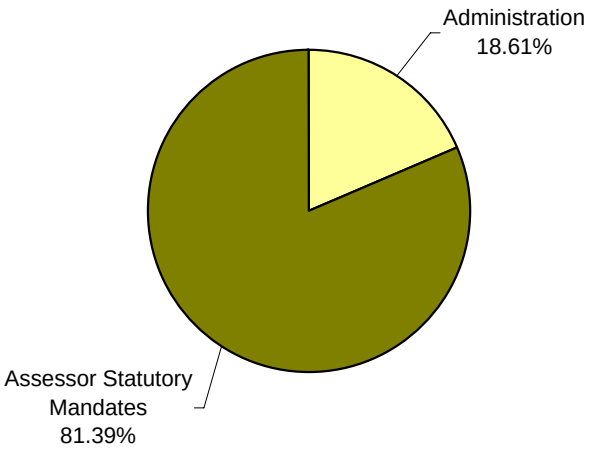
Expenditures: 7,867,912 **Revenues:** 6,000

FTEs 161.0

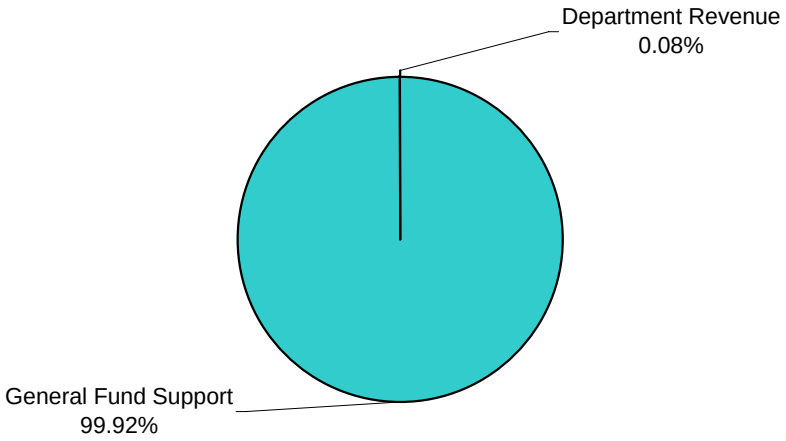
Function Statement: Locate, identify, and value all real and personal property in Pima County. Annually value and add to the tax roll all new construction, additions, changes in ownership, subdivisions, and parcel splits. Educate and assist the public in the valuation and appeals process.

Mandates: ARS Title 42: Taxation

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: ASSESSOR

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ADMINISTRATION	1,417,901	1,384,399	1,464,504
ASSESSOR STATUTORY MANDATES	5,262,576	5,749,006	6,403,408
Total Expenditures	**6,680,477**	**7,133,405**	**7,867,912**
Funding by Source			
Revenues			
ASSESSOR STATUTORY MANDATES	(774)	6,000	6,000
Total Revenues	**(774)**	**6,000**	**6,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**6,681,251**	**7,127,405**	**7,861,912**
Total Program Funding	**6,680,477**	**7,133,405**	**7,867,912**
Staffing (FTEs) by Program			
ADMINISTRATION	19.0	20.0	20.0
ASSESSOR STATUTORY MANDATES	133.3	132.0	141.0
Total Staffing (FTEs)	**152.3**	**152.0**	**161.0**

Program Summary

Department: ASSESSOR
Program: ADMINISTRATION

Function

Provide administrative and managerial support to all departmental programs. Develop the budget and internal procedures.

Description of Services

Provide personnel, payroll, and procurement services, and operational planning. Develop department procedures. Manage and direct information systems administration.

Program Goals and Objectives

- Ensure the proper and timely performance of all programs mandated to the Assessor by law
- Administer, direct, and manage County personnel policies and procedures
- Prepare fiscally realistic and responsible budgets
- Monitor procurement and operational services
- Direct and monitor non-mandated services currently provided
- Develop new methods for maintaining historical data
- Maintain a local area network (LAN) with current technologies
- Develop management strategies through education
- Develop electronic methods to enhance processing of tabular and graphic data

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Training and education provided to staff	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	818,803	1,137,837	1,105,189
SUPPLIES AND SERVICES	471,233	246,562	359,315
CAPITAL OUTLAY	127,865	0	0
Total Program Expenditures	**1,417,901**	**1,384,399**	**1,464,504**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,417,901**	**1,384,399**	**1,464,504**
Total Program Funding	**1,417,901**	**1,384,399**	**1,464,504**
Program Staffing (FTEs)	**19.0**	**20.0**	**20.0**

Program Summary

Department: ASSESSOR
Program: ASSESSOR STATUTORY MANDATES

Function

Provide services in conformance with statutory mandates, legislative changes, and policies of the U.S. Department of Commerce, the Arizona Department of Revenue, and the Arizona Department of Commerce.

Description of Services

Identify, classify, and value all taxable property. Defend established values during the administrative appeal, notice of error, and notice of change processes. Assist taxpayers.

Program Goals and Objectives

- Defend values established for all real and personal property
- List, value, and classify all new construction and additions to both real and personal property including mobile homes and business accounts
- Defend values through the administrative appeal process
- Implement new applications to the LAN system to include tabular and graphic data
- Ensure Assessor database interacts with Transportation and Development Services databases to coordinate graphic database with Assessor's base maps
- Establish electronic Board Resolution file in conjunction with the Treasurer and Board of Supervisors to ensure timely processing of corrections
- Grant exemption status to qualifying applicants as mandated
- Migrate from the County's mainframe to a local area network (LAN)
- Migrate existing exemption manual functions performed to computer applications
- Accept, review, route, update, and respond to petitions filed during the Administrative Appeal process
- Accept, review, route, update, and respond to Notices of Error and Notices of Claims filed
- Accept, review, and grant legislative freeze applications
- Implement and maintain enterprise zones as directed by the state and federal agencies

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
New commercial, residential, field, and property inspections completed	97%	98%	98%
Property transfers, splits, and subdivisions processed within the year of receipt	96%	98%	99%
Telephone inquiries answered regarding personal and real property	100%	100%	100%
Petitions filed during the Administrative Appeal process accepted, reviewed, and answered	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	4,779,531	5,559,407	6,199,078
SUPPLIES AND SERVICES	458,564	189,599	204,330
CAPITAL OUTLAY	24,481	0	0
Total Program Expenditures	**5,262,576**	**5,749,006**	**6,403,408**
Program Funding by Source			
Revenues			
MISCELLANEOUS	(774)	6,000	6,000
Operating Revenue Sub-Total	**(774)**	**6,000**	**6,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**5,263,350**	**5,743,006**	**6,397,408**
Total Program Funding	**5,262,576**	**5,749,006**	**6,403,408**

Program Summary

Department: ASSESSOR
Program: ASSESSOR STATUTORY MANDATES

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Board of Supervisors

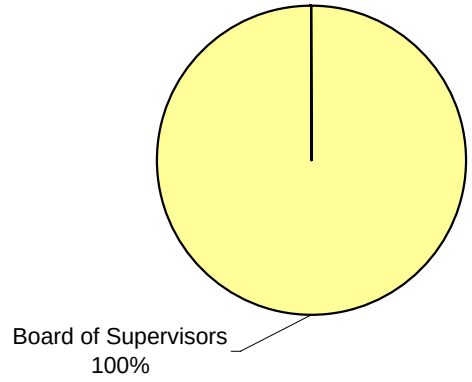
Expenditures: 1,608,925 **Revenues:** 0

FTEs 23.2

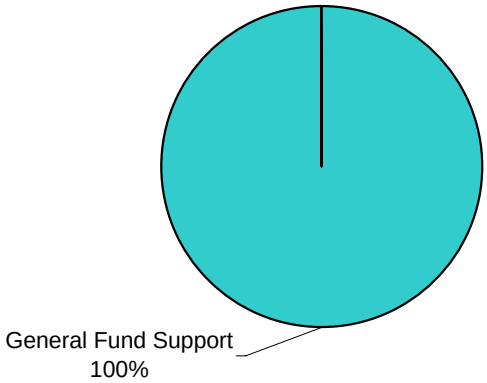
Function Statement: Fulfill the duties and responsibilities set forth in Arizona Revised Statutes. Fund and maintain public health and safety. Lay out, maintain, and manage roads and bridges within the County. Provide health care and legal services to the indigent population of the County. Supervise 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

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
BOARD OF SUPERVISORS	1,348,965	1,460,789	1,608,925
Total Expenditures	**1,348,965**	**1,460,789**	**1,608,925**
Funding by Source			
Revenues			
BOARD OF SUPERVISORS	(572)	0	0
Total Revenues	**(572)**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,349,537**	**1,460,789**	**1,608,925**
Total Program Funding	**1,348,965**	**1,460,789**	**1,608,925**
Staffing (FTEs) by Program			
BOARD OF SUPERVISORS	24.1	22.9	23.2
Total Staffing (FTEs)	**24.1**	**22.9**	**23.2**

Program Summary

Department: BOARD OF SUPERVISORS
Program: BOARD OF SUPERVISORS

Function

Fulfill the duties and responsibilities set forth in Arizona Revised Statute Title 11, Chapter 2.

Description of Services

Fund and maintain public health and safety. Lay out, maintain, and manage roads and bridges within the County. Provide health care and legal services to the indigent population of the County. Supervise the official conduct of all County officers charged with assessing, collecting, safekeeping, managing, or disbursing public funds. Initiate and support state legislation beneficial to Pima County. Pursue federal and state funding to support services to County residents. Respond to constituents' problems, suggestions, inquiries, or complaints. Establish policies and goals to be carried out and achieved by County departments. Set spending limits and approve budgets of all County departments. Levy taxes.

Program Goals and Objectives

- Manage growth in a way that provides maximum benefits to residents, minimizes future taxes, and achieves community and environmental goals

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Meetings required by statute held on time	yes	yes	yes

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,245,219	1,325,946	1,403,524
SUPPLIES AND SERVICES	97,597	131,843	199,401
CAPITAL OUTLAY	6,149	3,000	6,000
Total Program Expenditures	**1,348,965**	**1,460,789**	**1,608,925**
Program Funding by Source			
Revenues			
MISCELLANEOUS	(572)	0	0
Operating Revenue Sub-Total	**(572)**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,349,537**	**1,460,789**	**1,608,925**
Total Program Funding	**1,348,965**	**1,460,789**	**1,608,925**
Program Staffing (FTEs)	**24.1**	**22.9**	**23.2**

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Clerk of the Board

Expenditures: 1,266,838 **Revenues:** 10,000

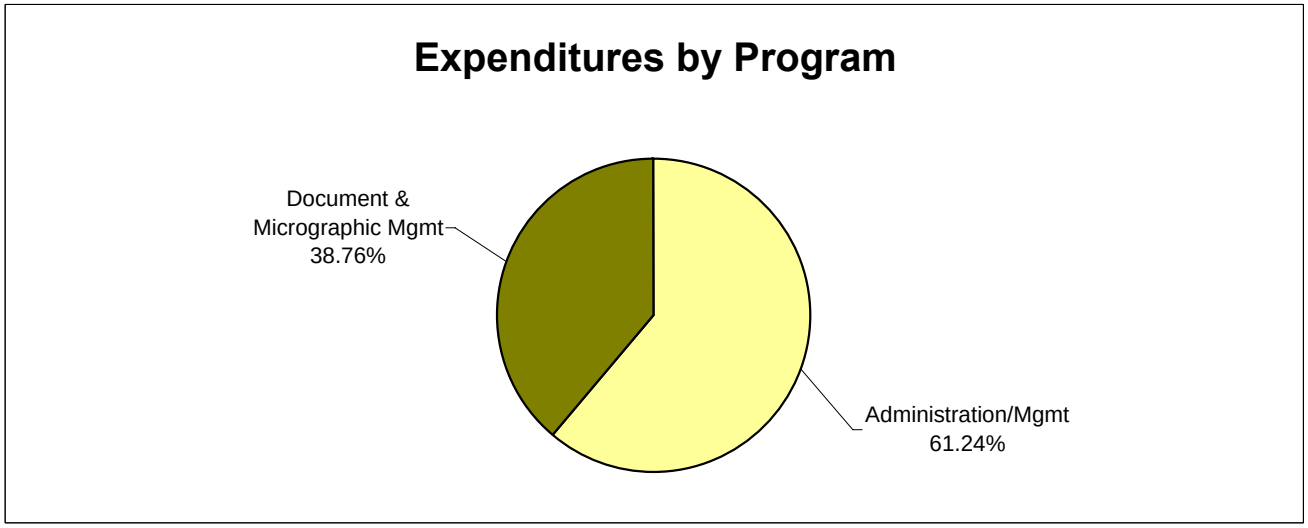
FTEs 19.0

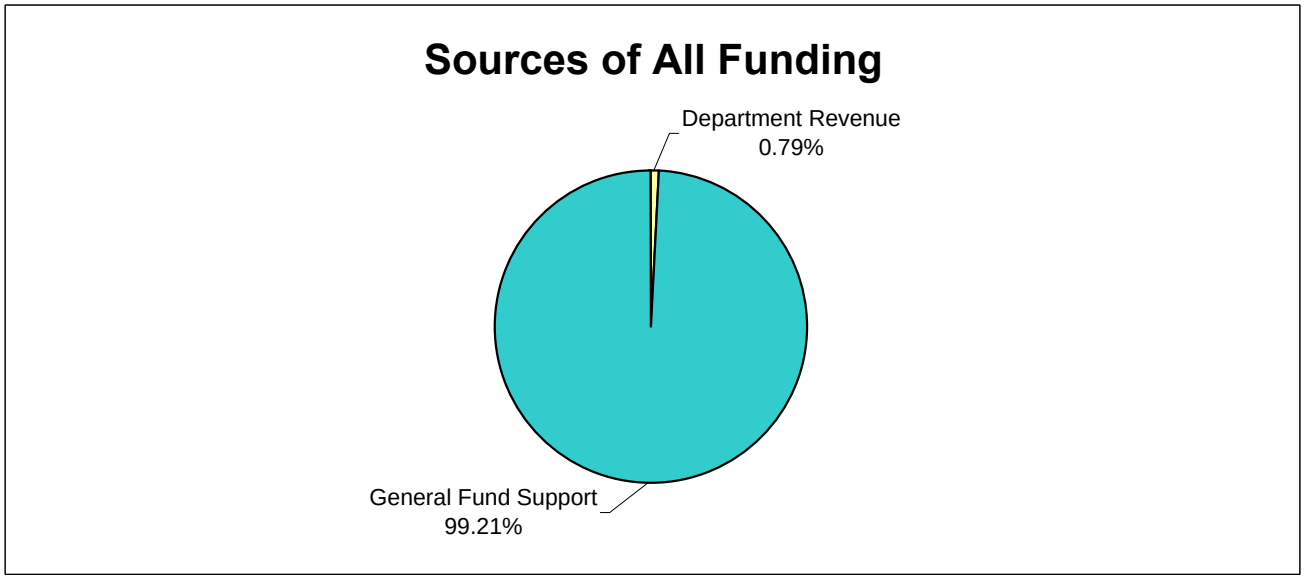
Function Statement:

Record and publish all proceedings of the Board of Supervisors. Preserve and file all accounts acted upon by the Board. Provide efficient management, suitable storage, and utilization of Pima County records. Process, preserve and file all petitions, various licenses, and applications. Process subscriptions, publicize amendments, and codify ordinances for inclusion in the Pima County Code. Fulfill requirements of boards, commissions, and committees. Discharge statutory requirements for special taxing districts. 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.





Department Summary by Program

Department: CLERK OF THE BOARD

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ADMINISTRATION/MANAGEMENT	709,430	734,485	775,816
DOCUMENT & MICROGRAPHIC MGMT	402,870	472,256	491,022
Total Expenditures	**1,112,300**	**1,206,741**	**1,266,838**
Funding by Source			
Revenues			
ADMINISTRATION/MANAGEMENT	8,810	10,000	10,000
DOCUMENT & MICROGRAPHIC MGMT	1,508	0	0
Total Revenues	**10,318**	**10,000**	**10,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,101,982**	**1,196,741**	**1,256,838**
Total Program Funding	**1,112,300**	**1,206,741**	**1,266,838**
Staffing (FTEs) by Program			
ADMINISTRATION/MANAGEMENT	9.0	9.0	9.0
DOCUMENT & MICROGRAPHIC MGMT	10.0	10.0	10.0
Total Staffing (FTEs)	**19.0**	**19.0**	**19.0**

Program Summary

Department: CLERK OF THE BOARD
Program: ADMINISTRATION/MANAGEMENT

Function

Record and publish all proceedings of the Board of Supervisors. Preserve and file all accounts acted upon by the Board. Process, preserve, and file all petitions, various licenses, and applications. Process subscriptions and publicize amendments to the Pima County Code. Fulfill requirements of boards, commissions, and committees. Discharge statutory requirements for special taxing districts. Perform all other duties required by law, rule, or order of the Board.

Description of Services

Coordinate, prepare, and post the Board of Supervisors meeting agendas/addenda including electronic formats. Transcribe and publish Board meeting minutes. Transcribe and type "verbatims." Process Board meeting paperwork. Maintain permanent records of minutes, resolutions, and ordinances. Fulfill requests for public records. Maintain a database of Pima County Code materials and provide subscriptions. Process various licenses and applications, including those for liquor, bingo, and fireworks displays. Maintain records of membership for boards, commissions, and committees. Maintain and distribute Board of Supervisors policies. Fulfil statutory duties relating to special taxing districts.

Program Goals and Objectives

- Perform all duties within mandated deadlines
- Continue to improve/modify the features of the electronic agenda
- Continue to participate in the countywide development of Homepage improvements and internet security
- Continue with ongoing database development project of converting microfilmed records into searchable text files

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Electronic agenda prepared/uploaded	86	86	86
Licenses/permits processed	139	140	140
Litigation/claims processed	425	430	430

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	441,966	465,400	495,679
SUPPLIES AND SERVICES	267,464	269,085	267,258
CAPITAL OUTLAY	0	0	12,879
Total Program Expenditures	**709,430**	**734,485**	**775,816**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	1,527	1,600	1,600
CHARGES FOR SERVICES	455	300	300
MISCELLANEOUS	6,828	8,100	8,100
Operating Revenue Sub-Total	**8,810**	**10,000**	**10,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**700,620**	**724,485**	**765,816**
Total Program Funding	**709,430**	**734,485**	**775,816**
Program Staffing (FTEs)	**9.0**	**9.0**	**9.0**

Program Summary

Department: CLERK OF THE BOARD
Program: DOCUMENT & MICROGRAPHIC MGMT

Function

Provide an efficient and effective Pima County Records Management Program in accordance with Arizona Revised Statute 41-1346 and Board of Supervisor's Policy C 4-2.

Description of Services

Store active and inactive public records. Establish records retention schedules. Implement records destruction based on retention schedules. Microfilm permanent records. Access, retrieve, and deliver stored information. Provide training in records management practices to County personnel.

Program Goals and Objectives

- Continue promoting the Pima County Records Managment Program to ensure countywide compliance
- Finalize the Kino Community Hospital Medical Records Project
- Continue marketing micrographic services to other local jurisdictions to generate revenue
- Expand micrographic services to include document scanning
- Continue utilizing recycling services for destruction of records to offset costs for the shredding of confidential documents
- Identify and provide storage in our vault for original microfilm, backup tapes, and CDs of vital documents currently stored in County offices

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Frames microfilmed	1,310,591	1,387,500	1.485,000
Records handled per cubic foot	58,747	63,970	67,170
Permanent records stored	11%	9%	8%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	352,146	410,441	429,207
SUPPLIES AND SERVICES	50,724	61,815	61,815
Total Program Expenditures	**402,870**	**472,256**	**491,022**
Program Funding by Source			
Revenues			
MISCELLANEOUS	1,508	0	0
Operating Revenue Sub-Total	**1,508**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**401,362**	**472,256**	**491,022**
Total Program Funding	**402,870**	**472,256**	**491,022**
Program Staffing (FTEs)	**10.0**	**10.0**	**10.0**

County Administrator

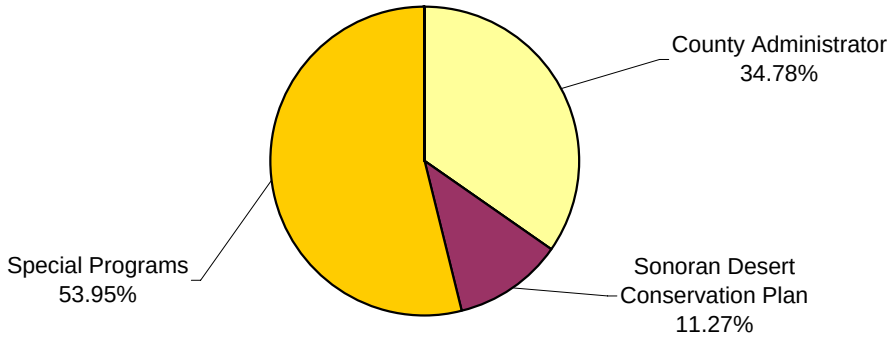
Expenditures: 3,814,429 **Revenues:** 0

FTEs 16.2

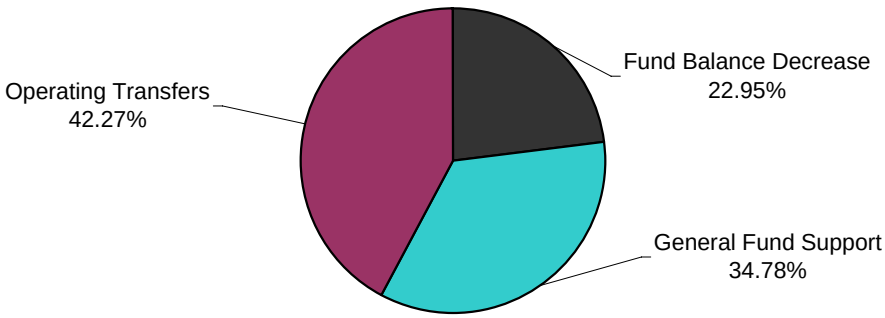
Function Statement: Carry out the policies and attain goals established by the Board of Supervisors. Provide information and technical assistance to the Board. Administer and oversee all nonelected official department operations. Provide management, coordination, and communication on all legislative issues and intergovernmental needs. Oversee such programs as the Sonoran Desert Conservation Plan and County Administration Special Programs.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: COUNTY ADMINISTRATOR

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
COUNTY ADMINISTRATOR	972,315	1,165,343	1,326,571
LEASED PROPERTY	134,360	0	0
OFFICE OF REVENUE & COLLECTIONS	502,247	1,004,870	0
SONORAN DESERT CONSERVATION PLAN	243,187	1,000,000	430,000
SPECIAL PROGRAMS	495,421	687,000	2,057,858
YOUTH, FAMILIES, & NEIGHBOR REINVESTMENT	708,299	0	0
Total Expenditures	**3,055,829**	**3,857,213**	**3,814,429**
Funding by Source			
Revenues			
COUNTY ADMINISTRATOR	13	0	0
OFFICE OF REVENUE & COLLECTIONS	0	70,000	0
SONORAN DESERT CONSERVATION PLAN	243,188	1,000,000	0
SPECIAL PROGRAMS	44,058	0	0
YOUTH, FAMILIES, & NEIGHBOR REINVESTMENT	(2,402)	0	0
Total Revenues	**284,857**	**1,070,000**	**0**
Net Operating Transfers In/(Out)	**0**	**187,000**	**1,612,258**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**451,362**	**500,000**	**875,600**
General Fund Support	**2,319,610**	**2,100,213**	**1,326,571**
Total Program Funding	**3,055,829**	**3,857,213**	**3,814,429**
Staffing (FTEs) by Program			
COUNTY ADMINISTRATOR	19.0	17.2	16.2
LEASED PROPERTY	1.8	0.0	0.0
OFFICE OF REVENUE & COLLECTIONS	11.0	20.0	0.0
YOUTH, FAMILIES, & NEIGHBOR REINVESTMENT	9.0	0.0	0.0
Total Staffing (FTEs)	**40.8**	**37.2**	**16.2**

Note: Total FTEs decreased by 21.0 in fiscal year 2005/06 primarily due to the transfer of the Office of Revenue, Collections & Audit to the Finance department and the transfer of the Office of Court Appointed Council to its own department. The decreased expenditures due to these transfers are largely offset by an increase of $1,370,858 in expenditures for the County Administrator Special Programs.

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 nonelected official department operations. Provide management, coordination, and communications on all legislative issues and intergovernmental needs. Ensure timely mailing of tax bills.

Program Goals and Objectives

- Implement the Board of Supervisors policies and work with the State Legislature on issues affecting Pima County
- Identify ways to generate increased revenue for services

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Department budget requests reviewed	yes	yes	yes
Board requests met	yes	yes	yes
Mandated reports completed	yes	yes	yes

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	830,276	1,028,919	1,179,870
SUPPLIES AND SERVICES	137,955	136,424	146,701
CAPITAL OUTLAY	4,084	0	0
Total Program Expenditures	**972,315**	**1,165,343**	**1,326,571**
Program Funding by Source			
Revenues			
MISCELLANEOUS	13	0	0
Operating Revenue Sub-Total	**13**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**972,302**	**1,165,343**	**1,326,571**
Total Program Funding	**972,315**	**1,165,343**	**1,326,571**
Program Staffing (FTEs)	**19.0**	**17.2**	**16.2**

Program Summary

Department: COUNTY ADMINISTRATOR
Program: LEASED PROPERTY

Function

Provide professional marketing and development services to County owned, operated, and leased properties and facilities.

Description of Services

Prepare marketing plans, new product development, and special event and production plans.
(Note: Responsibility for this function has been transferred to departments within the Community Resources functional area. Data presented here is for historic information only.)

Program Goals and Objectives

- Raise the awareness levels to local, regional, and visitors (national and international) of the attractions located on Pima County Government land
- Increase cultural and heritage awareness of Pima County residents
- Increase partnership revenue to the County
- Increase the number of special events and activities at Tucson Electric Park
- Increase spring training attendance and revenue
- Develop a partnership approach to the involvement of Pima County Leased Properties and Natural Resources, Parks, & Recreation
- Represent Pima County in tourism development opportunities by becoming a committee member or board member of Metropolitan Tucson Convention and Visitors Bureau, Tucson Mexico Trade Mission, Tucson Chamber of Commerce, and Southern Arizona Attractions Alliance
- Develop optional use concepts for County land for Pima County Fairgrounds and Leased Property Attractions

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
5% increase in partnership revenue achieved	yes	n/a	n/a
Increase in special events and activities planned	3	n/a	n/a
5% increase in attendance and revenue for spring training achieved (TEP)	yes	n/a	n/a

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	109,370	0	0
SUPPLIES AND SERVICES	24,990	0	0
Total Program Expenditures	**134,360**	**0**	**0**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**134,360**	**0**	**0**
Total Program Funding	**134,360**	**0**	**0**
Program Staffing (FTEs)	**1.8**	**0.0**	**0.0**

Program Summary

Department: COUNTY ADMINISTRATOR
Program: OFFICE OF REVENUE & COLLECTIONS

Function

Serve in an independent capacity to provide revenue collection services, audits, and recommendations based upon audit findings.

Description of Services

Perform collections activities including research, accounting, payment plans, monitoring accounts, writeoffs, and reporting. Provide clerical services: word processing, data entry, mail distribution, and telephone/operator services. Provide a centralized control point where all County departments report accounts receivable, collections activities, and delinquent accounts. Receive and deposit payments. Prepare a quarterly collections report for the Board of Supervisors.
(Note: The Office of Revenue, Collections & Audit has been transferred to the Finance department. Funding for the Office of Court Appointed Council, also included in this program, has been transferred to its own department. Data presented here is for historic information only.)

Program Goals and Objectives

- Increase County revenue through an efficient collections process
- Ensure countywide compliance with County collections policies and procedures

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Research, analyze, and report on projects as requested by the County Administrator	yes	yes	n/a
Prepare the County Administrator's quarterly collections report for the BOS	yes	yes	n/a

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	459,263	938,409	0
SUPPLIES AND SERVICES	34,942	49,211	0
CAPITAL OUTLAY	8,042	17,250	0
Total Program Expenditures	**502,247**	**1,004,870**	**0**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	0	70,000	0
Operating Revenue Sub-Total	**0**	**70,000**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**502,247**	**934,870**	**0**
Total Program Funding	**502,247**	**1,004,870**	**0**
Program Staffing (FTEs)	**11.0**	**20.0**	**0.0**

Program Summary

Department: COUNTY ADMINISTRATOR
Program: SONORAN DESERT CONSERVATION PLAN

Function

Coordinate research and other activities related to the development of the Sonoran Desert Conservation Plan.

Description of Services

Services will be established by the terms of the implementing agreement upon final adoption.

Program Goals and Objectives

- Apply for a Section 10 Permit under the Endangered Species Act from the United States Fish and Wildlife Service as early as possible

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Issue all draft documents on schedule	yes	yes	yes

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
SUPPLIES AND SERVICES	243,187	1,000,000	430,000
Total Program Expenditures	**243,187**	**1,000,000**	**430,000**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	243,188	1,000,000	0
Grant Revenue Sub-Total	**243,188**	**1,000,000**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(1)**	**0**	**430,000**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**243,187**	**1,000,000**	**430,000**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: COUNTY ADMINISTRATOR
Program: SPECIAL PROGRAMS

Function

Provide for the maintenance of the County's service delivery infrastructure and address neglected service needs.

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 and Objectives

- Identify and fund critical facilities maintenance and repair projects

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Facilities renewal approval plan complete	yes	yes	yes
Facilities repair projects completed	2	2	2

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
SUPPLIES AND SERVICES	467,371	687,000	2,057,858
CAPITAL OUTLAY	28,050	0	0
Total Program Expenditures	**495,421**	**687,000**	**2,057,858**
Program Funding by Source			
Revenues			
INTEREST	44,058	0	0
Special Programs Revenue Sub-Total	**44,058**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**187,000**	**1,612,258**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**451,363**	**500,000**	**445,600**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**495,421**	**687,000**	**2,057,858**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: COUNTY ADMINISTRATOR
Program: YOUTH, FAMILIES, & NEIGHBOR REINVESTMENT

Function

Provide coordination and funding for various components and programs to address critical human issues and community stability. Synchronize a coordinated response, mediation, and/or intervention to individuals, neighborhood, or entities which are experiencing an extraordinary event disruptive to health and/or safety. Identify, improve, coordinate, and conserve economic, social, cultural, environmental, and community resources to improve the quality of life of Pima County residents by mitigating stress factors. Coordinate response, mediation, intervention, and environmental/social mitigation for the youth of Pima County to reduce violent acting out or other behaviors that spawn violence in the community. Mitigate the affordable housing shortage in Pima County.

Description of Services

Establish comprehensive coordination that enhances family and community stability, prevents youth violence, and conserves neighborhoods. Provide assistance from the Pima County Housing Trust Fund in financing the construction of affordable housing designed for low income households throughout Pima County. Streamline and augment communication between government entities and community resources, especially "nonprofits," to more efficiently mitigate stress factors impacting Pima County residents.

Synchronize, deploy, and coordinate appropriate governmental and community resources through response collaborators to mitigate the impact of an extraordinary event disruptive to health and/or safety. Activities will include but not be limited to: Facilitating communications, identifying events, deploying resources, invoking application of previously established Intergovernmental Agreements (IGA), clarifying procedures, and measuring adequacy of response. Services will be geared to address needs of elderly, families, stress neighborhoods, and classes protected by Civil Rights legislation. Special focus will be given to environmental impacts that negatively affect the human environment.

Provide research, analysis, solutions, and action plans addressing human and public infrastructure needs of the County's stressed urban and rural populations. Implement a consensus building process facilitating public participation in identifying relevant stress factors and designing mitigation processes.

Guide and contract for community analysis, solutions, action plans, and resource utilization. Guidelines for the products will be developed through a consensus building process of public participation with a special emphasis on soliciting input for the involved youth, relevant government agencies, and the impacted communities.

Implement developed mechanism for obligating available bond funds. Identify and develop resources for the implementation of affordable housing projects as resources are developed and available.

(Note: Responsibility for these functions has been transferred from the County Administrator's office to the Community Resources functional area. Data presented here is for historic information only.)

Program Goals and Objectives

- Identify and develop resources for implementation of affordable housing projects
- Identify and develop resources for implementation of neighborhood reinvestment projects
- Identify appropriate government and community resources available to the stressed areas of Pima County by District
- Institute short and long term strategic planning methods and action plans for establishing collaborations and for coordinating a network of government and community resources to better respond to issues within stressed neighborhoods through four designated programs: Emergency Critical Response, Sonoran People Preservation Plan, Youth Reclamation Services, and Affordable Housing Augmentation
- Outline parameters of situations constituting extraordinary events disruptive to health and/or safety
- Establish network of collaborators geared to respond
- Define areas of responsibility for each response collaborator
- Establish communication system and process for synchronizing, deploying, and coordinating appropriate response collaborators
- Develop process, procedures, and network for activating response collaborators
- Utilize County's authority to contract for services through IGAs
- Implement process, procedures, and network of response collaborators
- Contract for relevant, culturally competent research studies, reports, and surveys to guide the development of solutions
- Identify and develop appropriate programs for mitigating environmental, social, and cultural stress on the County's urban and rural populations
- Identify and implement a consensus building process that facilitates public participation
- Collaborate with appropriate government and community resources
- Coordinate all collaboration with existing resources
- Identify gaps in service
- Identify stress factors particularly impacting youth because of age
- Explore alternate modes of life enrichment through skill and spiritual development
- Encourage immersion and social/community relationships
- Ameliorate dysfunctional family environment and relationships
- Obligate to housing projects in Pima County stress areas
- Identify alternate funding mechanisms for affordable housing

Program Summary

Department: COUNTY ADMINISTRATOR
Program: YOUTH, FAMILIES, & NEIGHBOR REINVESTMENT

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Amount leveraged per $1 of housing bond funds	$5	n/a	n/a
Families housed	81	n/a	n/a
Stress area neighborhoods assisted	14	n/a	n/a

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	560,319	0	0
SUPPLIES AND SERVICES	134,802	0	0
CAPITAL OUTLAY	13,178	0	0
Total Program Expenditures	**708,299**	**0**	**0**
Program Funding by Source			
Revenues			
MISCELLANEOUS	(2,402)	0	0
Operating Revenue Sub-Total	**(2,402)**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**710,701**	**0**	**0**
Total Program Funding	**708,299**	**0**	**0**
Program Staffing (FTEs)	**9.0**	**0.0**	**0.0**

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Elections

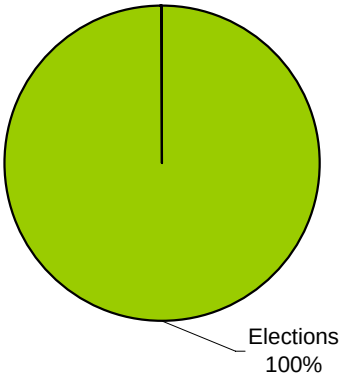
Expenditures: 5,375,964 **Revenues:** 4,262,000

FTEs 15.5

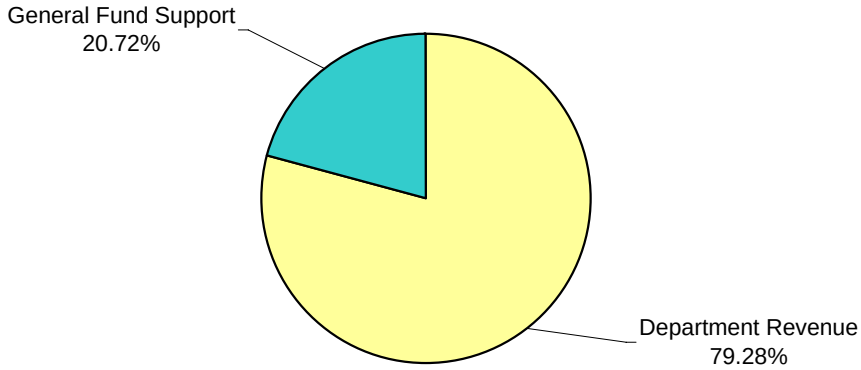
Function Statement: Conduct fair, honest, and efficient elections pursuant to all federal and state laws and regulations. Provide election support to all jurisdictions (cities, towns, school districts, fire districts, and any other special districts within Pima County) that contract with the County. Serve as the filing office for candidate nomination filings. Serve as the filing office 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, the Voting Rights Act, and the Help America Vote Act.

Mandates: ARS Title 16: Elections and Electors

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: ELECTIONS

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ELECTIONS	1,102,035	2,485,927	5,375,964
Total Expenditures	**1,102,035**	**2,485,927**	**5,375,964**
Funding by Source			
Revenues			
ELECTIONS	564,770	600,000	4,262,000
Total Revenues	**564,770**	**600,000**	**4,262,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**537,265**	**1,885,927**	**1,113,964**
Total Program Funding	**1,102,035**	**2,485,927**	**5,375,964**
Staffing (FTEs) by Program			
ELECTIONS	12.0	12.0	15.5
Total Staffing (FTEs)	**12.0**	**12.0**	**15.5**

Note: The increased budget for fiscal year 2005/06 is attributable to non-recurring costs for capital acquisition of vision-impaired voting machines mandated by the Help America Vote Act of 2002 as well as a provision for a possible transportation bond election. Reimbursement is available from the state for both of these items, and has been budgeted accordingly as intergovernmental revenue.

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 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 any other special districts within Pima County) that contract with the County. Serve as the filing office for candidates' nomination filings. Serve as the filing office for campaign finance reports. Responsible for redefining precincts and redistricts as required by the Board of Supervisors. Conduct community outreach and assistance to ensure compliance with the Americans with Disabilities Act and the Voting Rights Act.

Program Goals and Objectives

- Conduct fair and open elections

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Sample ballots mailed on time	yes	yes	yes
Boardworkers recruited for jurisdictional elections	2,987	3,500	1,500
Sufficient ballots on hand	yes	yes	yes
Results available for 10:00 P.M. news	yes	yes	yes

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	755,259	1,487,827	1,665,964
SUPPLIES AND SERVICES	313,171	982,200	873,500
CAPITAL OUTLAY	33,605	15,900	2,836,500
Total Program Expenditures	**1,102,035**	**2,485,927**	**5,375,964**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	556,208	595,000	4,257,000
CHARGES FOR SERVICES	8,562	5,000	5,000
Operating Revenue Sub-Total	**564,770**	**600,000**	**4,262,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**537,265**	**1,885,927**	**1,113,964**
Total Program Funding	**1,102,035**	**2,485,927**	**5,375,964**
Program Staffing (FTEs)	**12.0**	**12.0**	**15.5**

Supplemental Packages Approved

Supplemental Package C - Help America Vote Act - is associated with this program. Funding of this package provides $121,800 for personal services, $85,050 for supplies and services, and $2,807,000 for capital to acquire vision impaired voting machines plus associated support to comply with requirements of the Help America Vote Act of 2002. Revenue of $2,807,000 for capital acquisition is available from the state by way of federal pass-through. Data on this page includes $3,013,850 in expenditures and $2,807,000 in revenues.

Supplemental Package C - Proposition 200 - is associated with this program. Funding of this package provides $89,750 for printed materials to comply with the requirements of Proposition 200. Data presented on this page includes $89,750 in expenditures.

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Finance

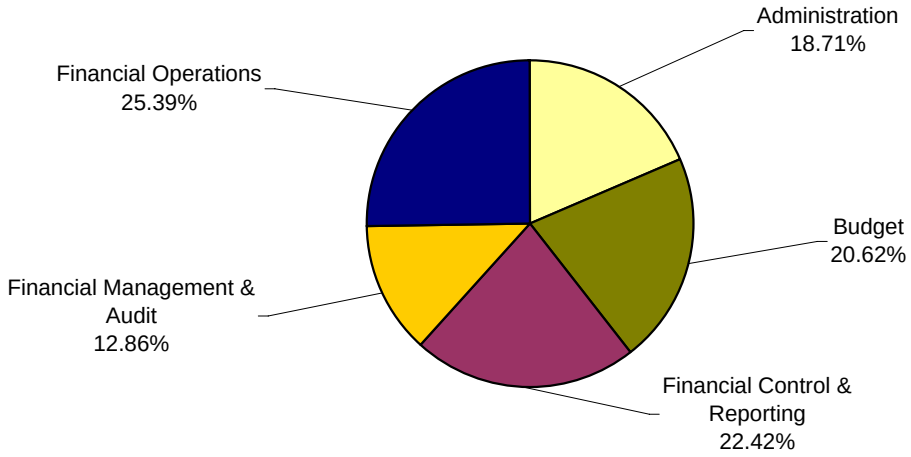
Expenditures: 5,806,229 **Revenues:** 48,000

FTEs 95.8

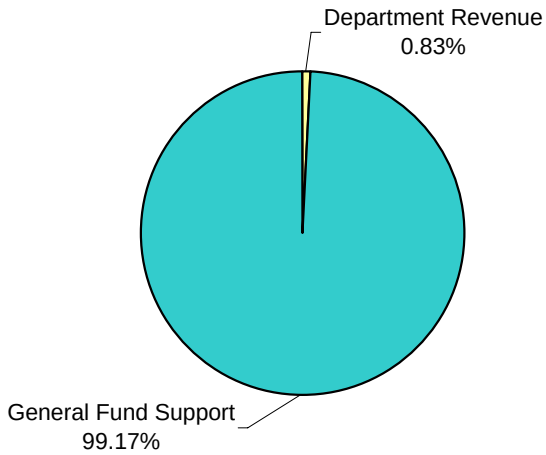
Function Statement: Provide centralized financial services to both internal and external customers of the County. Includes administration, bond financing, budget development and monitoring, tax levy and rate compilation, financial statement preparation, financial systems control, accounts payable, payroll processing, records maintenance, and mail services.

Mandates: ARS Title 11: Counties; Title 23: Labor; Title 34: Public and Building Improvements; Title 38: Public Officers and Employees; Title 41: State Government; and Title 42: Taxation

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: FINANCE

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ADMINISTRATION	438,129	335,764	1,086,506
BUDGET	1,072,427	1,135,390	1,197,319
FINANCIAL CONTROL & REPORTING	829,209	906,334	1,301,731
FINANCIAL MANAGEMENT & AUDIT	0	0	746,752
FINANCIAL OPERATIONS	1,948,760	2,085,354	1,473,921
Total Expenditures	**4,288,525**	**4,462,842**	**5,806,229**
Funding by Source			
Revenues			
BUDGET	298	0	0
FINANCIAL OPERATIONS	72,231	48,000	48,000
Total Revenues	**72,529**	**48,000**	**48,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**4,215,996**	**4,414,842**	**5,758,229**
Total Program Funding	**4,288,525**	**4,462,842**	**5,806,229**
Staffing (FTEs) by Program			
ADMINISTRATION	4.5	11.6	14.5
BUDGET	15.0	14.0	14.0
FINANCIAL CONTROL & REPORTING	17.6	17.6	23.3
FINANCIAL MANAGEMENT & AUDIT	0.0	0.0	14.0
FINANCIAL OPERATIONS	40.0	39.5	30.0
Total Staffing (FTEs)	**77.1**	**82.7**	**95.8**

Note: The Financial Management & Audit program (previously the Office of Revenue & Collections) was transferred from the County Administrator department to the Finance department in fiscal year 2005/06.

Program Summary

Department: FINANCE
Program: ADMINISTRATION

Function

Plan, organize, direct, and manage the operation of the Finance Department and Risk Management Department.

Description of Services

Perform the above stated function, in order to accomplish the following: process payroll and accounts payable; prepare external and internal financial reports; coordinate and monitor County budgets; administer the County's long term debt and mail services; perform internal audits; monitor cash position for all County departments; and collect delinquent receivables.

Program Goals and Objectives

- Complete special reports, investigations, and analyses as directed by the County Administrator
- Prepare debt packages for the underwriters to obtain the most advantageous interest rate possible for bonds, Water Infrastructure Finance Authority (WIFA) loans, Highway Extension/Expansion Loan Program (HELP) Loans
- Install integrated Countywide program for asset management, procurement, and work order management

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Special reports/analyses/investigations completed	4	4	4
Debt packages	3	3	3
Departments working on line in new Synergen system	n/a	n/a	85%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	188,438	330,042	872,807
SUPPLIES AND SERVICES	9,980	5,722	213,699
CAPITAL OUTLAY	239,711	0	0
Total Program Expenditures	**438,129**	**335,764**	**1,086,506**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**438,129**	**335,764**	**1,086,506**
Total Program Funding	**438,129**	**335,764**	**1,086,506**
Program Staffing (FTEs)	**4.5**	**11.6**	**14.5**

Program Summary

Department: FINANCE
Program: BUDGET

Function

Develop and monitor Pima County's annual budget. Manage Pima County's annual property tax assembly process.

Description of Services

Produce the Recommended, Tentative, and Adopted Budget schedules and books. Monitor the budget and compile monthly revenue and expenditure forecasts. Respond to management's requests for financial analyses and reports. Compile the property tax levies and rates. Work with the Assessor's and Treasurer's offices to produce the property tax roll extension, print tax bills, and answer taxpayer queries via the taxpayer telephone hotline.

Program Goals and Objectives

- Publish budget schedules/books by due dates established by the County Administrator
- Maximize the number of Government Finance Officers Association (GFOA) review criteria met, as promulgated for their annual Distinguished Budget Presentation Award
- Print and mail the Pima County real and secured personal property tax statements in a timely manner at a reasonable cost
- Prepare accurate and timely reports analyzing monthly budget projections

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Schedules/books produced by due dates	all	all	all
FYE projection vs CAFR actual (General Fund)	<1% difference	<1% difference	<1% difference
GFOA review criteria rating of proficient/outstanding	88 of 93	93 of 93	93 of 93
Tax rates/levies compiled by due date	yes	yes	yes
Days tax statements mailed prior to taxes due	22	22	23
Taxpayer complaints received re: telephone hotline	0	0	0

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	823,718	877,434	921,342
SUPPLIES AND SERVICES	248,709	257,956	268,477
CAPITAL OUTLAY	0	0	7,500
Total Program Expenditures	**1,072,427**	**1,135,390**	**1,197,319**
Program Funding by Source			
Revenues			
MISCELLANEOUS	298	0	0
Operating Revenue Sub-Total	**298**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,072,129**	**1,135,390**	**1,197,319**
Total Program Funding	**1,072,427**	**1,135,390**	**1,197,319**
Program Staffing (FTEs)	**15.0**	**14.0**	**14.0**

Program Summary

Department: FINANCE
Program: FINANCIAL CONTROL & REPORTING

Function

Perform centralized financial reporting and accounting/finance functions for Pima County departments and funds.

Description of Services

Monitor financial activity, process journal entries, prepare interim and year end financial statements, and prepare various schedules in support of the production of the Comprehensive Annual Financial Report (CAFR). Prepare and file external and internal annual financial reports, e.g., the Expenditure Limitation Report, the Indirect Cost Allocation Report. Reconcile cash, property tax revenues, and investments with the records of the Pima County Treasurer. Respond to management's requests for financial analyses and reports.

Program Goals and Objectives

- Meet the December 31st deadline for submitting the County's audited Comprehensive Annual Financial Report for the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting
- Meet the March 31st deadline for filing the Schedule of Expenditures and Federal Awards (SEFA) as determined by OMB Circular A-133 Subpart C.320
- Remain on course for complying with the GASB 34 June 30, 2006 deadline for retroactively reporting all major infrastructure

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
GFOA financial reporting award received	yes	yes	yes
SEFA deadline met	yes	yes	yes
Infrastructure recorded in CAFR	yes	yes	yes
Indirect cost allocation deadline met	yes	yes	yes
Quarterly financial statement issued for WWM, Dev.Svcs., and Risk Mgmt	yes	yes	yes
WWM, Dev. Svcs., and Risk Mgmt. audits completed by 10/31	n/a	yes	yes

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	789,683	868,636	1,251,370
SUPPLIES AND SERVICES	23,308	37,698	45,861
CAPITAL OUTLAY	16,218	0	4,500
Total Program Expenditures	**829,209**	**906,334**	**1,301,731**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**829,209**	**906,334**	**1,301,731**
Total Program Funding	**829,209**	**906,334**	**1,301,731**
Program Staffing (FTEs)	**17.6**	**17.6**	**23.3**

Supplemental Packages Approved

Supplemental Package C - Grants/Compliance Positions - is associated with this program. Funding of this package provides $156,661 in personal services, $4,460 in supplies & services, and $4,500 in capital to comply with Board of Supervisors Policy D22.6. Data presented on this page includes $165,621 in expenditures.

Program Summary

Department: FINANCE
Program: FINANCIAL MANAGEMENT & AUDIT

Function

Perform centralized cash analysis function for County departments, ensure that internal control processes are in place and functioning, and collect delinquent accounts receivable for various departments.

Description of Services

Review and analyze County cash position, coordinate and monitor County collection activities, and conduct routine cash handling, performance, managment and contract audits pertaining to all County departments. (Note: Prior to fiscal year 2005/2006 this program was in the County Administrator's department.)

Program Goals and Objectives

- Prepare and analyze monthly cash flow components for the major County departments
- Provide collection services on all delinquent accounts
- Perform internal audits on high risk areas

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Departmental cash flow analyses prepared	n/a	n/a	10
Updated administration policy on collection	n/a	n/a	yes
High risk audits completed	n/a	n/a	4

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	0	0	691,361
SUPPLIES AND SERVICES	0	0	34,391
CAPITAL OUTLAY	0	0	21,000
Total Program Expenditures	**0**	**0**	**746,752**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**0**	**0**	**746,752**
Total Program Funding	**0**	**0**	**746,752**
Program Staffing (FTEs)	**0.0**	**0.0**	**14.0**

Program Summary

Department: FINANCE
Program: FINANCIAL OPERATIONS

Function

Perform centralized payment functions of payroll and accounts payable. Provide relevant, accurate financial data to customers on a timely basis, so there is reasonable and judicious use of County resources.

Description of Services

Create a systematic and consistent method of performing financial operations tasks through the establishment and maintenance of department financial procedures. Enter financial documents into the County's Financial Management System, accurately and in a timely manner. Perform accounts payable functions, including paying, researching, and auditing claims. Perform payroll functions, including paying County employees and researching problems. Distribute incoming and outgoing mail accurately, in a timely manner, and in accordance with federal regulations.

Program Goals and Objectives

- Provide accurate and timely payment information
- Enhance confidence in the Financial Management System as a sound tool for management and decision making
- Process invoices within 7-10 days of receipt
- Meet statutory deadlines for payroll

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Process invoices within 7-10 working days at least 95% of the time	yes	yes	yes
1099s mailed by statutory due date	yes	yes	yes
Incoming and outgoing mail processed within one day of receipt	yes	yes	yes
Employees paid in accordance with federal time lines	yes	yes	yes

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,630,059	1,773,897	1,371,195
SUPPLIES AND SERVICES	318,701	311,457	102,726
Total Program Expenditures	**1,948,760**	**2,085,354**	**1,473,921**
Program Funding by Source			
Revenues			
MISCELLANEOUS	72,231	48,000	48,000
Operating Revenue Sub-Total	**72,231**	**48,000**	**48,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,876,529**	**2,037,354**	**1,425,921**
Total Program Funding	**1,948,760**	**2,085,354**	**1,473,921**
Program Staffing (FTEs)	**40.0**	**39.5**	**30.0**

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Forensic Science Center

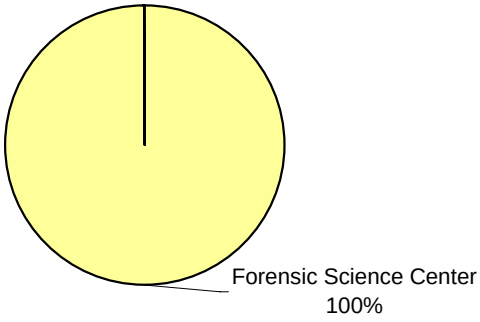
Expenditures: 2,202,287 **Revenues:** 891,500

FTEs 25.0

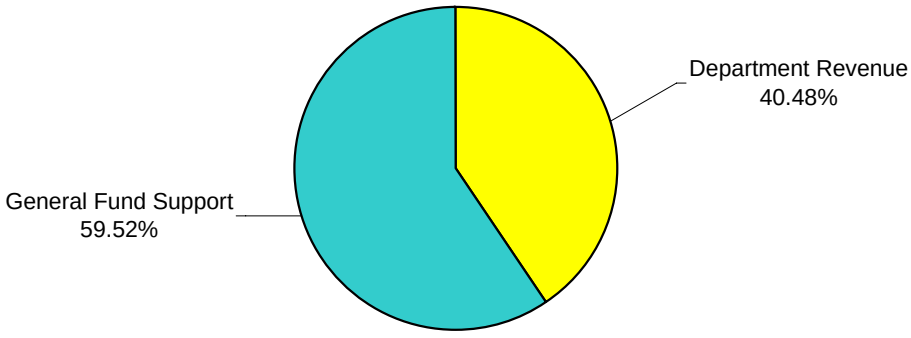
Function Statement: Perform investigations regarding individuals whose deaths are under the jurisdiction of the office of the Medical Examiner.

Mandates: ARS Title 11, Chapter 3, Article 12: County Medical Examiner

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: FORENSIC SCIENCE CENTER

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
FORENSIC SCIENCE CENTER	2,062,116	2,023,034	2,202,287
Total Expenditures	**2,062,116**	**2,023,034**	**2,202,287**
Funding by Source			
Revenues			
FORENSIC SCIENCE CENTER	779,309	760,955	891,500
Total Revenues	**779,309**	**760,955**	**891,500**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,282,807**	**1,262,079**	**1,310,787**
Total Program Funding	**2,062,116**	**2,023,034**	**2,202,287**
Staffing (FTEs) by Program			
FORENSIC SCIENCE CENTER	24.0	24.0	25.0
Total Staffing (FTEs)	**24.0**	**24.0**	**25.0**

Note: Following the transfer of Kino Community Hospital to University Physicians, Incorporated (UPI), former Kino employees who wanted to continue as County employees were assigned to various County departments. A total of $32,003 and 1 FTE was added to the Forensic Science Center department's fiscal year 2005/06 budget for the former Kino employee assigned to a County position within the department.

Program Summary

Department: FORENSIC SCIENCE CENTER
Program: FORENSIC SCIENCE CENTER

Function

Perform investigations regarding individuals whose deaths are under the jurisdiction of the office of the Medical Examiner as mandated by ARS Title 11, Chapter 3, Article 12: County Medical Examiner.

Description of Services

Perform death investigation functions to include autopsies, certifying cause and manner of death, information gathering, report preparation, and court testimony. Provide these services, upon request and for a fee, to other counties in Arizona.

Program Goals and Objectives

- Maintain the highest possible quality death investigation standards

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Requests to remove bodies responded to within 30 minutes	97%	98%	98%
Autopsy rate	68%	70%	75%
Reports prepared within 3-4 weeks	80%	85%	86%
Cremation authorization completed within 1 day	90%	90%	95%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,620,726	1,668,257	1,794,191
SUPPLIES AND SERVICES	434,456	349,977	403,296
CAPITAL OUTLAY	6,934	4,800	4,800
Total Program Expenditures	**2,062,116**	**2,023,034**	**2,202,287**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	777,124	757,455	886,500
MISCELLANEOUS	2,185	3,500	5,000
Operating Revenue Sub-Total	**779,309**	**760,955**	**891,500**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,282,807**	**1,262,079**	**1,310,787**
Total Program Funding	**2,062,116**	**2,023,034**	**2,202,287**
Program Staffing (FTEs)	**24.0**	**24.0**	**25.0**

Supplemental Packages Approved

Supplemental Package C - Utilities - is associated with this program. Funding of the package provides $21,000 for supplies and services for utilities associated with the building expansion of the Forensic Science Center. The data presented on this page includes $21,000 in expenditures.

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Human Resources

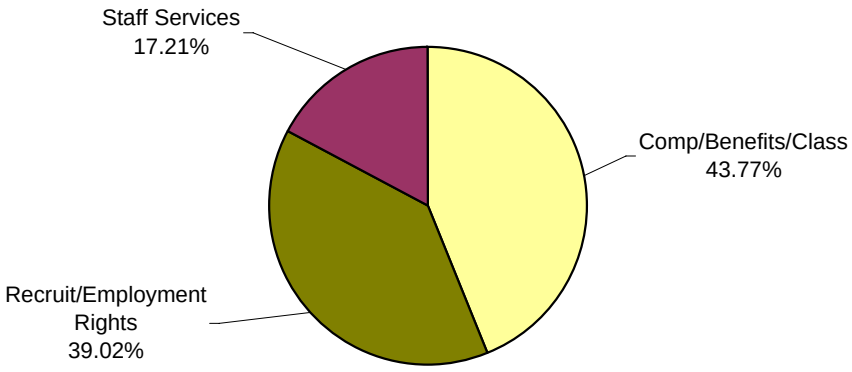
Expenditures: 2,443,825 **Revenues:** 3,850

FTEs 42.5

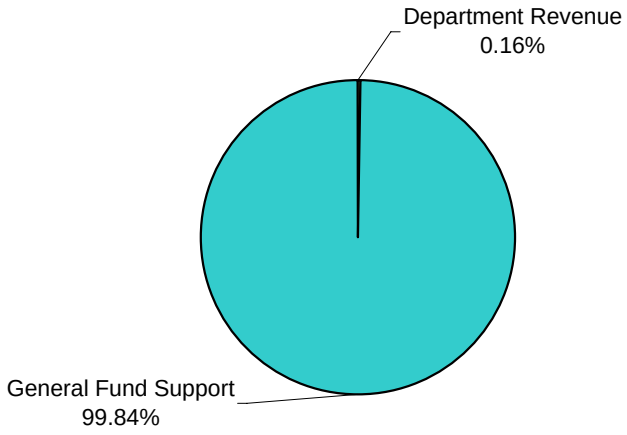
Function Statement: Provide the full range of personnel services including recruitment and selection, classification, compensation and benefits, training, labor relations, affirmative action reporting, and employment rights. Conduct scheduled audits of all County departments to ensure compliance with ordinances, policies, rules, County directives, and practices.

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

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
COMPENSATION/BENEFITS/CLASSIFICATION	856,151	969,999	1,069,651
RECRUITMENT/EMPLOYMENT RIGHTS	862,632	896,040	953,564
STAFF SERVICES	409,633	454,194	420,610
Total Expenditures	**2,128,416**	**2,320,233**	**2,443,825**
Funding by Source			
Revenues			
COMPENSATION/BENEFITS/CLASSIFICATION	17,853	7,850	2,500
STAFF SERVICES	1,332	1,500	1,350
Total Revenues	**19,185**	**9,350**	**3,850**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**2,109,231**	**2,310,883**	**2,439,975**
Total Program Funding	**2,128,416**	**2,320,233**	**2,443,825**
Staffing (FTEs) by Program			
COMPENSATION/BENEFITS/CLASSIFICATION	16.4	18.4	18.8
RECRUITMENT/EMPLOYMENT RIGHTS	18.4	18.4	17.3
STAFF SERVICES	8.2	7.2	6.3
Total Staffing (FTEs)	**43.0**	**44.0**	**42.5**

Program Summary

Department: HUMAN RESOURCES
Program: COMPENSATION/BENEFITS/CLASSIFICATION

Function

Develop and maintain a classification, compensation, and benefits plan for County employees.

Description of Services

Perform position audits and major classification studies; market evaluations, salary surveys, and compensation review; benefits advocacy; contract development, negotiations, and renewals; benefits enrollment; and special program coverage plans.

Program Goals and Objectives

- Ensure all County employees are working within properly defined classifications
- Maintain classification and audit requests to less than 100 open requests at any one time for enhanced service to user departments and employees
- Perform compensation reviews for market competitiveness and enhanced retention efforts
- Ensure grade recommendations are completed within 10 business days of final evaluation/market review in order to encourage retention and provide competitive pay
- Ensure adequate performance and cost application by benefits providers
- Inform benefits providers of major complaints within one business day of receipt of a complaint

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Total audits open at year end	3%	5%	5%
Average days for grade recommendations	12	10	10
Major complaints reported within one business day	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	722,792	812,096	851,768
SUPPLIES AND SERVICES	115,262	157,903	214,133
CAPITAL OUTLAY	18,097	0	3,750
Total Program Expenditures	**856,151**	**969,999**	**1,069,651**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	4,900	5,000	0
MISCELLANEOUS	12,953	2,850	2,500
Operating Revenue Sub-Total	**17,853**	**7,850**	**2,500**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**838,298**	**962,149**	**1,067,151**
Total Program Funding	**856,151**	**969,999**	**1,069,651**
Program Staffing (FTEs)	**16.4**	**18.4**	**18.8**

Program Summary

Department: HUMAN RESOURCES
Program: RECRUITMENT/EMPLOYMENT RIGHTS

Function

Provide staffing and testing services for Pima County. Establish, monitor, and interpret Board of Supervisors rules and policies. Respond to employee complaints. Serve as administrative staff for the Merit System Commission.

Description of Services

Review and advertise requests to fill positions. Screen and test applicants. Develop and interpret rules and policies. Provide mediation and train mediators and grievance committee members. Investigate employee complaints, appeals and grievances, and recommend corrective action. Provide staff support to the Merit System Commission for appeals. Review and monitor Americans with Disabilities Act (ADA) accessibility and accommodation issues.

Program Goals and Objectives

- Determine the state of the recruitment market for future planning, stability, and outreach services
- Track and comparatively chart, on a monthly basis, the number of employment applications
- Utilize, promote, and expand the mediation program
- Continue to provide a more feasible tool for resolving complaints via mediation
- Assist management in making proper employment related decisions and provide employees with reliable information
- Track and record the number of requests for assistance in interpreting the rules, policies, and administrative procedures so that frequently asked questions (FAQs) can be added to our website and interpretations consistently applied

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Certification/applications received and reviewed	1,249/17,309	1,250/18,000	1,250/18,000
Complaints mediated	104	150	150
Requests for interpretation of rules and policies answered	4,489	5,000	5,000

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	701,389	747,690	758,564
SUPPLIES AND SERVICES	146,283	148,350	192,500
CAPITAL OUTLAY	14,960	0	2,500
Total Program Expenditures	**862,632**	**896,040**	**953,564**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**862,632**	**896,040**	**953,564**
Total Program Funding	**862,632**	**896,040**	**953,564**
Program Staffing (FTEs)	**18.4**	**18.4**	**17.3**

Program Summary

Department: HUMAN RESOURCES
Program: STAFF SERVICES

Function

Provide mandatory training, affirmative action reporting, rules and policies auditing, departmental financing review and budgeting, and official records maintenance for County employees.

Description of Services

Develop curricula and train managers and supervisors on federal, state, and County mandates. Coach employees for improved conduct and services, when necessary. Report on the makeup of the County's workforce, as required by law, and maintain the official personnel files. Conduct Countywide audits to ensure mandate compliance, and prepare and review financial requirements for the department. Administer the employee discount program.

Program Goals and Objectives

- Train managers/supervisors to enhance performance and communicate organizational expectations
- Ensure official records are maintained in accordance with federal requirements
- Ensure departments are operating in accordance with various federal, state, and local mandates
- Report the County's workforce makeup in accordance with federal law
- Generate annual reports to record the County's ethnic makeup, including women and minorities

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Records scheduled for compliance review	1,121	1,000	1,000
Management training sessions held	151	160	160
Fulltime women/minorities employed	2,720/1,968	2,500/2,560	2,500/2,560
Audits scheduled/completed	18/18	20/20	20/20
Affirmative Action Reporting compliance	yes	yes	yes

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	376,167	381,994	331,180
SUPPLIES AND SERVICES	29,832	62,200	70,680
CAPITAL OUTLAY	3,634	10,000	18,750
Total Program Expenditures	**409,633**	**454,194**	**420,610**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,332	1,500	1,350
Operating Revenue Sub-Total	**1,332**	**1,500**	**1,350**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**408,301**	**452,694**	**419,260**
Total Program Funding	**409,633**	**454,194**	**420,610**
Program Staffing (FTEs)	**8.2**	**7.2**	**6.3**

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Information Technology

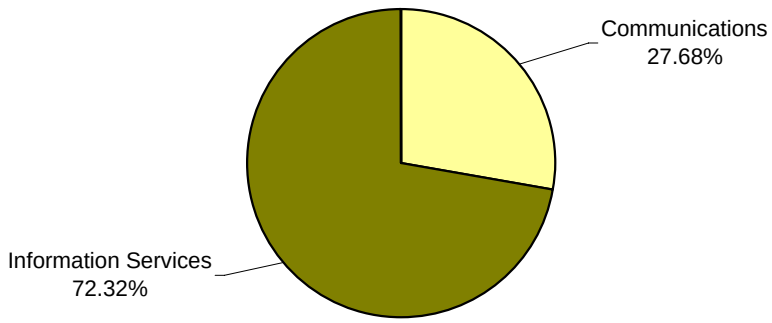
Expenditures: 8,125,541 **Revenues:** 2,816,709

FTEs 111.5

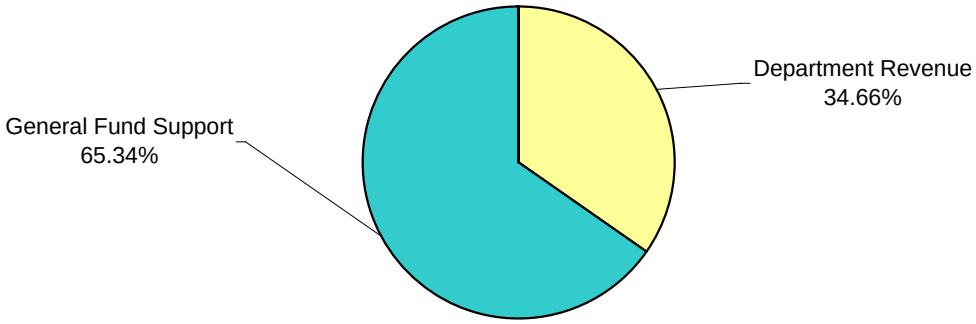
Function Statement: Information Technology (IT) includes management and administration of the County's: mainframe computer; networked servers; wide area network (data backbone); telecommunications; financial application systems development and support; computer hardware and software acquisition and licensing; franchise license and contract coordination for cable, fiber, and competitive local exchange carriers (CLECs); training County employees in the use of computer software and hardware; and providing a central help desk function for computer hardware and software problem resolution. The Information Technology Department coordinates all Pima County IT activities with various agencies and the general public.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: INFORMATION TECHNOLOGY

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
COMMUNICATIONS	1,724,662	2,136,633	2,249,021
INFORMATION TECHNOLOGY	5,110,436	5,463,789	5,876,520
Total Expenditures	**6,835,098**	**7,600,422**	**8,125,541**
Funding by Source			
Revenues			
COMMUNICATIONS	1,469,407	2,169,224	2,226,809
INFORMATION TECHNOLOGY	239,989	620,583	589,900
Total Revenues	**1,709,396**	**2,789,807**	**2,816,709**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**255,255**	**(32,591)**	**0**
General Fund Support	**4,870,447**	**4,843,206**	**5,308,832**
Total Program Funding	**6,835,098**	**7,600,422**	**8,125,541**
Staffing (FTEs) by Program			
COMMUNICATIONS	9.0	10.0	11.0
INFORMATION TECHNOLOGY	69.5	69.5	100.5
Total Staffing (FTEs)	**78.5**	**79.5**	**111.5**

Note: The increase in staffing, 32.0 FTEs, represents a transfer of system support employees from other County departments in order to centralize and better coordinate computer technology management.

Program Summary

Department: INFORMATION TECHNOLOGY
Program: COMMUNICATIONS

Function

Provide communications for Pima County Government. Provide for the planning, installation, and maintenance of the County's high speed network infrastructure.

Description of Services

Provide voice (telephone) and data communications, networks, and associated services to Pima County departments.

Program Goals and Objectives

- Provide the highest quality phone services at the lowest possible cost
- Initiate, maintain, and follow communication procedures pertaining to customer service, standardization for contractors, and long-range planning as technology warrants
- Coordinate all County cell telephone contracts and usage
- Absorb and improve upon processes for communications usage billing
- Provide an electronic data network infrastructure to support the growing demands of County departments

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Repairs completed within 4 hours of request	100%	100%	100%
Service orders documented	100%	100%	100%
Operate at or below budget	yes	yes	yes
Satisfaction determined by follow-up calls	90%	93%	95%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	514,491	538,494	629,077
SUPPLIES AND SERVICES	1,204,837	1,598,139	1,619,944
CAPITAL OUTLAY	5,334	0	0
Total Program Expenditures	**1,724,662**	**2,136,633**	**2,249,021**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,424,807	2,161,724	2,219,309
INTEREST	9,541	7,500	7,500
MISCELLANEOUS	35,059	0	0
Special Programs Revenue Sub-Total	**1,469,407**	**2,169,224**	**2,226,809**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**255,255**	**(32,591)**	**22,212**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**1,724,662**	**2,136,633**	**2,249,021**
Program Staffing (FTEs)	**9.0**	**10.0**	**11.0**

Program Summary

Department: INFORMATION TECHNOLOGY
Program: INFORMATION TECHNOLOGY

Function

Provide a secure and cost effective platform for the processing and storage of the electronic information resources of Pima County. Provide technical support for mainframe, AS/400, and network servers including terminals, networked PCs, network printers, other peripheral equipment, and software. Support the automation needs of County departments. Provide high speed, secure, and cost effective electronic data communications network and a global e-mail facility for Pima County. Maintain the Pima County Internet web page, fax server, and e-commerce services. Provide technical assistance to client departments in the areas of project management, applications development, and training services. Coordinate and monitor the acquisition of computer hardware and software for County departments. Coordinate and administer contracts for antenna, cellular telephone tower, competitive local exchange carriers (CLECs), and cable companies using County facilities and rights of way.

Description of Services

Provide online transaction processing, offline processing, database services, central data communications, high speed laser printing services, forms design, and security for accessing stored data. Provide classroom and individual instruction on PCs and PC software applications. Provide a Help Desk function to assist supported clients with software and hardware. Install new computer hardware and software for clients. Develop charts, diagrams, and inventories of equipment for the purpose of determining capacity and develop long range plans for network growth. Participate in the planning for wiring of new and remodeled facilities to ensure they meet current and future communications requirements. Provide Internet connectivity and firewall and virus protection software. Assist in the development and management of a Countywide fiber network. Provide support to County departments that lack the resources to implement needed technology. Maintain the Pima County Internet web page and assist departments in providing links to various areas. Coordinate the acquisition of computer hardware and software for County departments using standardized configurations and specifications. Coordinate and and administer contacts for antenna, cellular telephone tower, CLECs, and cable companies using County facilities and rights of way.

Program Goals and Objectives

- Complete consolidation of the network, Help Desk, and operations staff of all departments under direction of the County Administrator to make optimal use of the talented people in those organizations and make more resources available for new county wide initiatives
- Complete consolidating the computer server facilities to 2 or at most 3 locations
- Complete consolidating the directory, authentication, and system security structure of the County so that systems can work together more effectively
- Complete consolidating the main servers for e-mail, database and file sharing on to a few high end, highly available, and expandable systems
- Voluntary participation by Elected Officials may occur as services provide tangible benefits in their areas of interest

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Scheduled outages on Z800 per year	14	14	12
Scheduled outages at UPHH at Kino per year	12	12	12
Time online system is available	99%	99%	99%
PC repairs completed in 2 workdays	98%	98%	98%
Citizen complaints against cable companies resolved within two business days	98%	98%	98%
Time application servers are available	99%	99%	99%
Time County backbone is available	99%	99%	99%
Time Internet is available	99%	99%	99%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	3,153,217	3,972,661	4,046,626
SUPPLIES AND SERVICES	1,173,012	1,315,332	1,461,949
CAPITAL OUTLAY	784,207	175,796	367,945
Total Program Expenditures	**5,110,436**	**5,463,789**	**5,876,520**

Program Funding by Source			
Revenues			
INTEREST	12	0	0
MISCELLANEOUS	239,977	620,583	589,900
Operating Revenue Sub-Total	**239,989**	**620,583**	**589,900**

Program Summary

Department: INFORMATION TECHNOLOGY
Program: INFORMATION TECHNOLOGY

Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	4,870,447	4,843,206	5,286,620
Total Program Funding	5,110,436	5,463,789	5,876,520
Program Staffing (FTEs)	69.5	69.5	100.5

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Non Departmental

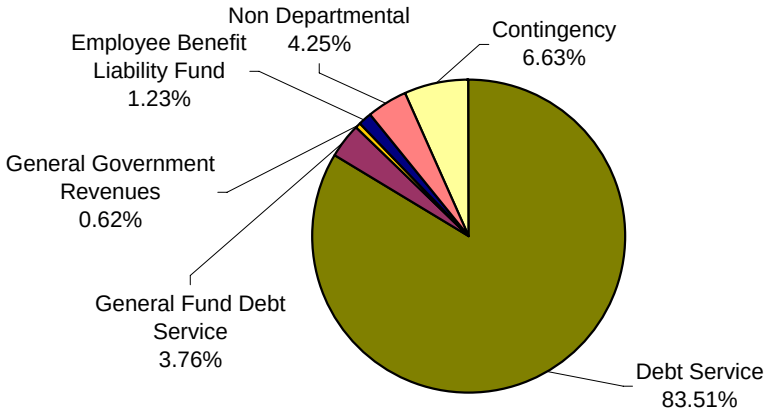
Expenditures: 81,110,676 **Revenues:** 45,697,873

FTEs 0.0

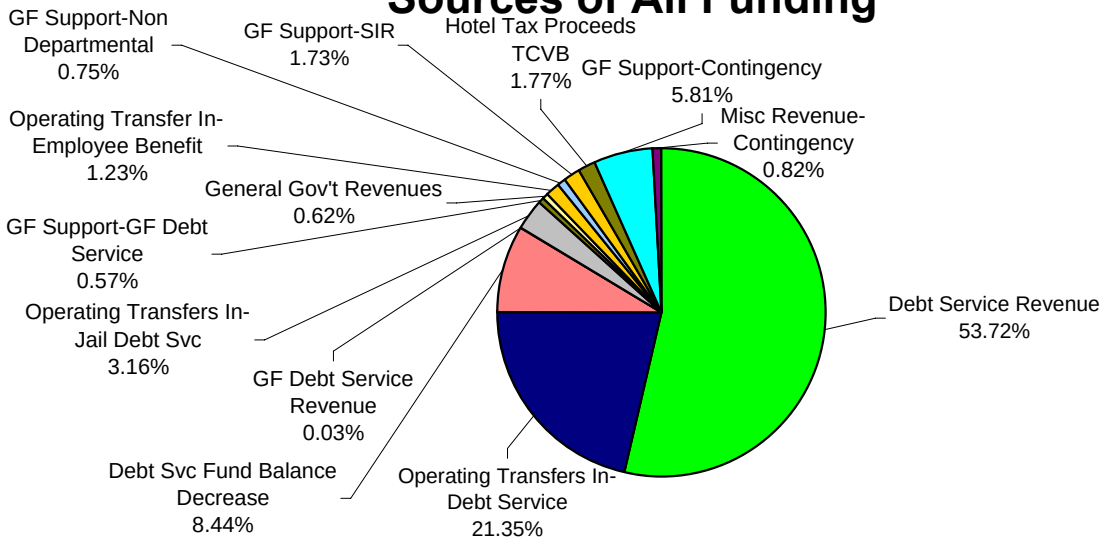
Function Statement: Record and report the receipt, transfer, and/or payment transactions for Non Departmental, General Government Revenues, Contingency, General Fund Debt Service, Debt Service, and Employee Benefit Liability Fund activities. (Note: Total revenue for this department amounts to $425,184,533 with $379,486,660 coming from general government revenues used to support General Fund operations. The difference between these amounts, or $45,697,873, is the amount to be considered as departmental revenue.)

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: NON DEPARTMENTAL

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
CONTINGENCY	4,664,598	6,492,831	5,376,860
DEBT SERVICE	60,645,611	62,048,033	67,738,662
EMPLOYEE BENEFIT LIABILITY FUND	500,000	500,000	1,000,000
GENERAL FUND DEBT SERVICE	2,642,405	2,769,660	3,047,760
GENERAL GOVERNMENT REVENUES	846,627	700,000	500,000
NON DEPARTMENTAL	7,808,319	8,990,588	3,447,394
Total Expenditures	**77,107,560**	**81,501,112**	**81,110,676**
Funding by Source			
Revenues			
CONTINGENCY	2,097,227	300,000	663,000
DEBT SERVICE	43,348,065	46,064,593	43,576,073
GENERAL FUND DEBT SERVICE	353	25,000	25,000
GENERAL GOVERNMENT REVENUES	334,739,798	347,781,534	379,486,660
NON DEPARTMENTAL	1,358,344	1,340,000	1,433,800
Total Revenues	**381,543,787**	**395,511,127**	**425,184,533**
Net Operating Transfers In/(Out)	**(21,053,919)**	**11,820,828**	**6,059,822**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(1,124,449)**	**(44,978)**	**6,841,912**
General Fund Support	**(282,257,859)**	**(325,785,865)**	**(356,975,591)**
Total Program Funding	**77,107,560**	**81,501,112**	**81,110,676**

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 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 general contingency funding are also reflected in this program.

Program Goals and Objectives

- Keep the Board of Supervisors informed of the status of funds throughout the year

Financial Highlights and Significant Issues

General contingency funds of $1.0 million were included in the budget to provide flexibility for the Board to respond to changing needs and unforeseen circumstances.

State Criminal Alien Assistance Program (SCAAP) revenue of $300,000 is budgeted in the Tax Reduction and Deficit Retirement Fund.

The Budget Stabilization Fund provides for the following expenditures:

Superior Court - Restoration to Competency	$ 1,715,266
Sheriff - New Jail Costs	500,000
Information Technology	400,000
Institute for Global Pharmaceutical Development	375,000
Recorder - Special Elections*	160,435
Justice Courts Tucson - Judicial Hearing Officer	133,633
Justice Courts Tucson - Pro Tem Costs	58,880
Total	$ 3,343,214

In addition, transfers out of the Budget Stabilization Fund for deficit reduction include $600,000 to Juvenile Court Grants and $683,123 to Graphic Services.

Carryovers from Fiscal Year 2004/05:

Community Services, Employment & Training	$ 320,000
Treasurer - Remodeling	225,000
Superior Court - Facilities Projects	133,000
Public Fiduciary - Cemetery Land	125,000
Community Development & Neighborhood Conservation - Faith Based Program Activities	115,000
Clerk of Superior Court - Software Services	49,904
Economic Development & Tourism - Advertising	25,000
Procurement - Synergen	20,742
Clerk of Superior Court - Licensing	20,000
Total	$ 1,033,646

* Revenue of $363,000 is associated with this item

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Monthly accounting reconciliations performed	12	12	12
Status report updated for each transaction	yes	yes	yes

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	660,705	0	0
SUPPLIES AND SERVICES	3,953,954	6,492,831	5,376,860
CAPITAL OUTLAY	49,939	0	0

Program Summary

Department: NON DEPARTMENTAL
Program: CONTINGENCY

Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	2,097,227	300,000	300,000
CHARGES FOR SERVICES	0	0	363,000
Operating Revenue Sub-Total	**2,097,227**	**300,000**	**663,000**
Net Operating Transfers In/(Out)	**(5,213,585)**	**0**	**(1,283,123)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**7,780,956**	**6,192,831**	**5,996,983**
Total Program Funding	**4,664,598**	**6,492,831**	**5,376,860**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: NON DEPARTMENTAL
Program: DEBT SERVICE

Function

Account for the accumulation of resources for the payment of general long term debt principal and interest.

Description of Services

Manage the debt for Improvement Districts, Flood Control, Transportation bonds, Transportation HELP loans, and General Obligation bonds. (Note: See the Long Term Debt Service Schedule portion, in the Supplemental Information section, for the Reconciliation of Long Term Debt to Budgeted Debt Service Expenditures.)

Program Goals and Objectives

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

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Transactions accurately recorded	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
SUPPLIES AND SERVICES	60,645,611	62,048,033	67,738,662
Total Program Expenditures	**60,645,611**	**62,048,033**	**67,738,662**
Program Funding by Source			
Revenues			
TAXES	42,797,675	45,149,416	42,973,572
SPECIAL ASSESSMENT	222,452	606,177	290,801
INTERGOVERNMENTAL	22,360	4,800	7,500
INTEREST	299,563	304,200	304,200
MISCELLANEOUS	6,015	0	0
Operating Revenue Sub-Total	**43,348,065**	**46,064,593**	**43,576,073**
Net Operating Transfers In/(Out)	**18,421,995**	**16,028,418**	**17,320,677**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(1,124,449)**	**(44,978)**	**6,841,912**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**60,645,611**	**62,048,033**	**67,738,662**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: NON DEPARTMENTAL
Program: EMPLOYEE BENEFIT LIABILITY FUND

Function

Provide a centralized account to fund employee benefit payoffs.

Description of Services

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

Program Goals and Objectives

- Ensure that appropriate funds are budgeted to cover payoffs to employees required by County policies

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Required employee payoffs funded	yes	yes	yes

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	500,000	500,000	1,000,000
Total Program Expenditures	**500,000**	**500,000**	**1,000,000**
Program Funding by Source			
Net Operating Transfers In/(Out)	**500,000**	**500,000**	**1,000,000**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**500,000**	**500,000**	**1,000,000**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: NON DEPARTMENTAL
Program: GENERAL FUND DEBT SERVICE

Function

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

Description of Services

Manage the debt service pertaining to the lease purchase of the County jail facility.

Program Goals and Objectives

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

Financial Highlights and Significant Issues

General Fund Debt Service requirements are summarized as follows:

	P&I	Fiscal Charges	Total
Jail Facility	$3,042,160	$5,600	$3,047,760

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Transactions accurately recorded	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
SUPPLIES AND SERVICES	2,642,405	2,769,660	3,047,760
Total Program Expenditures	**2,642,405**	**2,769,660**	**3,047,760**
Program Funding by Source			
Revenues			
INTEREST	353	25,000	25,000
Operating Revenue Sub-Total	**353**	**25,000**	**25,000**
Net Operating Transfers In/(Out)	**2,562,178**	**2,562,178**	**2,562,178**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**79,874**	**182,482**	**460,582**
Total Program Funding	**2,642,405**	**2,769,660**	**3,047,760**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: NON DEPARTMENTAL
Program: GENERAL GOVERNMENT REVENUES

Function

Record all revenues associated with the General Fund that are not generated by specific departments.

Description of Services

Forecast and monitor General Fund revenues and advise County management of any anticipated changes in revenue or the County's revenue base. (Note: See the Summary of Other Financing Sources and Interfund Transfers, in the State Reports section, for details regarding Net Operating Transfers Out.)

Program Goals and Objectives

- Provide timely and accurate revenue information to County management
- Ensure that earned revenues are actually received

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Revenue status reports produced	9	9	9

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
SUPPLIES AND SERVICES	846,627	700,000	500,000
Total Program Expenditures	**846,627**	**700,000**	**500,000**
Program Funding by Source			
Revenues			
TAXES	209,645,573	223,066,316	242,132,889
LICENSES & PERMITS	2,148,842	2,250,000	2,297,537
INTERGOVERNMENTAL	114,322,382	113,018,273	124,538,443
CHARGES FOR SERVICES	7,867,569	8,346,445	9,872,381
INTEREST	517,137	1,000,000	588,510
MISCELLANEOUS	238,295	100,500	56,900
Operating Revenue Sub-Total	**334,739,798**	**347,781,534**	**379,486,660**
Net Operating Transfers In/(Out)	**(37,324,507)**	**(7,269,768)**	**(13,539,910)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**(296,568,664)**	**(339,811,766)**	**(365,446,750)**
Total Program Funding	**846,627**	**700,000**	**500,000**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

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 there is no direct responsibility assigned to any single department. Report the General Fund portion of self insurance payments.

Description of Services

Report the receipt of the Transient Lodging Excise Tax revenues and the payment of $1,433,800 to the Tucson Convention & Visitors Bureau. 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 $63,250 and Border Coalition of $9,600, and Lobbyist costs of $40,000. Provide expenditure authority of $360,000 for network infrastructure, $1,404,227 for the General Fund portion of self insurance costs, and $136,517 for the General Fund share of employee medical flexible spending accounts.

Program Goals and Objectives

- Provide and account for all Non Departmental activity

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Transactions accurately recorded	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	(333)	536,283	136,517
SUPPLIES AND SERVICES	7,050,023	7,454,305	3,310,877
CAPITAL OUTLAY	758,629	1,000,000	0
Total Program Expenditures	**7,808,319**	**8,990,588**	**3,447,394**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	1,358,344	1,340,000	1,433,800
Operating Revenue Sub-Total	**1,358,344**	**1,340,000**	**1,433,800**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**6,449,975**	**7,650,588**	**2,013,594**
Total Program Funding	**7,808,319**	**8,990,588**	**3,447,394**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

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Procurement

Expenditures: 1,390,104 **Revenues:** 0

FTEs 30.0

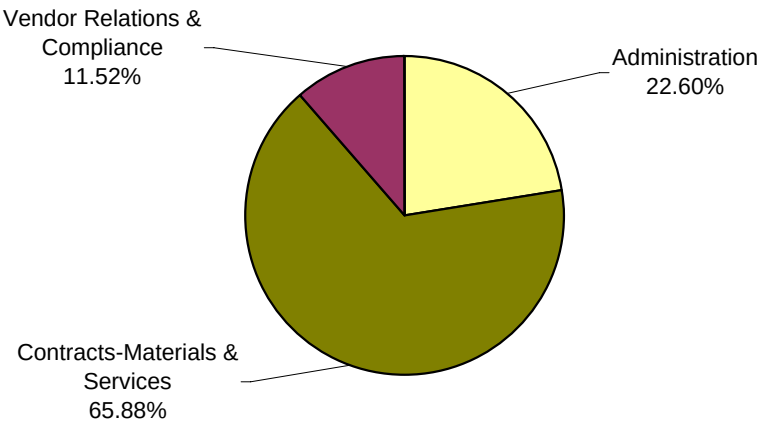
Function Statement:

Procure materials and services for County departments, except as specified by delegation pursuant to the procurement code or the small purchase procedure. Administer the County Minority/Women-Owned Business Enterprise Program in accordance with the County Code requirements for outreach, price preference, subcontractor goals, and compliance review. Ensure compliance with the Living Wage Ordinance 2002-1 by assisting, reviewing, and monitoring County contracts. Manage the contracts review approval process, assist and educate vendors concerning bid preparation, bonds and insurance, and the conduct of business with the County. Track and monitor all County contracts.

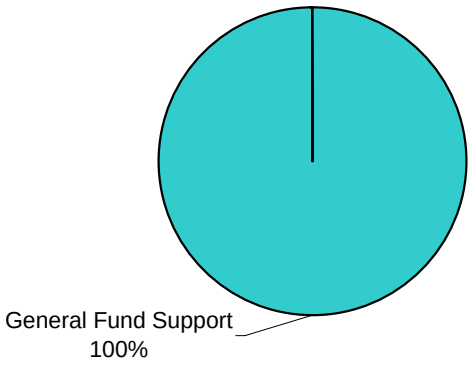
Mandates:

Pima County Code Title 11: Procurement Code, and Title 20: Minority and Women-Owned Business Enterprise Code; Board Policies D29.1: Selection and Contracting of Architectural and Engineering Related Professional Services and Alternative project Delivery Methods under ARS Title 34; and Policy D29.7: Selection and Contracting of Architectural and Engineering Related Professional Services and Alternative project Delivery Methods under ARS Title 34

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: PROCUREMENT

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ADMINISTRATION	101,674	341,626	314,230
CONTRACTS-MATERIALS & SVCS DIV	700,996	813,285	915,694
DESIGN & CONSTRUCTION SERVICES	0	0	0
VENDOR RELATIONS & COMPLIANCE	206,325	152,660	160,180
Total Expenditures	**1,008,995**	**1,307,571**	**1,390,104**
Funding by Source			
Revenues			
CONTRACTS-MATERIALS & SVCS DIV	19	0	0
DESIGN & CONSTRUCTION SERVICES	57	0	0
Total Revenues	**76**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,008,919**	**1,307,571**	**1,390,104**
Total Program Funding	**1,008,995**	**1,307,571**	**1,390,104**
Staffing (FTEs) by Program			
ADMINISTRATION	2.6	5.6	5.6
CONTRACTS-MATERIALS & SVCS DIV	13.8	14.0	14.0
DESIGN & CONSTRUCTION SERVICES	7.7	7.4	7.4
VENDOR RELATIONS & COMPLIANCE	4.0	3.0	3.0
Total Staffing (FTEs)	**28.0**	**30.0**	**30.0**

Program Summary

Department: PROCUREMENT
Program: ADMINISTRATION

Function

Administer all functions of the Procurement Department. Provide support to each function to meet the needs of the department. Conduct contracts review and process all County contracts for approval and inclusion in the contracts maintenance system. Manage e-Procurement.

Description of Services

Provide clerical services such as agenda preparation, word processing, and contracts processing to support the departmental programs. Perform data entry for the requisition tracking system, purchase orders, contracts maintenance system, and vendor database. Provide a centralized control point where all County contracts are reviewed for compliance with County Code, policies, and procedures prior to execution. Route contracts for signature, and scan fully executed contracts and enter relevant data into the County contracts maintenance system. Maintain and distribute the official County Procurement Manual. Perform administrative functions related to budget, human resources/payroll, and office management. Upgrade and maintain department databases. Administer the County Procurement card program and develop electronic procurement systems.

Program Goals and Objectives

- Support an efficient central procurement process
- Ensure contract compliance with County Code, policies, and procedures

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Purchase orders entered	2,989	3,200	3,500
Purchase order lines entered	8,652	9,300	9,700
New contracts entered	741	725	750
Amendments to contracts entered	2,079	2,150	2,300

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	74,628	311,876	300,730
SUPPLIES AND SERVICES	22,110	29,750	13,500
CAPITAL OUTLAY	4,936	0	0
Total Program Expenditures	**101,674**	**341,626**	**314,230**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**101,674**	**341,626**	**314,230**
Total Program Funding	**101,674**	**341,626**	**314,230**
Program Staffing (FTEs)	**2.6**	**5.6**	**5.6**

Program Summary

Department: PROCUREMENT
Program: CONTRACTS-MATERIALS & SVCS DIV

Function

Procures a wide variety of goods on behalf of all Pima County departments, through an appropriate solicitation process, to obtain the best value.

Description of Services

Receive purchase requisitions and respond by soliciting competitive price quotations or proposals based on verbal quotations, written quotations, formal Invitation for Bids, or Requests for Proposals as provided in the Pima County Procurement Code and Board of Supervisors Policies. Activity of this division results in the issuance of purchase orders, contracts, change orders, and amendments.

Program Goals and Objectives

- Provide timely responses to all new purchase requests
- Identify and implement additional Countywide solicitations
- Provide timely responses to the renewal or modification of existing purchase orders and contracts

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Purchase orders processed	2,968	3,200	3500
Contracts entered	741	725	750
Change orders/admendments completed	2,079	2,150	2300

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	638,795	788,390	881,644
SUPPLIES AND SERVICES	47,157	24,895	34,050
CAPITAL OUTLAY	15,044	0	0
Total Program Expenditures	**700,996**	**813,285**	**915,694**
Program Funding by Source			
Revenues			
MISCELLANEOUS	19	0	0
Operating Revenue Sub-Total	**19**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**700,977**	**813,285**	**915,694**
Total Program Funding	**700,996**	**813,285**	**915,694**
Program Staffing (FTEs)	**13.8**	**14.0**	**14.0**

Program Summary

Department: PROCUREMENT
Program: DESIGN & CONSTRUCTION SERVICES

Function

Procure design, construction, and real property appraisal and acquisition services for all County departments. Consult with Public Works departments and Facilities Management regarding solicitations, project management, and contracts administration.

Description of Services

Establish and administer a Qualified Consultant List in accordance with County policies. Develop and conduct construction acquisitions in accordance with state law and the County Code. Develop solicitations, and conduct procurement of design and engineering services and real property appraisal and acquisition services. Consult with departments on acquisition strategies, contractual language, and project management. Write and process contracts, amendments, and change orders. Draft policies and procedures to conform to changes in state law, the County Code, and Board policy. Prepare and present the Capital Improvement Program report.

Note: Although costs are incurred in this program, they are subsequently charged out to other County departments.

Program Goals and Objectives

- Administer an efficient centralized procurement process for design, construction, and real property appraisal and acquisition services
- Ensure compliance with state law, the County Code, policies, and procedures

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Professional services contracts entered	310	300	350
Amendments & change orders entered	306	370	400
Construction bids entered	77	90	100
Professional services solicitations processed	49	55	60
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	33	0	0
MISCELLANEOUS	24	0	0
Operating Revenue Sub-Total	**57**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**(57)**	**0**	**0**
Total Program Funding	**0**	**0**	**0**
Program Staffing (FTEs)	**7.7**	**7.4**	**7.4**

Program Summary

Department: PROCUREMENT
Program: VENDOR RELATIONS & COMPLIANCE

Function

Manage Pima County Vendor Relations, Minority/Women-Owned Business Enterprise (MWBE), and Living Wage Compliance Programs as mandated by Pima County Ordinances 1997-44 and 2002-1. Ensure compliance with the Living Wage Ordinance through assistance, review, and monitoring of eligible Pima County contracts. Assist Pima County departments with MWBE compliance in design and construction projects and in the procurement of goods and services. Maintain a database of vendors with specific capabilities of identifying Minority and Women-owned Enterprises. Track dollars spent on and procurement opportunities offered in County MWBE efforts.

Description of Services

Manage and coordinate Pima County's Living Wage, MWBE and Vendor Relations Programs.
Living Wage: Review and monitor eligible contracts under covered services with Pima County for adherence to the specified living wage amount mandated by Ordinance 2002-1. Ensure compliance through contract monitoring, on site visits, employee interviews, and review of payroll and basic records.
Minority/Women-Owned Business Enterprise (MWBE): Assist MWBE vendors in certification efforts with the City of Tucson's Equal Opportunity Office. Provide MWBE vendors with assistance concerning bid preparation, bond and insurance information, and in conducting business with Pima County. Maintain certified list of eligible minority and women vendors. Oversee the review and setting of MWBE goals for design and construction projects in Pima County. Generate quarterly MWBE reports identifying MWBE design and construction goals met and dollars spent by Pima County with Minority and Women-Owned Business Enterprises.
Vendor Relations: Maintain and update Pima County Vendor Registration Database, which provides current vendor information to assist in procurement opportunities to all departments in Pima County. Provide quarterly anticipated bid notifications to public via web page. Provide education and vendor assistance through collaborative outreach events with state and local agencies. Conduct trainings and/or seminars to educate vendors regarding the process of how to do business with Pima County. Promote procurement equity among large and small businesses. Pursue cooperative procurement opportunities. Determine if certain contracts can be reduced in size to encourage increased participation by small businesses.

Program Goals and Objectives

- Administer the Living Wage, MWBE and Vendor Relations programs to meet the standards set by the Board of Supervisors
- Provide implementation and compliance requirements of the Living Wage Ordinance, 2002-1
- Increase MWBE procurement opportunities by evaluating County projects and setting goals for equitable distribution of projects and dollars to minority and women-owned business enterprises, as required by MWBE Ordinance 1997-44
- Increase awareness of Pima County's MWBE and Vendor Relations programs through continued and focused business and community outreach efforts
- Maintain a County vendor database with current information
- Ensure that all vendors are aware of the process of how to do business with Pima County

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Vendor training programs provided	10	9	9
Internal procurement training programs prov	12	11	12
MWBE outreach programs:			8
Pima County sponsored programs administered	8	9	10
Other agency sponsored programs administered	17	20	20
MWBEs certified	568	600	700
County vendors in database	5,118	5,250	6100
Minority (MBE) vendors in database	572	615	650
Women (WBE) vendors in database	815	900	920
Living Wage contracts reviewed	24	25	30
On-site compliance Living Wage visits	36	38	50
On-site compliance MWBE visits	26	25	25

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	195,021	125,990	131,738
SUPPLIES AND SERVICES	11,304	26,670	28,442
Total Program Expenditures	**206,325**	**152,660**	**160,180**

Program Summary

Department: PROCUREMENT
Program: VENDOR RELATIONS & COMPLIANCE

Program Funding by Source			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	206,325	152,660	160,180
Total Program Funding	206,325	152,660	160,180
Program Staffing (FTEs)	4.0	3.0	3.0

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Recorder

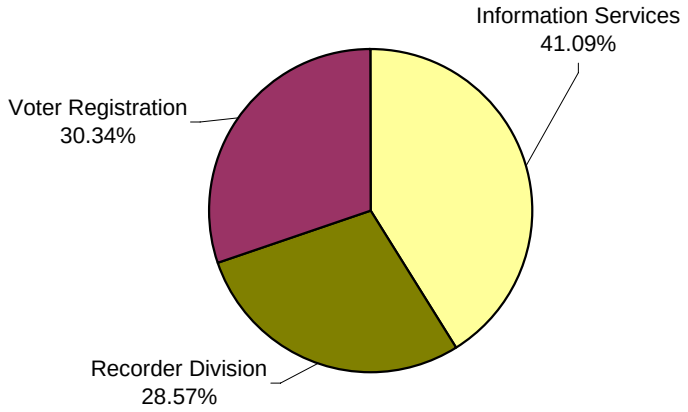
Expenditures: 4,324,916 **Revenues:** 5,004,400

FTEs 57.0

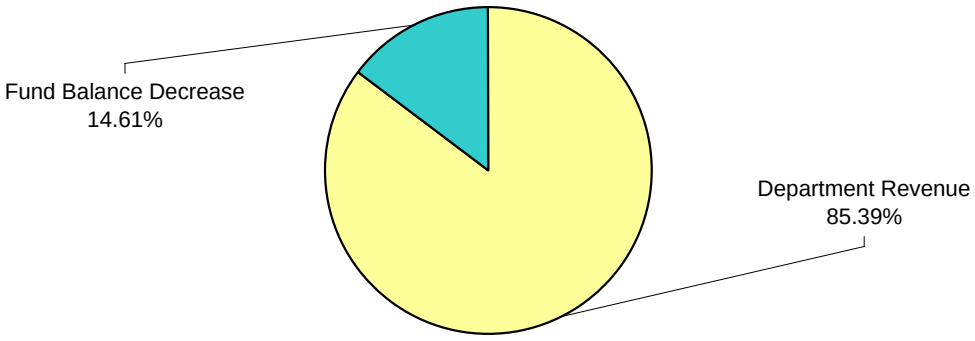
Function Statement: Record and maintain all documents presented for public information. Maintain voter registration rolls in an efficient and cost effective manner. Conduct early voting activity as prescribed by Title 16 of the Arizona Revised Statutes.

Mandates: ARS Title 11: Counties; Title 16: Elections and Electors; Title 19: Initiative, Referendum and Recall; and Title 48: Special Taxing Districts

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: RECORDER

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
INFORMATION SERVICES	1,336,033	1,497,127	1,776,976
RECORDER DIVISION	934,013	1,179,060	1,235,772
VOTER REGISTRATION	958,140	1,030,705	1,312,168
Total Expenditures	**3,228,186**	**3,706,892**	**4,324,916**
Funding by Source			
Revenues			
INFORMATION SERVICES	1,432,987	1,140,000	1,145,000
RECORDER DIVISION	3,464,844	3,364,000	3,454,000
VOTER REGISTRATION	114,110	40,000	405,400
Total Revenues	**5,011,941**	**4,544,000**	**5,004,400**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(96,954)**	**357,127**	**631,976**
General Fund Support	**(1,686,801)**	**(1,194,235)**	**(1,311,460)**
Total Program Funding	**3,228,186**	**3,706,892**	**4,324,916**
Staffing (FTEs) by Program			
INFORMATION SERVICES	8.0	8.0	11.0
RECORDER DIVISION	22.0	27.0	25.0
VOTER REGISTRATION	11.0	29.0	21.0
Total Staffing (FTEs)	**41.0**	**64.0**	**57.0**

Program Summary

Department: RECORDER
Program: INFORMATION SERVICES

Function

Modernize and keep the Recorder's document storage and retrieval systems current with technology. Maintain optimum uptime on systems for the Recorder's online system and the voter registration system.

Description of Services

Update and maintain the Recorder's document storage and retrieval systems pursuant to ARS 11-475.01. Keep the local area network operating with no unscheduled downtime. Make annual changes to programming for voter registration to comply with changes in statutes and variations in election requirements for jurisdictions affected. Perform annual changes to recording and voter registration software required by manufacturer's modifications and updates.

Program Goals and Objectives

- Keep local area network operating with no unscheduled downtime
- Make annual changes to programming for voter registration to comply with changes in statutes and variations in election requirements for jurisdictions affected
- Perform annual changes to recording and voter registration software required by manufacturer's modifications and updates

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Computer system uptime	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	399,153	407,927	575,396
SUPPLIES AND SERVICES	375,089	674,000	671,500
CAPITAL OUTLAY	561,791	415,200	530,080
Total Program Expenditures	**1,336,033**	**1,497,127**	**1,776,976**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,386,592	1,100,000	1,100,000
INTEREST	46,395	40,000	45,000
Special Programs Revenue Sub-Total	**1,432,987**	**1,140,000**	**1,145,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(96,954)**	**357,127**	**631,976**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**1,336,033**	**1,497,127**	**1,776,976**
Program Staffing (FTEs)	**8.0**	**8.0**	**11.0**

Program Summary

Department: RECORDER
Program: RECORDER DIVISION

Function

Provide quality service to the public by ensuring prompt and efficient recording and filing of documents presented for public record, and expeditious retrieval and reproduction of documents in accordance with statutory requirements.

Description of Services

Receive, record, index, maintain, and permanently preserve all instruments presented for recording as a public document as mandated by ARS Title 11. Maintain a public access area for all recorded documents to allow convenient public inspection of all documents.

Program Goals and Objectives

- Enter all information for recording each document with attention to accuracy, then check each entry by another operator, perform a third check, electronically image, and return through the mail room
- Record all documents presented, on the day of receipt (statutory requirement), answer all telephone inquires promptly and courteously, complete cashiering close out daily with no overage/shortage
- Process all documents completely through the mail room, return within 7 work days
- Assist members of public visiting public access area within an average of 5 minutes
- Survey all title companies for customer satisfaction

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Documents recorded	266,510	285,000	295000
Documents reviewed for accuracy (2nd check)	100%	100%	100%
Documents reviewed for accuracy (3rd check)	100%	100%	100%
Telephone inquiries answered daily	45	50	55
Pages microfilmed and digitized	1,373,590	1,425,000	1,567,500
All documents returned by mail/private courier	yes	yes	yes
Customers assisted daily in public area	88	85	85
Average cost per document recorded	$3.26	$3.15	$3.15
Documents received and recorded same day	100%	100%	100%
Number of documents recorded per day	1,108	1,188	1,230
Average time spent with customers in public area	5 min	5 min	5 min
Time to process document to return to originator	7 days	7 days	7 days
Customers served within 5 minutes	83%	85%	85%
Accuracy rate for recorded documents	99.6%	99.5%	99.5%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	753,331	994,610	1,015,055
SUPPLIES AND SERVICES	173,688	184,450	220,717
CAPITAL OUTLAY	6,994	0	0
Total Program Expenditures	**934,013**	**1,179,060**	**1,235,772**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	3,167,718	3,100,000	3,190,000
MISCELLANEOUS	297,126	264,000	264,000
Operating Revenue Sub-Total	**3,464,844**	**3,364,000**	**3,454,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**(2,530,831)**	**(2,184,940)**	**(2,218,228)**
Total Program Funding	**934,013**	**1,179,060**	**1,235,772**

Program Summary

Department: RECORDER
Program: VOTER REGISTRATION

Function

Provide quality service to the public by promptly registering or making changes to voter files and maintaining voter files in an orderly and efficient manner. Conduct early voting in an orderly and efficient manner while providing quality service. Verify petition signatures on petitions for recall, initiative, referendum, annexations, or challenged candidates for office.

Description of Services

Protect the rights of all eligible voters by conducting early voting in compliance with state and federal law and preserving all voted ballots for tabulation by the Division of Elections. Maintain voter registration rolls as mandated in accordance with ARS Title 16 in an efficient and cost effective manner for Pima County and all taxing districts within Pima County (schools, fire districts, water districts, cities, and towns).

Program Goals and Objectives

- Enter information from voter registration affidavits into the voter registration computer system correctly and digitize affidavits
- File original affidavits correctly
- Issue early ballots at remote voting sites and by U.S. mail accurately
- Mail voter registration cards, generated by information entered, within 30 days (ARS Title 16-164)
- Issue and mail early ballots within 48 hours after request (ARS Title 16-542)
- Issue early ballots and receive voted ballots, validate each and turn over to Pima County Elections Division for tabulation within mandated time allowed (ARS Title 16)

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Voter registration affidavits processed	62,554	60,000	75,000
Voter cancellations processed	41,523	39,000	39,000
Telephone inquiries received	25,697	20,800	20,800
Average cost per affidavit	$4.20	$4.27	4.27
Political parties satisfied with service	100%	100%	100%
Early ballots issued	74,282	150,000	90,000
Ballots issued and mailed within statutory requirements	100%	100%	100%
Early ballots received and validated (signatures verified)	77,715	140,000	81,000
Ballots turned over to Pima County Elections within statutory requirements	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	466,110	969,752	750,672
SUPPLIES AND SERVICES	408,943	60,953	561,496
CAPITAL OUTLAY	83,087	0	0
Total Program Expenditures	**958,140**	**1,030,705**	**1,312,168**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	0	0	305,400
CHARGES FOR SERVICES	114,110	40,000	100,000
Operating Revenue Sub-Total	**114,110**	**40,000**	**405,400**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**844,030**	**990,705**	**906,768**
Total Program Funding	**958,140**	**1,030,705**	**1,312,168**

Program Summary

Department: RECORDER
Program: VOTER REGISTRATION

Risk Management

Expenditures: 17,033,332 **Revenues:** 14,299,503

FTEs 18.0

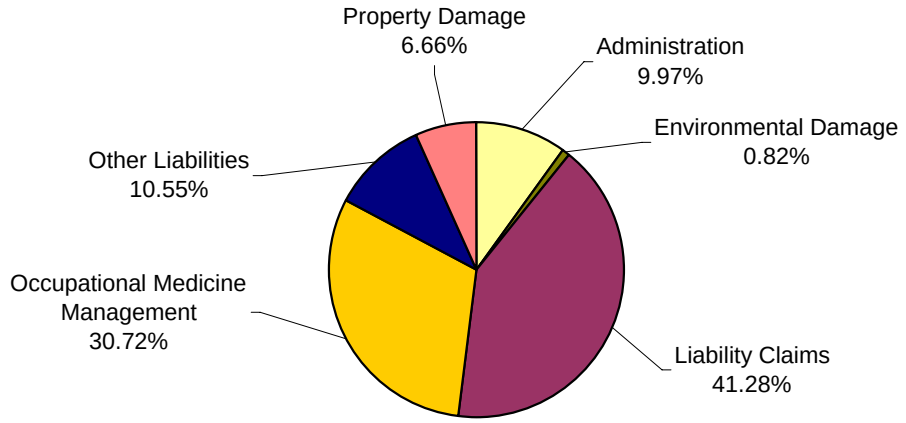
Function Statement:

Manage the Pima County Risk Management program to protect and conserve Pima County's human, financial, and physical assets while providing continuity of mandated services and fiscal integrity. Invest in long term risk reduction, through a comprehensive program designed to lessen the County's exposure to loss. Provide funding to pay for losses incurred without disrupting the County's budget. Minimize the total net impact of the program on the County's budget.

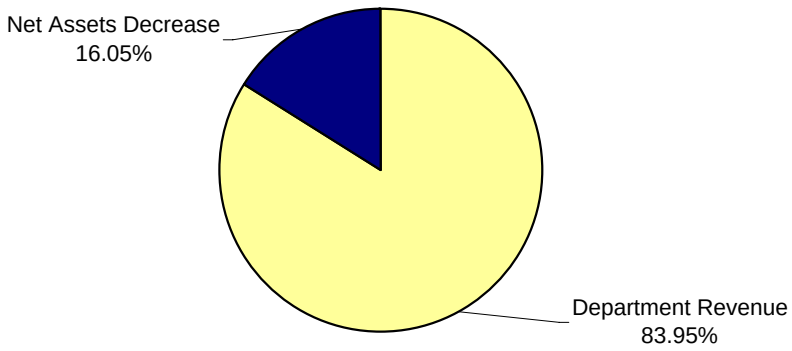
Mandates:

ARS Title 11-261: Authority to Procure Liability and Errors and Omissions Insurance Covering Officers, Agents and Employees; Title 11-952.01: Public Agency Pooling of Property, Liability, Workers' Compensation, Life, Health, Accident and Disability Coverage; Exemptions; Board of Trustees; Contract; Termination; Audit; Insolvency; Definition; Title 11-981: Payment of Benefits, Losses and Claims; Establishment of Trust Funds; and Pima County Code 3.04: Risk Management

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: RISK MANAGEMENT

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ADMINISTRATION	1,626,517	1,731,999	1,697,356
ENVIRONMENTAL DAMAGE	81,933	119,070	139,626
LIABILITY CLAIMS	4,407,506	8,518,322	7,032,061
MOUNT LEMMON FIRE	246,355	0	0
OCCUPATIONAL MEDICAL MANAGEMENT	5,379,366	5,341,906	5,232,113
OTHER LIABILITIES	1,869,728	1,712,965	1,797,175
PROPERTY DAMAGE	1,607,426	1,148,930	1,135,001
TRUST FUND RESERVE	(15)	0	0
Total Expenditures	**15,218,816**	**18,573,192**	**17,033,332**
Funding by Source			
Revenues			
ADMINISTRATION	3,952	0	0
ENVIRONMENTAL DAMAGE	120,929	116,133	127,938
LIABILITY CLAIMS	7,060,233	7,395,417	5,656,535
MOUNT LEMMON FIRE	150,000	0	0
OCCUPATIONAL MEDICAL MANAGEMENT	5,864,578	5,186,017	5,112,987
OTHER LIABILITIES	1,476,843	1,712,966	1,767,042
PROPERTY DAMAGE	1,247,573	1,142,960	1,135,001
TRUST FUND RESERVE	503,508	500,000	500,000
Total Revenues	**16,427,616**	**16,053,493**	**14,299,503**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(1,208,800)**	**2,519,699**	**2,733,829**
Total Program Funding	**15,218,816**	**18,573,192**	**17,033,332**
Staffing (FTEs) by Program			
ADMINISTRATION	10.0	8.0	8.0
ENVIRONMENTAL DAMAGE	0.0	1.0	0.0
LIABILITY CLAIMS	1.4	1.0	1.0
OCCUPATIONAL MEDICAL MANAGEMENT	7.6	9.0	9.0
Total Staffing (FTEs)	**19.0**	**19.0**	**18.0**

Program Summary

Department: RISK MANAGEMENT
Program: ADMINISTRATION

Function

Administer, direct, and fund the risk management, safety, and loss prevention programs for the County, Flood Control District, Stadium District, and Library District.

Description of Services

Provide planning, administration, and monitoring of the risk management program as directed by Pima County Code § 3.04 for Pima County, the Flood Control District, Stadium District, and Library District. Administer the self-insurance and insurance programs. Protect and conserve human, financial, and physical assets. Administer a comprehensive risk reduction program. Provide funding to pay for losses without disrupting entity budgets. Minimize the total net cost of the program. Provide safety and loss prevention regulatory administration, training, inspection, and consulting. Coordinate provisioning of personal protective equipment. Conduct safety investigations and analysis. Fund life safety and fire safety improvements.

Program Goals and Objectives

- Comply with laws, rules, and policies
- Reduce/prevent losses
- Provide funding to pay losses without disrupting entity budgets

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Annual high risk safety reviews performed	7	7	7
Biannual low risk safety reviews performed	12	12	12

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	594,470	727,988	731,172
SUPPLIES AND SERVICES	961,072	1,004,011	961,185
CAPITAL OUTLAY	70,975	0	4,999
Total Program Expenditures	**1,626,517**	**1,731,999**	**1,697,356**
Program Funding by Source			
Revenues			
MISCELLANEOUS	3,952	0	0
Operating Revenue Sub-Total	**3,952**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**1,622,565**	**1,731,999**	**1,697,356**
Total Program Funding	**1,626,517**	**1,731,999**	**1,697,356**
Program Staffing (FTEs)	**10.0**	**8.0**	**8.0**

Program Summary

Department: RISK MANAGEMENT
Program: ENVIRONMENTAL DAMAGE

Function

Provide funding for losses. Comply with environmental laws and rules.

Description of Services

Provide technical support on environmental issues. Coordinate remedial action projects. Coordinate Underground Storage Tank (UST) regulatory issues. Provide advice and defend claims, suits, and administrative actions.

Program Goals and Objectives

- Comply with laws, rules, and policies
- Provide funding for the investigation and defense of environmental claims, suits, and administrative actions without disrupting entity budgets
- Fund a portion of the County Attorney's Civil Division handling environmental investigation and defense

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Information provided in a timely manner	95%	95%	95%
Advice provided in a timely manner	95%	95%	95%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	56,392	107,070	120,026
SUPPLIES AND SERVICES	25,541	12,000	19,600
Total Program Expenditures	**81,933**	**119,070**	**139,626**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	120,929	116,133	127,938
Operating Revenue Sub-Total	**120,929**	**116,133**	**127,938**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(38,996)**	**2,937**	**11,688**
Total Program Funding	**81,933**	**119,070**	**139,626**
Program Staffing (FTEs)	**0.0**	**1.0**	**0.0**

Program Summary

Department: RISK MANAGEMENT
Program: LIABILITY CLAIMS

Function

Defend and fund liability losses.

Description of Services

Adjust claims, defend suits, and provide funding for losses.

Program Goals and Objectives

- Defend and fund losses from general liability, auto liability, professional and medical malpractice claims, and lawsuits
- Provide funding for a portion of the County Attorney's Civil Division

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Claims investigated thoroughly	95%	95%	95%
Small claims processed without statutory denial	85%	85%	85%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	450,097	455,788	538,578
SUPPLIES AND SERVICES	3,955,601	8,062,534	6,493,483
CAPITAL OUTLAY	1,808	0	0
Total Program Expenditures	**4,407,506**	**8,518,322**	**7,032,061**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	7,058,045	7,395,417	5,656,535
MISCELLANEOUS	2,188	0	0
Operating Revenue Sub-Total	**7,060,233**	**7,395,417**	**5,656,535**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(2,652,727)**	**1,122,905**	**1,375,526**
Total Program Funding	**4,407,506**	**8,518,322**	**7,032,061**
Program Staffing (FTEs)	**1.4**	**1.0**	**1.0**

Program Summary

Department: RISK MANAGEMENT
Program: MOUNT LEMMON FIRE

Function

Account for all costs associated with the Mount Lemmon fire, process reimbursements, and transfer residual costs to the originating department or BOS Contingency. (Note: This program was set up for the temporary management of recovery from the Aspen fire in the Catalina Mountains in 2003. Its objectives having been met, it has been discontinued. Historic data presented here is for information purposes.)

Description of Services

Track all costs associated with the Mount Lemmon fire and the federal and state reimbursements associated with them.

Program Goals and Objectives

- Identify all costs and reimbursements associated with the Mount Lemmon fire
- Process reimbursements

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Percent of Mt Lemmon costs segregated	100%	n/a	n/a
Percent of Mt Lemmon reimbursements processed	100%	n/a	n/a
Percent of unreimbursed costs transferred	100%	n/a	n/a

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	17,195	0	0
SUPPLIES AND SERVICES	229,160	0	0
Total Program Expenditures	**246,355**	**0**	**0**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	150,000	0	0
Special Programs Revenue Sub-Total	**150,000**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**96,355**	**0**	**0**
Total Program Funding	**246,355**	**0**	**0**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: RISK MANAGEMENT
Program: OCCUPATIONAL MEDICAL MANAGEMENT

Function

Manage Workers' Compensation, Return to Work, Occupational Medicine, and Ergonomics programs. Provide an Americans with Disabilities Act (ADA) coordinator.

Description of Services

Adjust, defend, and fund workers' compensation claims, suits, and administrative actions. Return injured employees to work as early as possible. Administer the Job Retraining and Placement Program. Schedule and review pre-placement, return to work, special medical evaluation, household hazardous waste, asbestos, and special medical evaluations. Schedule and review Peace Officers Standards Training (POST) and Commercial Drivers License (CDL) pre-placement and biannual physicals. Schedule and review respirator fitness and audiograms for specific positions. Schedule and monitor drug testing for defined health related classifications, CDL, the Sheriff Department and Juvenile Court, and reasonable suspicion testing. Schedule alcohol testing for CDL and reasonable suspicion. Schedule and monitor TB skin testing and chest x-rays, hepatitis, measles, mumps, rubella, and rabies immunizations. Provide ergonomic services in support of safety and loss prevention. Provide training and coordination of the Americans with Disabilities Act (ADA) issues.

Program Goals and Objectives

- Ensure compliance with Arizona Workers' Compensation laws and rules
- Reduce workers' compensation losses through early return to work, transitional duty, and the Job Retraining and Placement programs
- Provide occupational medical surveillance and services required by law, rule, or policy
- Provide ergonomic services in support of safety and loss prevention
- Provide coordination and compliance with the ADA

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Undisputed bills paid in 60 days	70%	50%	70%
Claims accepted/denied within statutory period	90%	90%	95%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	457,624	600,937	616,187
SUPPLIES AND SERVICES	4,907,184	4,740,969	4,615,926
CAPITAL OUTLAY	14,558	0	0
Total Program Expenditures	**5,379,366**	**5,341,906**	**5,232,113**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	5,582,470	5,186,017	5,112,987
MISCELLANEOUS	282,108	0	0
Operating Revenue Sub-Total	**5,864,578**	**5,186,017**	**5,112,987**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(485,212)**	**155,889**	**119,126**
Total Program Funding	**5,379,366**	**5,341,906**	**5,232,113**
Program Staffing (FTEs)	**7.6**	**9.0**	**9.0**

Program Summary

Department: RISK MANAGEMENT
Program: OTHER LIABILITIES

Function

Fund unemployment insurance and self-insured employee dental benefits.

Description of Services

Adjust claims, defend administrative actions, provide funding for losses, and provide funding for benefits. (Note: There are no FTEs associated with this program; charges for personal services are due to interdepartmental salaries.)

Program Goals and Objectives

- Comply with laws
- Provide funding for losses without disrupting entity budgets
- Provide funding for benefits

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Information provided in a timely manner	95%	95%	95%
Dental claims authorized	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	43,192	42,617	45,396
SUPPLIES AND SERVICES	1,826,536	1,670,348	1,751,779
Total Program Expenditures	**1,869,728**	**1,712,965**	**1,797,175**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,476,843	1,712,966	1,767,042
Operating Revenue Sub-Total	**1,476,843**	**1,712,966**	**1,767,042**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**392,885**	**(1)**	**30,133**
Total Program Funding	**1,869,728**	**1,712,965**	**1,797,175**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: RISK MANAGEMENT
Program: PROPERTY DAMAGE

Function

Provide property, boiler, and machinery coverage.

Description of Services

Adjust claims and provide funding for losses.

Program Goals and Objectives

- Provide funding to pay for losses without disrupting entity budgets

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Claims adjusted	100%	100%	100%
Losses paid	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
SUPPLIES AND SERVICES	1,607,426	1,148,930	1,135,001
Total Program Expenditures	**1,607,426**	**1,148,930**	**1,135,001**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,084,461	1,142,960	1,135,001
MISCELLANEOUS	163,112	0	0
Operating Revenue Sub-Total	**1,247,573**	**1,142,960**	**1,135,001**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**359,853**	**5,970**	**0**
Total Program Funding	**1,607,426**	**1,148,930**	**1,135,001**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: RISK MANAGEMENT
Program: TRUST FUND RESERVE

Function

Provide funding for losses in accordance with Government Accounting Standards Board (GASB-10) and ARS § 11-981.

Description of Services

Provide funding without disrupting entity budgets. Provide interest on funds to allow funding at net present value instead of projected losses.

Program Goals and Objectives

- Provide funding for losses in accordance with GASB-10 and ARS § 11-981

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
GASB - 10 compliance	100%	100%	100%
Fund maintained at 75% confidence level	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
SUPPLIES AND SERVICES	(15)	0	0
Total Program Expenditures	**(15)**	**0**	**0**
Program Funding by Source			
Revenues			
INTEREST	503,540	500,000	500,000
MISCELLANEOUS	(32)	0	0
Operating Revenue Sub-Total	**503,508**	**500,000**	**500,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(503,523)**	**(500,000)**	**(500,000)**
Total Program Funding	**(15)**	**0**	**0**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Treasurer

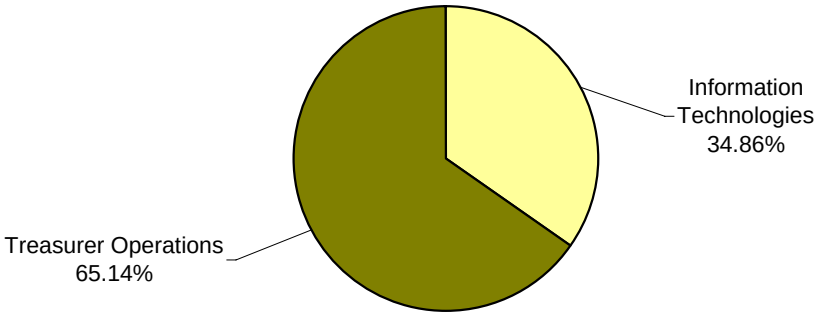
Expenditures: 2,761,534 **Revenues:** 111,150

FTEs 41.0

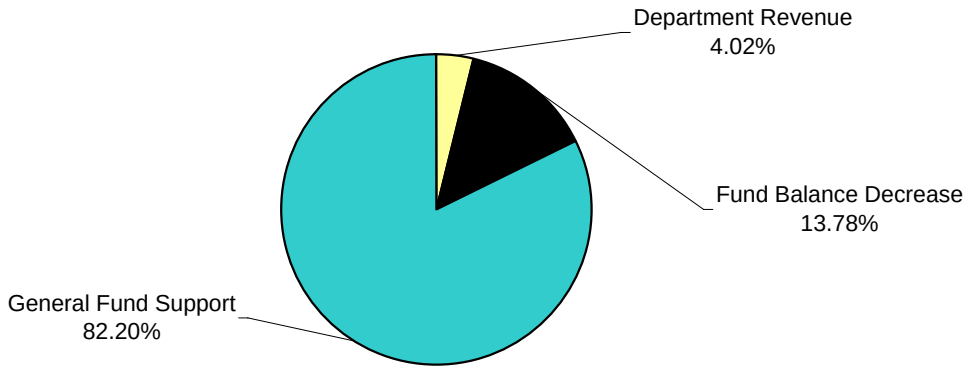
Function Statement: Serve as the custodian of public monies and as ex officio tax collector. Account for the collection, custody, and disbursement of public revenue, and report the same to the Board of Supervisors. Collect and distribute taxes. Accept deposits, clear warrants, and provide investment services to Pima County and its political subdivisions.

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

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
INFORMATION TECHNOLOGIES	543,835	930,220	962,698
TREASURER OPERATIONS	1,433,386	1,691,540	1,798,836
Total Expenditures	**1,977,221**	**2,621,760**	**2,761,534**
Funding by Source			
Revenues			
INFORMATION TECHNOLOGIES	103,509	107,750	111,000
TREASURER OPERATIONS	(3,324)	100	150
Total Revenues	**100,185**	**107,850**	**111,150**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(75,400)**	**372,000**	**380,601**
General Fund Support	**1,952,436**	**2,141,910**	**2,269,783**
Total Program Funding	**1,977,221**	**2,621,760**	**2,761,534**
Staffing (FTEs) by Program			
INFORMATION TECHNOLOGIES	7.0	7.0	7.0
TREASURER OPERATIONS	37.0	37.0	34.0
Total Staffing (FTEs)	**44.0**	**44.0**	**41.0**

Program Summary

Department: TREASURER
Program: INFORMATION TECHNOLOGIES

Function

Provide a revenue source for information technologies per Arizona Revised Statute 11-495.

Description of Services

Provide a revenue source for development of information technologies for the Treasurer's office. This includes the purchase of computer hardware and software, training of employees to operate the system, and updating the system hardware and software.

Program Goals and Objectives

- Develop an integrated Treasurer's information system
- Use new technology developments as they become available

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Hardware purchased/upgraded	30%	30%	30%
Information system completed	25%	50%	85%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	434,217	383,222	427,487
SUPPLIES AND SERVICES	37,177	463,998	415,911
CAPITAL OUTLAY	72,441	83,000	119,300
Total Program Expenditures	**543,835**	**930,220**	**962,698**
Program Funding by Source			
Revenues			
TAXES	(6)	0	0
MISCELLANEOUS	5	0	0
Operating Revenue Sub-Total	**(1)**	**0**	**0**
CHARGES FOR SERVICES	55,980	60,000	60,000
INTEREST	3,906	2,750	6,000
MISCELLANEOUS	43,624	45,000	45,000
Special Programs Revenue Sub-Total	**103,510**	**107,750**	**111,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(75,400)**	**372,000**	**380,601**
General Fund Support	**515,726**	**450,470**	**471,097**
Total Program Funding	**543,835**	**930,220**	**962,698**
Program Staffing (FTEs)	**7.0**	**7.0**	**7.0**

Program Summary

Department: TREASURER
Program: TREASURER OPERATIONS

Function

Serve as the custodian of public monies and as ex officio tax collector as mandated by Arizona Revised Statutes.

Description of Services

Account for the collection, custody, and disbursement of public revenue and report the same to the Board of Supervisors. Collect and distribute taxes. Accept deposits, clear warrants, and provide investment services to Pima County and its political subdivisions.

Program Goals and Objectives

- Process tax payments within three days of receipt
- Reduce outstanding delinquent taxes
- Increase investment revenues
- Maintain a customer-friendly atmosphere
- Achieve timely and accurate reporting
- Strengthen internal controls
- Document policies and procedures

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Tax collections distributed as mandated by statutes	100%	100%	100%
Tax assessments and corrections processed	100%	100%	100%
Process automated	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,169,698	1,364,408	1,447,560
SUPPLIES AND SERVICES	263,688	310,132	349,276
CAPITAL OUTLAY	0	17,000	2,000
Total Program Expenditures	**1,433,386**	**1,691,540**	**1,798,836**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	(10)	100	150
MISCELLANEOUS	(3,314)	0	0
Operating Revenue Sub-Total	**(3,324)**	**100**	**150**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,436,710**	**1,691,440**	**1,798,686**
Total Program Funding	**1,433,386**	**1,691,540**	**1,798,836**
Program Staffing (FTEs)	**37.0**	**37.0**	**34.0**

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Expenditures
COMMUNITY & ECONOMIC DEVELOPMENT			
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN			
ADMINISTRATION	636,636		636,636
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	636,636		636,636
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV			
COMM DEV & NEIGHBORHOOD CONSERV ADMIN	235,462		235,462
GENERAL SERVICES	1,100,888		1,100,888
HOUSING	276,619	3,005,373	3,281,992
HUMAN SERVICES	1,110,144		1,110,144
NEIGHBORHOOD CONSERVATION	356,131	1,450,000	1,806,131
RURAL DEVELOPMENT/OUTSIDE AGENCIES	210,607	5,280,995	5,491,602
YOUTH SERVICES	899,946		899,946
TOTAL COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	4,189,797	9,736,368	13,926,165
COMMUNITY RESOURCES			
RECREATION	3,011,073		3,011,073
TEEN HEALTH	627,401		627,401
VOCATIONAL/REMEDIAL EDUCATION	890,731	742,828	1,633,559
TOTAL COMMUNITY RESOURCES	4,529,205	742,828	5,272,033
COMMUNITY SVCS, EMPLOYMENT & TRAINING			
CAA/EMERGENCY SERVICES NETWORK	182,340	1,989,548	2,171,888
ONE STOP	5,666,334	9,774,776	15,441,110
TOTAL COMMUNITY SVCS, EMPLOYMENT & TRAINING	5,848,674	11,764,324	17,612,998
COUNTY FREE LIBRARY			
TUCSON/PIMA LIBRARY SYSTEM		14,984,741	14,984,741
TOTAL COUNTY FREE LIBRARY		14,984,741	14,984,741
ECONOMIC DEVELOPMENT & TOURISM			
ECONOMIC DEVELOPMENT & TOURISM	1,820,031		1,820,031
TOTAL ECONOMIC DEVELOPMENT & TOURISM	1,820,031		1,820,031
SCHOOL SUPERINTENDENT			
ACCOUNTING	356,531		356,531
ADMINISTRATION	417,919		417,919
EDUCATIONAL SERVICES	498,680		498,680
PIMA ACCOMMODATION DISTRICT		2,756,000	2,756,000
PIMA SPECIAL PROGRAMS		1,465,000	1,465,000
TOTAL SCHOOL SUPERINTENDENT	1,273,130	4,221,000	5,494,130
STADIUM DISTRICT			
ADMINISTRATION		353,190	353,190
BASEBALL		1,138,219	1,138,219
RECREATION		49,760	49,760
TOTAL STADIUM DISTRICT		1,541,169	1,541,169
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**18,297,473**	**42,990,430**	**61,287,903**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Revenues
COMMUNITY & ECONOMIC DEVELOPMENT			
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV			
HOUSING		3,005,923	3,005,923
MISCELLANEOUS PROGRAMS	104,840		104,840
RURAL DEVELOPMENT/OUTSIDE AGENCIES		5,284,175	5,284,175
TOTAL COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	104,840	8,290,098	8,394,938
COMMUNITY RESOURCES			
RECREATION	185,700		185,700
VOCATIONAL/REMEDIAL EDUCATION		839,999	839,999
TOTAL COMMUNITY RESOURCES	185,700	839,999	1,025,699
COMMUNITY SVCS, EMPLOYMENT & TRAINING			
CAA/EMERGENCY SERVICES NETWORK		1,992,295	1,992,295
ONE STOP	900,000	9,500,963	10,400,963
TOTAL COMMUNITY SVCS, EMPLOYMENT & TRAINING	900,000	11,493,258	12,393,258
COUNTY FREE LIBRARY			
TUCSON/PIMA LIBRARY SYSTEM		15,086,741	15,086,741
TOTAL COUNTY FREE LIBRARY		15,086,741	15,086,741
SCHOOL SUPERINTENDENT			
ADMINISTRATION	200		200
EDUCATIONAL SERVICES	70,000		70,000
PIMA ACCOMMODATION DISTRICT		2,754,000	2,754,000
PIMA SPECIAL PROGRAMS		1,510,000	1,510,000
TOTAL SCHOOL SUPERINTENDENT	70,200	4,264,000	4,334,200
STADIUM DISTRICT			
ADMINISTRATION		1,780,000	1,780,000
BASEBALL		881,503	881,503
RECREATION		159,760	159,760
TOTAL STADIUM DISTRICT		2,821,263	2,821,263
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**1,260,740**	**42,795,359**	**44,056,099**

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
COMMUNITY & ECONOMIC DEVELOPMENT	
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	
ADMINISTRATION	8.0
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	8.0
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	
COMM DEV & NEIGHBORHOOD CONSERV ADMIN	2.0
HOUSING	4.3
NEIGHBORHOOD CONS/FAITH BASED	4.0
RURAL DEVELOPMENT/OUTSIDE AGENCIES	11.9
TOTAL COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	22.1
COMMUNITY RESOURCES	
RECREATION	43.5
TEEN HEALTH	8.1
VOCATIONAL/REMEDIAL EDUCATION	25.0
TOTAL COMMUNITY RESOURCES	76.6
COMMUNITY SVCS, EMPLOYMENT & TRAINING	
CAA/EMERGENCY SERVICES NETWORK	11.2
ONE STOP	94.4
TOTAL COMMUNITY SVCS, EMPLOYMENT & TRAINING	105.6
COUNTY FREE LIBRARY	
TUCSON/PIMA LIBRARY SYSTEM	1.0
TOTAL COUNTY FREE LIBRARY	1.0
ECONOMIC DEVELOPMENT & TOURISM	
ECONOMIC DEVELOPMENT & TOURISM	2.0
TOTAL ECONOMIC DEVELOPMENT & TOURISM	2.0
SCHOOL SUPERINTENDENT	
ACCOUNTING	6.0
ADMINISTRATION	6.9
EDUCATIONAL SERVICES	3.0
TOTAL SCHOOL SUPERINTENDENT	15.9
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**231.1**

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

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Community & Economic Development Admin

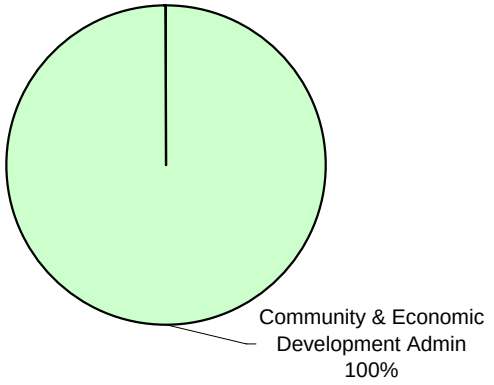
Expenditures: 636,636 **Revenues:** 0

FTEs 8.0

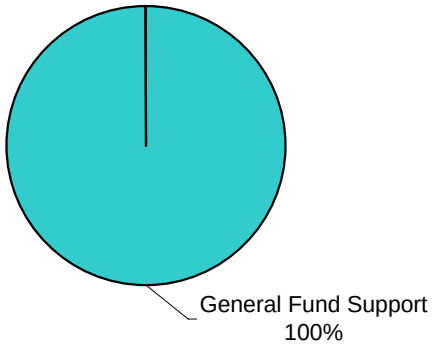
Function Statement: Administer the Economic Development & Tourism; Community Services, Employment & Training; Community Development & Neighborhood Conservation; and Community Resources departments.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: COMMUNITY & ECONOMIC DEVELOPMENT ADMIN

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ADMINISTRATION	0	779,975	636,636
Total Expenditures	**0**	**779,975**	**636,636**
Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**0**	**779,975**	**636,636**
Total Program Funding	**0**	**779,975**	**636,636**
Staffing (FTEs) by Program			
ADMINISTRATION	0.0	6.4	8.0
Total Staffing (FTEs)	**0.0**	**6.4**	**8.0**

Note: Effective July 1, 2004, the Community Resources functional area was reorganized and renamed the Community & Economic Development functional area. As part of this reorganization, new departments (including the Community & Economic Development Administration department) were created, several programs were moved into the functional area, and various programs and services were reallocated within the new structure. Therefore, no Community & Economic Development Administration history is provided for fiscal year 2003/04, as it would not correlate with the year-to-date or budget data presented for the current department/program structure.

Program Summary

Department: COMMUNITY & ECONOMIC DEVELOPMENT ADMIN
Program: ADMINISTRATION

Function

Administer the Economic Development & Tourism; Community Services, Employment & Training; Community Development & Neighborhood Conservation; and Community Resources departments.

Description of Services

Provide administrative oversight and support for all grant, bond, and general fund programs and projects within the four departments.

Program Goals and Objectives

- Initiate an expanded Neighborhood Reinvestment program to use and leverage $10 million of new bonds approved in May 2004
- Institute a more comprehensive Local Housing Trust Fund which will combine $10 million of bonds approved in May 2004 with federal home funds and increased private sector contributions
- Contract afterschool recreation funds to the school districts

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Quality of service maintained	n/a	yes	yes
Procedures modified to increase efficiency	n/a	yes	yes

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	0	522,735	490,027
SUPPLIES AND SERVICES	0	251,240	140,009
CAPITAL OUTLAY	0	6,000	6,600
Total Program Expenditures	**0**	**779,975**	**636,636**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**0**	**779,975**	**636,636**
Total Program Funding	**0**	**779,975**	**636,636**
Program Staffing (FTEs)	**0.0**	**6.4**	**8.0**

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Community Development & Neighborhood Conservation

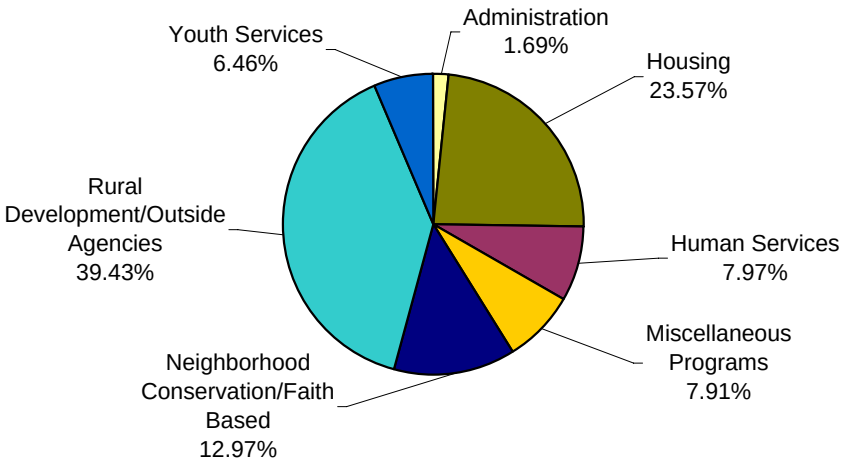
Expenditures: 13,926,165 **Revenues:** 8,394,938

FTEs 22.1

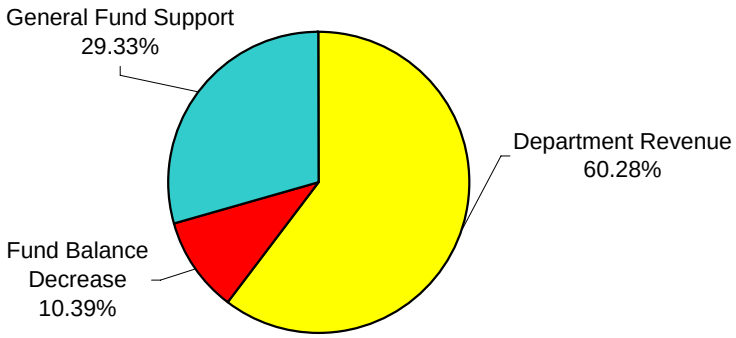
Function Statement: Enhance the economic welfare of inhabitants of Pima County by promoting more and better human service delivery, promoting intergovernmental and community collaboration, addressing critical human and community needs, and promoting infrastructure, economic, and social service development in low and moderate income communities.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
COMM DEV & NEIGHBORHOOD CONSERV ADMIN	0	166,410	235,462
GENERAL SERVICES	0	1,285,054	1,100,888
HOUSING	649,480	2,470,223	3,281,992
HUMAN SERVICES	0	1,317,520	1,110,144
NEIGHBORHOOD CONSERVATION	0	1,792,472	1,806,131
RURAL DEVELOPMENT/OUTSIDE AGENCIES	6,095,703	6,090,122	5,491,602
YOUTH SERVICES	0	858,590	899,946
Total Expenditures	**6,745,183**	**13,980,391**	**13,926,165**
Funding by Source			
Revenues			
GENERAL SERVICES	0	104,840	104,840
HOUSING	657,592	2,215,035	3,005,923
RURAL DEVELOPMENT/OUTSIDE AGENCIES	6,138,124	5,987,284	5,284,175
Total Revenues	**6,795,716**	**8,307,159**	**8,394,938**
Net Operating Transfers In/(Out)	**996**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(43,417)**	**1,450,000**	**1,446,270**
General Fund Support	**(8,112)**	**4,223,232**	**4,084,957**
Total Program Funding	**6,745,183**	**13,980,391**	**13,926,165**
Staffing (FTEs) by Program			
COMM DEV & NEIGHBORHOOD CONSERV ADMIN	0.0	2.0	2.0
HOUSING	0.3	3.7	4.3
NEIGHBORHOOD CONSERVATION	0.0	4.0	4.0
RURAL DEVELOPMENT/OUTSIDE AGENCIES	25.4	8.7	11.9
Total Staffing (FTEs)	**25.6**	**18.3**	**22.1**

Note: Effective July 1, 2004, the Community Resources functional area was reorganized and renamed the Community & Economic Development functional area. As part of this reorganization, new departments (including the Community Development & Neighborhood Conservation department) were created, several programs were moved into the functional area, and various programs and services were reallocated within the new structure. The increase in expenditures over fiscal year 2003/04 is the result of various programs that were moved from the County Administration, Community Resources, and Community Services departments. The fiscal year 2003/04 actual amounts represent Community Services Grants that were previously under the Community Services department.

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: COMM DEV & NEIGHBORHOOD CONSERV ADMIN

Function

Provide administrative oversight to the department, which includes grants, general fund, and bond funded programs. The functional oversight addresses such areas as personnel, budget, and programmatic components. Administrative oversight also involves reporting to County Administration, Board of Supervisors, County appointed committee representatives, and the general public.

Description of Services

Provide administrative oversight and support for all grant, bond, and general fund programs and projects within the department. (Note: In fiscal year 2004/05 department administration expenditures were budgeted across department programs.)

Program Goals and Objectives

- Increase the public's access to programs and services through improved community awareness
- Develop mechanisms for enhanced community participation through the establishment of citizen advisory committees and commissions
- Create effective interdepartmental relationships in order to maximize effectiveness of services to the public and improve efficiencies with bond, grant, and general fund projects

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Strategies implemented to access programs and services through improved community awareness	n/a	1	2
Performance reporting measures re-evaluated for a major program	n/a	1	1
Community asset and needs reports developed for targeted areas	n/a	3	3
Participation on local and national committees which address legislative and programatic issues impacting the County	n/a	1	2

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	0	135,960	141,247
SUPPLIES AND SERVICES	0	27,450	87,915
CAPITAL OUTLAY	0	3,000	6,300
Total Program Expenditures	**0**	**166,410**	**235,462**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**0**	**166,410**	**235,462**
Total Program Funding	**0**	**166,410**	**235,462**
Program Staffing (FTEs)	**0.0**	**2.0**	**2.0**

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: GENERAL SERVICES

Function

Promote intergovernmental and community collaboration for the common good.

Description of Services

Participate in intergovernmental agreements to fund special action and study commissions. Provide grants to community agencies to support cultural and community improvement projects.

Program Goals and Objectives

- Provide funds to assist with planning and implementing policies that promote access to community resources
- Increase the visibility of community cultural programs and events that encourage community involvement and participation

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Contracts implemented for community program grants and IGAs	n/a	12	15

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
SUPPLIES AND SERVICES	0	1,285,054	1,100,888
Total Program Expenditures	**0**	**1,285,054**	**1,100,888**
Program Funding by Source			
Revenues			
MISCELLANEOUS	0	104,840	104,840
Operating Revenue Sub-Total	**0**	**104,840**	**104,840**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**0**	**1,180,214**	**996,048**
Total Program Funding	**0**	**1,285,054**	**1,100,888**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: HOUSING

Function

Assist low income residents in obtaining affordable, decent, safe, and sanitary housing in unincorporated Pima County. Expand home ownership opportunities and provide access to affordable housing for low income residents.

Description of Services

Assist low income residents with down payment assistance and repair of owner occupied homes. Provide subsidy for the development of rental housing for low-income residents. Participate with other jurisdictions, non profits and for profit organizations within Pima County to develop effective strategies, secure funding, and implement housing programs serving low income residents. Manage housing programs including first time home buyers, housing opportunity for people with AIDS, supportive housing program, and general obligation bond funds for the Affordable Housing Program. Assist low income residents to qualify with local lenders for affordable, livable housing. Develop planning documents to guide the department's activities.

Program Goals and Objectives

- Implement the Pima County Housing Commission which will develop support strategies for all housing related programs
- Increase home ownership opportunities for low income residents of Pima County
- Reduce substandard housing in unincorporated areas of Pima County
- Increase the services provided to homeless and special needs populations
- Assist in the development of programs that will increase the number of affordable housing units in order to promote the preservation and conservation of neighborhoods located in high stress areas in Pima County
- Build effective partnerships and collaborations with the private and nonprofit sectors to address key issues that impede housing opportunities for low income residents and develop effective community strategies to correct inequities
- Maintain effective relationships with the secondary markets and mortgage lenders to deliver market rate affordable mortgage products
- Prepare Consolidated/Annual Plan, Consolidated Annual Plan Evaluation Report, and other documents and reports to assist in implementation of department programs
- Contract for and supervise reliable, professional reports that provide an analysis of community needs, emerging needs, trends, and barriers to services for affordable housing and quality of life issues for urban and rural residents

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
New home development projects	5	6	6
Housing units facilitated	239	300	300
New home buyers assisted	40	100	100
Rental units produced	80	10	10
Rehabilitated homes sold	3	3	5

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	62,755	196,844	271,383
SUPPLIES AND SERVICES	586,725	2,273,379	3,010,609
Total Program Expenditures	**649,480**	**2,470,223**	**3,281,992**
Program Funding by Source			
Revenues			
MISCELLANEOUS	0	1,000,000	1,000,000
Special Programs Revenue Sub-Total	**0**	**1,000,000**	**1,000,000**
INTERGOVERNMENTAL	642,049	1,202,055	1,948,843
MISCELLANEOUS	15,543	12,980	57,080
Grant Revenue Sub-Total	**657,592**	**1,215,035**	**2,005,923**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**(550)**
General Fund Support	**(8,112)**	**255,188**	**276,619**
Total Program Funding	**649,480**	**2,470,223**	**3,281,992**

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: HOUSING

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: HUMAN SERVICES

Function

Promote the availability of human services to improve the quality of life for Pima County residents.

Description of Services

Provide oversight and administration of grants to more than 45 nonprofit agencies, focusing on programs for rural communities. Provide grants to local governments and nonprofit community agencies to increase or improve services or to add specific new services, especially in economically and socially disadvantaged communities. Supply technical assistance to contracted nonprofit agencies.

Program Goals and Objectives

- Increase the number of residents receiving services in order to assist low income, rural, and other economically disadvantaged populations
- Improve the quality of life for rural, low income, and needy Pima County residents
- Increase the availability of social services in rural, low income, and needy communities of Pima County
- Assist nonprofit agencies with technical assistance and funding so they may increase their services in rural, low income, and high risk communities of Pima County

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Contracts implemented for human service programs	n/a	41	32
Non profit agencies receiving technical assistance	n/a	50	55
Clients served	n/a	139,000	139,000

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
SUPPLIES AND SERVICES	0	1,317,520	1,110,144
Total Program Expenditures	**0**	**1,317,520**	**1,110,144**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**0**	**1,317,520**	**1,110,144**
Total Program Funding	**0**	**1,317,520**	**1,110,144**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: NEIGHBORHOOD CONSERVATION

Function

Provide coordination of services and funding to communities identified to be in social or economic need in order to address crucial human needs and promote community stability. Support initiatives to strengthen communities, develop leadership, and address emerging needs.

Description of Services

Work with neighborhood residents to identify and implement desired infrastructure and public facilities improvement projects that will improve the quality of life in their communities. Implement strategies for stabilizing communities through the support of community based initiatives by partner agencies, organizations, churches, and other jurisdictions. Identify service gaps in communities and work with residents to prioritize needs for programs and services.

Program Goals and Objectives

- Identify, develop, and utilize public, private, and community resources for implementation of neighborhood conservation projects in economically and socially distressed areas in Pima County
- Identify and implement consensus building processes that facilitate public participation and enhance community asset building initiatives
- Develop short and long term strategic planning methods and action plans for establishing collaborations and coordinating community resources available for stressed areas within Pima County
- Provide technical assistance to faith based organizations in order to promote collaboration between all faith and community based organizations
- Provide linkage of One Stop employment services to communities through faith based partners
- Coordinate strategies and collaborations that enhance the effectiveness of Pima County and faith based initiatives
- Implement developed mechanisms for obligating and monitoring available bond funds for qualified projects
- Identify and pursue funding opportunities that will augment and enhance community projects that are eligible for bond funding or identified as collaborative initiatives that will direct resources to unmet needs in economically and socially distressed areas

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Neighborhoods assisted	n/a	26	36
Projects approved/funded	n/a	8	12
Projects completed	n/a	10	12
Action plans developed	n/a	13	15
Collaborations coordinated	n/a	10	12
Sources of leveraged funds pursued	n/a	10	15

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	0	222,472	238,465
SUPPLIES AND SERVICES	0	1,570,000	1,565,866
CAPITAL OUTLAY	0	0	1,800
Total Program Expenditures	**0**	**1,792,472**	**1,806,131**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**1,450,000**	**1,450,000**
General Fund Support	**0**	**342,472**	**356,131**
Total Program Funding	**0**	**1,792,472**	**1,806,131**
Program Staffing (FTEs)	**0.0**	**4.0**	**4.0**

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: NEIGHBORHOOD CONSERVATION

Supplemental Package B - Housing Bonds and Community Planning - is associated with this program. Partial funding of this package provides for promoting more and better human service delivery, promoting intergovernmental and community collaboration, addressing critical human and community needs, promoting infrastructure, and social service development in low and moderate income communities. The package requested a total of $415,046 in expenditures ($216,085 for personal services, $197,161 for supplies and services, and $1,800 for capital). Data presented on the preceding page includes $39,865 in expenditures. This supplemental request is associated with other programs within the deparment; therefore, each program summary reflects only that part of the funding applicable to a specific program.

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: RURAL DEVELOPMENT/OUTSIDE AGENCIES

Function

Promote infrastructure and rural development which improve youth, social, and cultural services in low and moderate income communities, especially communities in South Tucson, Marana, Sahuarita, and unincorporated Pima County.

Description of Services

Provide grants to governments and nonprofit community agencies for infrastructure construction and improvement in low and moderate income communities outside of the city of Tucson. Provide grants to governments and non profit community agencies to increase or improve services or to add specified new services, especially in economically disadvantaged and rural communities. Supply technical assistance and grants to governments and non profit community agencies for community development planning and resource development. Provide emergency housing repair and rehabilitation in low income communities outside of the city of Tucson.

Program Goals and Objectives

- Provide needed social services to low income areas
- Provide community facilities to low income areas
- Provide physical infrastructure in low income areas
- Identify and complete revitalization projects in low and moderate income neighborhoods and rural communities
- Identify and complete new Community Development Block Grant (CDBG) projects in low and moderate income communities
- Rehabilitate houses for low income elderly, disabled, and seriously disadvantaged clients

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Public facilities improved	16	20	20
CDBG public service grants implemented	14	7	20
New CDBG projects completed	50	40	40
Youth program grants implemented	10	40	10
Human services program grants implemented	14	41	10
Neighborhood revitalization projects completed	21	10	20
Houses rehabilitated	392	225	250

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	818,277	425,805	608,784
SUPPLIES AND SERVICES	5,081,452	5,664,317	4,878,018
CAPITAL OUTLAY	195,974	0	4,800
Total Program Expenditures	**6,095,703**	**6,090,122**	**5,491,602**
Program Funding by Source			
Revenues			
Operating Revenue Sub-Total	**0**	**0**	**0**
INTERGOVERNMENTAL	6,039,692	5,987,284	5,284,175
MISCELLANEOUS	98,432	0	0
Grant Revenue Sub-Total	**6,138,124**	**5,987,284**	**5,284,175**
Net Operating Transfers In/(Out)	**996**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(43,417)**	**0**	**(3,180)**
General Fund Support	**0**	**102,838**	**210,607**
Total Program Funding	**6,095,703**	**6,090,122**	**5,491,602**
Program Staffing (FTEs)	**25.4**	**8.7**	**11.9**

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: RURAL DEVELOPMENT/OUTSIDE AGENCIES

Supplemental Package B - Housing Bonds and Community Planning - is associated with this program. Partial funding of this package provides for promoting more and better human service delivery, promoting intergovernmental and community collaboration, addressing critical human and community needs, promoting infrastructure, and social service development in low and moderate income communities. The package requested a total of $415,046 in expenditures ($216,085 for personal services, $197,161 for supplies and services, and $1,800 for capital). Data presented on the preceding page includes $20,000 in expenditures. This supplemental request is associated with other programs within the deparment; therefore, each program summary reflects only that part of the funding applicable to a specific program.

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: YOUTH SERVICES

Function

Promote the availability of youth services, focusing on economically disadvantaged and rural communities.

Description of Services

Provide grants to non profit agencies to increase and improve youth services delivered in economically disadvantaged and rural communities.

Program Goals and Objectives

- Maintain the number of youth receiving services

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Youth service grants implemented	n/a	40	30
Non profit agencies recieving technical assistance	n/a	20	25
Maintain the number of youth served	n/a	19,350	19,350

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
SUPPLIES AND SERVICES	0	858,590	899,946
Total Program Expenditures	**0**	**858,590**	**899,946**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**0**	**858,590**	**899,946**
Total Program Funding	**0**	**858,590**	**899,946**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Community Development & Neighborhood Conservation

Adopted Funding for Outside Agencies

Pima Council on Aging	250,000
El Pueblo Clinic, Inc	220,000
Community Food Bank, Inc	203,840
Southern Arizona Center Against Sexual Assault	150,000
Our Town Family Center	148,960
Southern Arizona Aids Foundation	132,300
Tucson Urban League	131,320
House of Neighborly Service	130,536
Brewster Center	119,560
Child and Family Resources	110,740
Pio Decimo Center (Contractor: Catholic Comm. Services)	102,900
Pro Neighborhoods (Contractor: United Way)	98,000
Project YES, Inc	81,340
San Ignacio Yaqui Council, Inc	73,500
New Beginnings for Women and Children (formerly Tucson Shalom House)	66,799
Youth on Their Own	65,660
Parent Connection, Inc	62,720
Metropolitan Education & Commission	61,604
Pima County Cooperative Extension	57,820
Catalina Community Services	55,860
University of Arizona Rural Health Mobile Clinic	55,248
Information and Referral Services	54,880
Pima Association of Governments	53,236
Traveler's Aid Society of Tucson	50,715
Tucson Clean & Beautiful	49,000
Healthy Families (Contractor: Child and Family Resources)	49,000
Catholic Community Services	47,040
Parents Anonymous of AZ, Inc	42,140
Wingspan Domestic Violence Project	42,140
Tucson Women's Commission	39,200
Volunteer Center of Tucson	38,220
Primavera Services	37,240
Pima Youth Partnership	33,320
Project PPEP	30,380
Tucson Center for Women and Children	29,400
Desert Waste Not Warehouse	23,520
Southern Arizona Legal Aid, Inc	23,520
Tucson Metropolitan Ministry	22,540
Planned Parenthood	21,700
Arivaca Coordinating Council	17,640
Chicanos Por La Causa	16,660
One on One	16,660
Pima Prevention Partnership	14,700
Tucson/Pima County Historical Commission	9,800
YWCA of Tucson	9,800
Family Counseling Agency (Homeless Teens)	6,860
Total	**$3,158,018**

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Community Resources

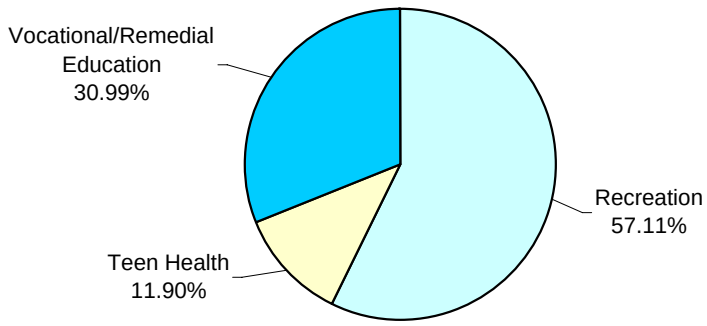
Expenditures: 5,272,033 **Revenues:** 1,025,699

FTEs 76.6

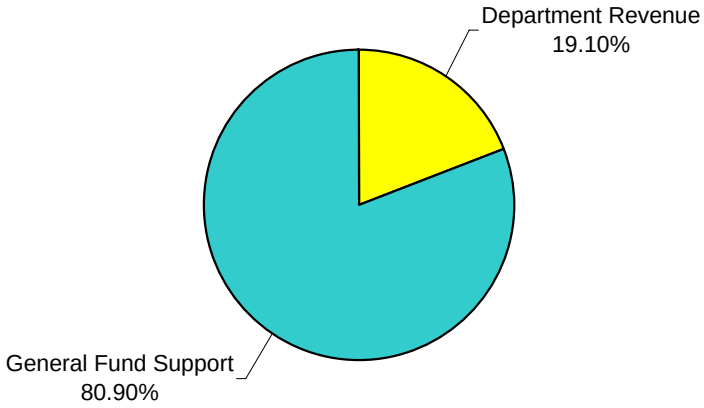
Function Statement: Improve the quality of life for residents of Pima County by providing a variety of cultural, recreational, educational, and health related services through various facilities operated by Pima County.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: COMMUNITY RESOURCES

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ADMINISTRATION	328,322	378,790	0
OUTSIDE AGENCIES	4,466,816	0	0
RECREATION	3,204,130	2,705,658	3,011,073
TEEN HEALTH	546,585	606,696	627,401
VOCATIONAL/REMEDIAL EDUCATION	414,864	1,227,305	1,633,559
Total Expenditures	**8,960,717**	**4,918,449**	**5,272,033**
Funding by Source			
Revenues			
OUTSIDE AGENCIES	108,699	0	0
RECREATION	349,786	192,836	185,700
TEEN HEALTH	14,960	16,500	0
VOCATIONAL/REMEDIAL EDUCATION	30	897,093	839,999
Total Revenues	**473,475**	**1,106,429**	**1,025,699**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**(97,171)**
General Fund Support	**8,487,242**	**3,812,020**	**4,343,505**
Total Program Funding	**8,960,717**	**4,918,449**	**5,272,033**
Staffing (FTEs) by Program			
ADMINISTRATION	3.6	6.3	0.0
RECREATION	89.6	45.9	43.5
TEEN HEALTH	9.1	9.1	8.1
VOCATIONAL/REMEDIAL EDUCATION	7.3	22.7	25.0
Total Staffing (FTEs)	**109.5**	**84.0**	**76.6**

Note : All Stadium District positions are budgeted in the Community Resources department per an intergovernmental agreement between the Stadium District and Pima County. Personal services costs are charged to the Stadium District via interdepartmental salary transfers.

Program Summary

Department: COMMUNITY RESOURCES
Program: ADMINISTRATION

Function

Administer and coordinate human and recreation services to improve the quality of life for Pima County residents.

Description of Services

Provide oversight and management of Community Resources, Stadium District, Kino Veterans Memorial Community Center, Pima Vocational High School, and Las Artes. (Note: Effective fiscal year 2005/06, administration expenditures are allocated to other department programs and administration is no longer a separate program.)

Program Goals and Objectives

- Ensure department services are maintained by monitoring individual departments' performance measures

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Services provided are kept at current levels	yes	yes	n/a

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	306,755	361,920	0
SUPPLIES AND SERVICES	18,575	16,870	0
CAPITAL OUTLAY	2,992	0	0
Total Program Expenditures	**328,322**	**378,790**	**0**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**328,322**	**378,790**	**0**
Total Program Funding	**328,322**	**378,790**	**0**
Program Staffing (FTEs)	**3.6**	**6.3**	**0.0**

Program Summary

Department: COMMUNITY RESOURCES
Program: OUTSIDE AGENCIES

Function

Administer and coordinate human services to improve the quality of life for needy Pima County residents.

Description of Services

Provide essential and emergency services for low income persons and families and Pima County residents with special needs. These services include emergency shelter, food, clothing, domestic violence services, case management, counseling transitional housing programs, child care, and elderly services. (Note: Beginning in fiscal year 2004/05, funding for Outside Agencies was transferred to the Economic Development & Tourism and the Community Development & Neighborhood Conservation departments. The historical data is presented here for informational purposes only.)

Program Goals and Objectives

- Provide social services particularly for rural, low income, and needy Pima County residents to improve the quality of life and equalize resources for all residents

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Training hours for agencies in program	600	n/a	n/a
Performance evaluations	45	n/a	n/a

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
SUPPLIES AND SERVICES	4,466,816	0	0
Total Program Expenditures	**4,466,816**	**0**	**0**
Program Funding by Source			
Revenues			
MISCELLANEOUS	108,699	0	0
Operating Revenue Sub-Total	**108,699**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**4,358,117**	**0**	**0**
Total Program Funding	**4,466,816**	**0**	**0**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: COMMUNITY RESOURCES
Program: RECREATION

Function

Provide recreation, fitness, and camp services to youth and adult residents of Pima County in order to foster group participation, teamwork, and skill building in a safe, supervised environment.

Description of Services

Provide recreation facilities for the community offering health and nutrition classes; childcare; physical fitness programs; summer camp programs; art classes; youth basketball, hockey, volleyball and softball leagues; recreational services for seniors; and aquatic programs .

Program Goals and Objectives

- Maintain the facilities to ensure all rooms and equipment are available 100% of the time
- Increase participation in the Teach Our Toddlers Skills (TOTS) program by 5% over the prior years participation
- Increase the number of seniors programs by 5% over the prior years participation
- Increase basketball league teams and open gym participation by 5%
- Increase weight room usage by 5%

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
TOTS program participants	142	140	147
Seniors programs	16	14	15
Basketball league teams	106	71	75
Basketball open gym participants	8,515	9,062	9,515
Weight room partipants	13,416	15,340	16,107

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	2,092,251	1,412,475	1,534,844
SUPPLIES AND SERVICES	1,085,967	1,223,185	1,398,232
CAPITAL OUTLAY	25,912	69,998	77,997
Total Program Expenditures	**3,204,130**	**2,705,658**	**3,011,073**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	301,051	174,761	144,300
MISCELLANEOUS	48,735	18,075	41,400
Operating Revenue Sub-Total	**349,786**	**192,836**	**185,700**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**2,854,344**	**2,512,822**	**2,825,373**
Total Program Funding	**3,204,130**	**2,705,658**	**3,011,073**
Program Staffing (FTEs)	**89.6**	**45.9**	**43.5**

Program Summary

Department: COMMUNITY RESOURCES
Program: TEEN HEALTH

Function

Provide adolescent health care services through the Kino Teen Clinic for youth ages 12-21. Contract and network with other providers to provide for the unique health care needs of at risk youth.

Description of Services

Provide prevention education and health services to youth including: immunizations; physicals; medical intervention for uncomplicated acute illness; family planning; sexually transmitted disease treatment and prevention services; prenatal care, birthing, and parenting classes; health education for nutrition; substance abuse and smoking cessation; decision making; mental health intake assessments with referrals for crisis intervention and counseling; and network referrals for education and employment needs.

Program Goals and Objectives

- Provide staff and facilities for prevention, intervention, and health programs specifically designed for youth
- Network with other providers to offer health care services to include prenatal care, medical care, and mental health service referrals
- Assist clients in obtaining health care coverage through Arizona Health Care Cost Containment System (AHCCCS)
- Provide outreach to low income pregnant women through referrals to Baby Arizona (Baby AZ), increasing the number of women who receive preventative prenatal care
- Provide Pima Community Access Program (PCAP) services on site for electronic AHCCS application and PCAP program eligibility for Juvenile detention clients, Kino Teen Center clients, and their families
- Facilitate a new health education program for females in juvenile detention

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Clinical health care visits	3,606	4,000	4,201
Clients evaluated and referred to AHCCCS, Baby AZ, or PCAP	40	250	306
Females in juvenile detention attending health education classes	n/a	200	211

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	337,317	367,250	381,976
SUPPLIES AND SERVICES	208,159	233,396	243,925
CAPITAL OUTLAY	1,109	6,050	1,500
Total Program Expenditures	**546,585**	**606,696**	**627,401**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	15,060	16,500	0
MISCELLANEOUS	(100)	0	0
Operating Revenue Sub-Total	**14,960**	**16,500**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**531,625**	**590,196**	**627,401**
Total Program Funding	**546,585**	**606,696**	**627,401**
Program Staffing (FTEs)	**9.1**	**9.1**	**8.1**

Program Summary

Department: COMMUNITY RESOURCES
Program: VOCATIONAL/REMEDIAL EDUCATION

Function

Administer and coordinate vocational and employment training services for low income and disadvantaged Pima County youth resulting in increased job placement and continuing education opportunities.

Description of Services

Provide minority, low income, and at risk youth with core General Education Diploma (GED) classes, employment skills training, job shadowing, youth internships, and support services. Provide vocational education and a sense of community involvement through participation in public art projects. Offer intensive case management and counseling services to promote graduation and continuing education, and provide job placement of Las Artes graduates.

Program Goals and Objectives

- Increase the number of of Pima Vocational High School (PVHS) graduates and training placements by 10%
- Maintain a minimum of 75% placement rate for PVHS youth upon graduation
- Provide each of 85 Las Artes students with 10 weeks of vocational education experience
- Provide intensive case management services to sustain a Las Artes GED graduation rate of at least 90%
- Complete at least 7 public art projects

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Las Artes GED sessions provided	7	7	7
Las Artes GED graduation rate	81%	90%	90%
PVHS pre-employment participants	102	100	110
PVHS training placements	103	100	110
PVHS graduates	31	32	36
Las Artes public art projects completed	7	7	7

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	300,793	1,029,366	1,305,839
SUPPLIES AND SERVICES	99,955	193,439	309,016
CAPITAL OUTLAY	14,116	4,500	18,704
Total Program Expenditures	**414,864**	**1,227,305**	**1,633,559**
Program Funding by Source			
Revenues			
MISCELLANEOUS	30	0	0
Operating Revenue Sub-Total	**30**	**0**	**0**
INTERGOVERNMENTAL	0	897,093	838,349
MISCELLANEOUS	0	0	1,650
Grant Revenue Sub-Total	**0**	**897,093**	**839,999**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**(97,171)**
General Fund Support	**414,834**	**330,212**	**890,731**
Total Program Funding	**414,864**	**1,227,305**	**1,633,559**
Program Staffing (FTEs)	**7.3**	**22.7**	**25.0**

Supplemental Packages Approved

Supplemental Package C - Las Artes Educational - is associated with this program. Funding of this package provides $154,500 in personal services, $41,584 in supplies and services, and $11,204 in capital for the Las Artes community arts program that addresses the educational needs of dropout and at-risk youth. The data presented on this page includes $207,288 in expenditures.

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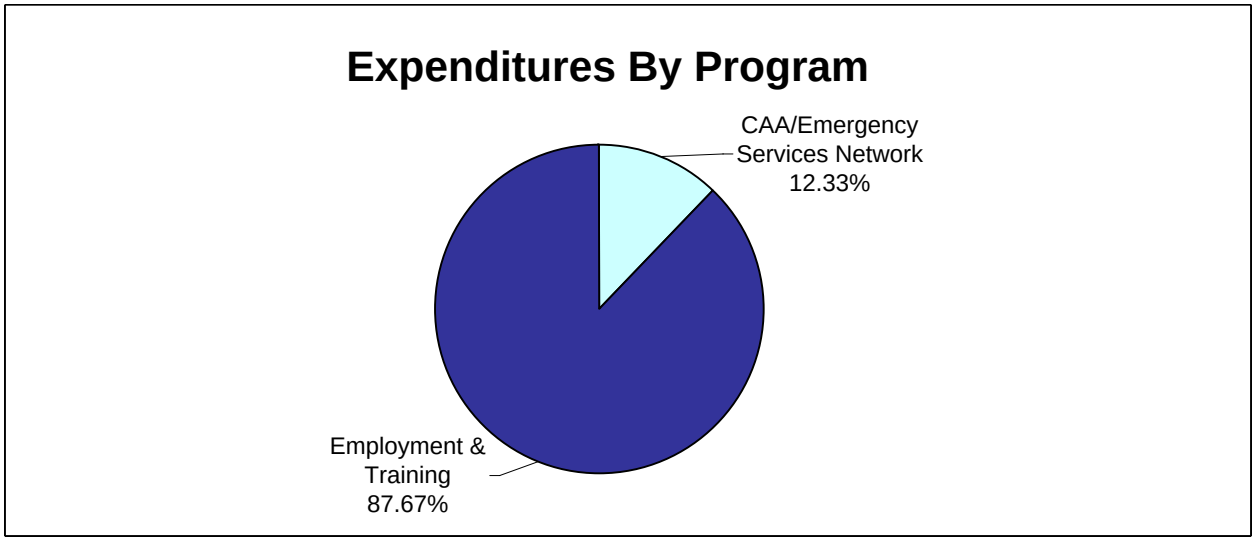
Community Services, Employment & Training

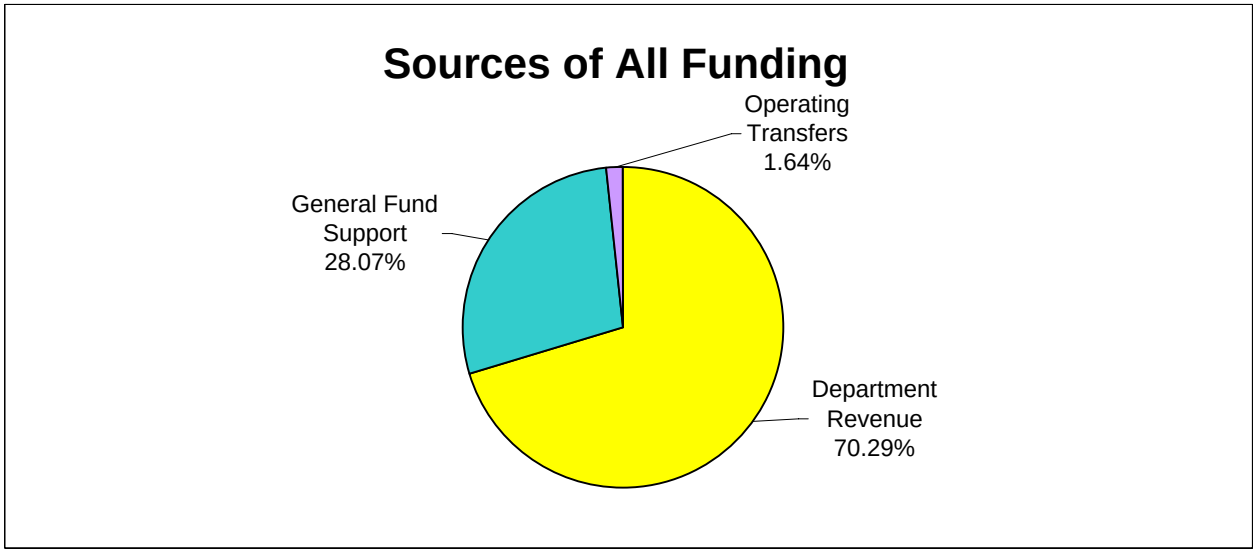
Expenditures: 17,612,998 **Revenues:** 12,393,258

FTEs 105.6

Function Statement: Provide services that assist local employers, improve the education and skill level of workers and youth, increase the average household income, and improve the economic, physical, and social well being of the entire community, with particular focus on lower income neighborhoods and communities.

Mandates: None





Department Summary by Program

Department: COMMUNITY SVCS, EMPLOYMENT & TRAINING

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
CAA/EMERGENCY SERVICES NETWORK	198,333	2,192,390	2,171,888
ONE STOP	20,520,125	16,669,867	15,441,110
Total Expenditures	**20,718,458**	**18,862,257**	**17,612,998**
Funding by Source			
Revenues			
CAA/EMERGENCY SERVICES NETWORK	(4,416)	2,002,206	1,992,295
ONE STOP	16,792,695	13,090,495	10,400,963
Total Revenues	**16,788,279**	**15,092,701**	**12,393,258**
Net Operating Transfers In/(Out)	**290,299**	**289,100**	**289,100**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**335,405**	**3**	**(18,034)**
General Fund Support	**3,304,475**	**3,480,453**	**4,948,674**
Total Program Funding	**20,718,458**	**18,862,257**	**17,612,998**
Staffing (FTEs) by Program			
CAA/EMERGENCY SERVICES NETWORK	0.0	11.2	11.2
ONE STOP	185.5	133.3	94.4
Total Staffing (FTEs)	**185.5**	**144.5**	**105.6**

Program Summary

Department: COMMUNITY SVCS, 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

The Community Action Agency (CAA) operates a community emergency assistance network to eliminate duplication of services. Basic needs and services are provided in partnership with nine community non-profit and rural community service agencies which comprise the Emergency Services Network (ESN). The CAA provides these services directly as well as contracting with each agency in the ESN to provide the services. Services are provided for low income older adults, families and individuals, and include: rental assistance to prevent eviction, utility assistance to prevent shutoff, rental security and utility deposits, mortgage assistance to prevent foreclosure, emergency food boxes, transportation assistance, and other basic needs. Individualized case management, financial counseling, and information and referral are used to identify the causes of crisis and develop a plan to increase overall self-sufficiency. Households must meet specific eligibility criteria to qualify for assistance under various federal, state, and local funding sources for these services, and include: federal Community Services Block Grant (CSBG), federal Social Services Block Grant (SSBG), Federal Emergency Management Agency (FEMA), federal utility assistance, Low-Income Home Energy Assistance Program (LIHEAP), state Utility Repair, Replacement and Deposit Program (URRD), state Eviction Prevention/Emergency Homeless grant (EPEH), and Tucson Water Utility Assistance Program (TWUAP). The CAA also administers a process under Community Development Block Grant funds to award grants for non-profit and rural agencies to provide community services. The grants fund programs that produce measurable outcomes for low-income populations. Goals are different for each grant depending on the needs identified by each applicant. Grants are made in the following priority areas as adopted by the Pima County Community Action Agency Advisory Board: inability to meet emergency needs, starvation and malnutrition, inadequate housing, incomplete use of programs and services, and youth services.

Program Goals and Objectives

- Improve the standard of living and mitigate the effects of poverty
- Provide a safety net that prevents homelessness
- Assist people and communities of Pima County, especially those with lower incomes, to become economically self-sufficient

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Rent/mortgage/housing assistance provided	1,886	1,600	1,500
Emergency utility assistance provided	5,656	6,000	5,500
City water bills paid	422	1,500	400
Crisis case management provided to families/persons	8,000	9,000	7,500

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	944	438,051	480,410
SUPPLIES AND SERVICES	197,389	1,754,339	1,689,678
CAPITAL OUTLAY	0	0	1,800
Total Program Expenditures	**198,333**	**2,192,390**	**2,171,888**
Program Funding by Source			
Revenues			
Operating Revenue Sub-Total	**0**	**0**	**0**
INTERGOVERNMENTAL	(4,416)	2,002,206	1,992,295
Grant Revenue Sub-Total	**(4,416)**	**2,002,206**	**1,992,295**
Net Operating Transfers In/(Out)	**1,199**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**7,196**	**0**	**(2,747)**
General Fund Support	**194,354**	**190,184**	**182,340**
Total Program Funding	**198,333**	**2,192,390**	**2,171,888**
Program Staffing (FTEs)	**0.0**	**11.2**	**11.2**

Program Summary

Department: COMMUNITY SVCS, EMPLOYMENT & TRAINING
Program: ONE STOP

Function

Reduce poverty and unemployment by helping low-income and other disadvantaged citizens to increase their earning power through improved skills. Support a healthy business climate by assisting local employers to find and train qualified workers. Promote economic development by ensuring a skilled workforce. Specific targeted community impacts include: increased incomes providing at least an 18 % return on investment, increased tax base, increased employment at livable wages, reduced high school drop out rates, increased rates of educational attainment, prepared and stable workforce to support economic development, increased self sufficiency, and reduced dependency on government services.

Description of Services

Offer a continuum of career development services for both youth and adults and conducts special outreach to low-income, homeless, dislocated workers, and high-school dropout populations. Services are coordinated centrally, but delivered through a network of more than 50 organizations ranging from community-based non-profit organizations, to governmental agencies, and proprietary trainers. Provide support to employers in recruiting, staffing, and training a viable workforce. Provide job order registration, applicant screening, and job matching in person and online. The One Stop also works with industry clusters and other employer groups to design new training needed to address workforce shortages in fields with high occupational demand.

Program Goals and Objectives

- Promote entry, retention, or promotion in livable-wage jobs
- Improve client's skill base to achieve increased earnings
- Promote attainment of skills as measured by credentials, degrees, certifications, and pre/post-program test showing improved numeric, literacy, and technology skills
- Improve client stability as measured by improved circumstances related to housing, child care, health care, safety, and other basic issues
- Direct youth toward completion of high school or GED attainment
- Promote youth entry into post-secondary education
- Address employer skill shortages especially in high-tech, high-wage, and high-demand occupations

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Client entry into unsubsidized employment	n/a	2,149	2,000
Client earnings increased by $5,000 per year	n/a	1,000	1,000
Youth attaining high school diploma or GED	n/a	250	200
Employers matched to clients	n/a	300	300
Youth receiving post-secondary education or vocational training	n/a	161	150

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	5,257,757	4,692,441	3,776,180
SUPPLIES AND SERVICES	15,201,596	11,902,426	11,664,930
CAPITAL OUTLAY	60,772	75,000	0
Total Program Expenditures	**20,520,125**	**16,669,867**	**15,441,110**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	0	0	900,000
Operating Revenue Sub-Total	**0**	**0**	**900,000**
INTERGOVERNMENTAL	16,664,125	13,084,495	9,500,963
MISCELLANEOUS	128,570	6,000	0
Grant Revenue Sub-Total	**16,792,695**	**13,090,495**	**9,500,963**
Net Operating Transfers In/(Out)	**289,100**	**289,100**	**289,100**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**328,209**	**3**	**(15,287)**
General Fund Support	**3,110,121**	**3,290,269**	**4,766,334**
Total Program Funding	**20,520,125**	**16,669,867**	**15,441,110**

Program Summary

Department: COMMUNITY SVCS, EMPLOYMENT & TRAINING
Program: ONE STOP

Supplemental Packages Approved

Supplemental Package B - Services For Persons With Disabilities - is associated with this program. Funding of this package provides $51,653 in personal services, $1,148,000 in supplies and services, and $900,000 in revenue which is directed at implementing a collaborative project to link representative partners in providing workforce services for individuals with a disability. The data presented on the preceding page includes $1,199,653 in expenditures and $900,000 in revenues.

Supplemental Package C - Workforce Opportunity - is associated with this program. Partial funding of this package provides for ongoing services under the workforce opportunity One Stop Program which was previously funded by federal funds that ended in fiscal year 2004/05. The package requested a total of $1,938,280 in expenditures ($79,480 for personal services and $1,858,800 for supplies and services). Data presented on the preceding page includes $1,000,000 in expenditures.

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County Free Library

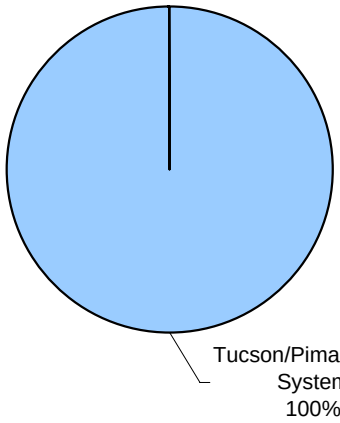
Expenditures: 14,984,741 **Revenues:** 15,086,741

FTEs 1.0

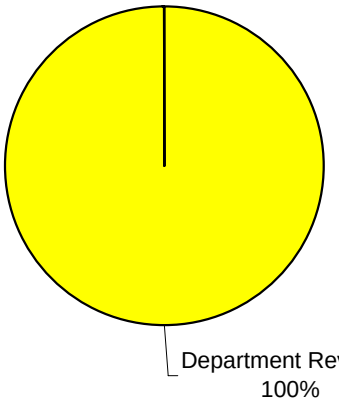
Function Statement: Meet current and future public library needs of Tucson and Pima County residents. Provide a forum for community issues and a linkage of community, state, and national information services.

Mandates: ARS Title 11, Chapter 7: Intergovernment Operations, Article 1: Public Libraries

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: COUNTY FREE LIBRARY

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
TUCSON/PIMA LIBRARY SYSTEM	10,787,216	10,518,681	14,984,741
Total Expenditures	**10,787,216**	**10,518,681**	**14,984,741**
Funding by Source			
Revenues			
TUCSON/PIMA LIBRARY SYSTEM	11,152,933	11,744,991	15,086,741
Total Revenues	**11,152,933**	**11,744,991**	**15,086,741**
Net Operating Transfers In/(Out)	**(93,758)**	**(750,000)**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(271,959)**	**(476,310)**	**(102,000)**
Total Program Funding	**10,787,216**	**10,518,681**	**14,984,741**
Staffing (FTEs) by Program			
TUCSON/PIMA LIBRARY SYSTEM	1.0	1.0	1.0
Total Staffing (FTEs)	**1.0**	**1.0**	**1.0**

Program Summary

Department: COUNTY FREE LIBRARY
Program: TUCSON/PIMA LIBRARY SYSTEM

Function

Meet the current and future library needs of Tucson and Pima County residents. Provide a forum for community issues and a linkage of community, state, and national information services.

Description of Services

Fund the operating costs of the Tucson/Pima Library System to maintain and serve all library facilities in unincorporated areas. Support the city of Tucson library services.

Program Goals and Objectives

- Provide quality information services
- Support literacy and the educational pursuits of Tucson and Pima County residents

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Households served	70%	70%	75%
Surveys with positive responses	90%	90%	92%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	81,224	101,624	96,923
SUPPLIES AND SERVICES	10,701,953	10,417,057	14,887,818
CAPITAL OUTLAY	4,039	0	0
Total Program Expenditures	**10,787,216**	**10,518,681**	**14,984,741**
Program Funding by Source			
Revenues			
TAXES	11,073,514	11,742,991	14,984,741
INTERGOVERNMENTAL	5,734	2,000	2,000
INTEREST	73,713	0	100,000
MISCELLANEOUS	(28)	0	0
Operating Revenue Sub-Total	**11,152,933**	**11,744,991**	**15,086,741**
Net Operating Transfers In/(Out)	**(93,758)**	**(750,000)**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(271,959)**	**(476,310)**	**(102,000)**
Total Program Funding	**10,787,216**	**10,518,681**	**14,984,741**
Program Staffing (FTEs)	**1.0**	**1.0**	**1.0**

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Economic Development & Tourism

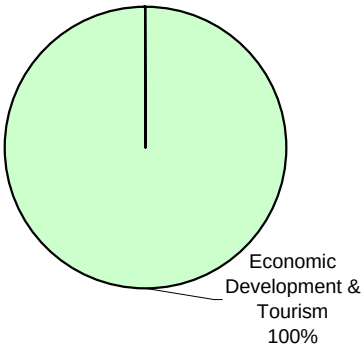
Expenditures: 1,820,031 **Revenues:** 0

FTEs 2.0

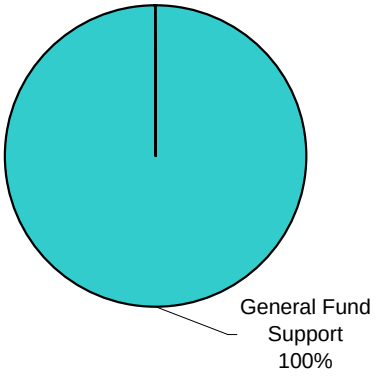
Function Statement: Facilitate business and tourism growth with various community partners located in Pima County and the state of Arizona.

Mandates: None

Expenditures By Program



Sources of All Funding



Department Summary by Program

Department: ECONOMIC DEVELOPMENT & TOURISM

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ECONOMIC DEVELOPMENT & TOURISM	0	1,473,115	1,820,031
Total Expenditures	**0**	**1,473,115**	**1,820,031**
Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**0**	**1,473,115**	**1,820,031**
Total Program Funding	**0**	**1,473,115**	**1,820,031**
Staffing (FTEs) by Program			
ECONOMIC DEVELOPMENT & TOURISM	0.0	2.0	2.0
Total Staffing (FTEs)	**0.0**	**2.0**	**2.0**

Note: Effective July 1, 2004, the Community Resources functional area was reorganized and renamed the Community & Economic Development functional area. As part of this reorganization, new departments (including the Economic Development & Tourism department) were created, several programs were moved into the functional area, and various programs and services were reallocated within the new structure. Therefore, no Economic Development & Tourism history is provided for fiscal year 2003/04, as it would not correlate with the year-to-date or budget data presented for the current department/program structure.

Program Summary

Department: ECONOMIC DEVELOPMENT & TOURISM
Program: ECONOMIC DEVELOPMENT & TOURISM

Function

Facilitate business and tourism growth with various community partners located in Pima County and the state of Arizona. The Economic Development and Tourism department is a marketing outreach agency promoting the quality of life of the region to create potential business opportunities with meeting planners, conference attendees, and leisure visitors. Coordinate activities with both public and private section partners.

Description of Services

Act as primary liaison with the business, academic and tourism community to enhance the economic well being of the region. Provide business development, marketing, training and revenue enhancement programs to Pima County's leased asset partners (i.e. Arizona-Sonora Desert Museum, Old Tucson Studios, Colossal Cave Mountain Park, Pima Air and Space Museum, Pima County Fairgrounds, and other Pima County leased asset partners).

Program Goals and Objectives

- Coordinate Pima County's economic development resources to concentrate on collaborative community efforts in business and job creation , business retention and expansion, increased tourism, and enhance the quality of life
- Effectively coordinate all public resources to produce a sustaining positive business development climate
- Create a unique awareness of Pima County through branding to increase business and leisure travel
- Develop a more comprehensive marketing plan in partnership with the Metropolitan Tucson Convention and Visitors Bureau with the following initiatives: increase Mexican tourism to the attractions, create a destination special event department in Tucson, development of a marketing assistance grant program for the area attractions, assist in the development of new air routes to Tucson, and increase the number of film and video production companies utilizing Pima County as their base shooting and production headquarters
- Increase cultural and heritage awareness of Pima County
- Develop optional use concepts for County land at the Pima County Fairgrounds, leased property attractions, and environmental friendly businesses
- Develop a partnership approach to County involvement in all public and private organizations involved in economic and tourism development
- Increase the number of special events and revenue producing activities at Tucson Electric Park (TEP)

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Increase in attendance at leased properties	n/a	5%	4%
Increase in major events held at TEP	n/a	2	3
Increase in number of sponsored events	n/a	0	1
Increase in business and leisure travelers	n/a	5%	7.5%
Increase in spring training revenue	n/a	5%	10%
Increase in training programs	n/a	2	2

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	0	143,620	163,814
SUPPLIES AND SERVICES	0	1,324,495	1,647,717
CAPITAL OUTLAY	0	5,000	8,500
Total Program Expenditures	**0**	**1,473,115**	**1,820,031**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**0**	**1,473,115**	**1,820,031**
Total Program Funding	**0**	**1,473,115**	**1,820,031**
Program Staffing (FTEs)	**0.0**	**2.0**	**2.0**

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School Superintendent

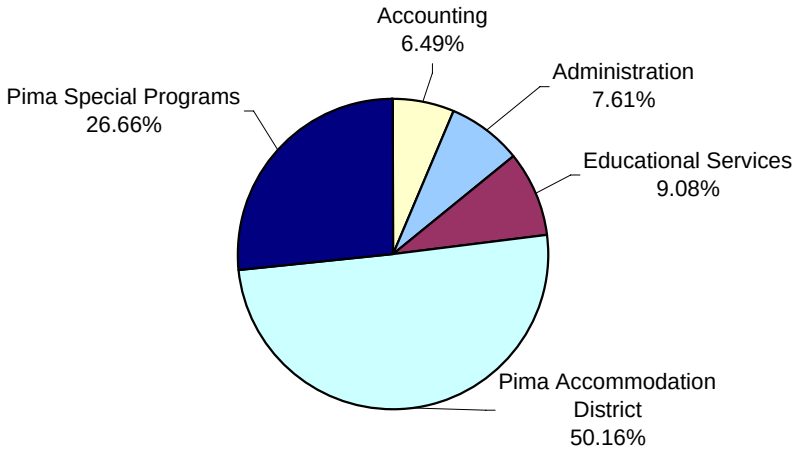
Expenditures: 5,494,130 **Revenues:** 4,334,200

FTEs 15.9

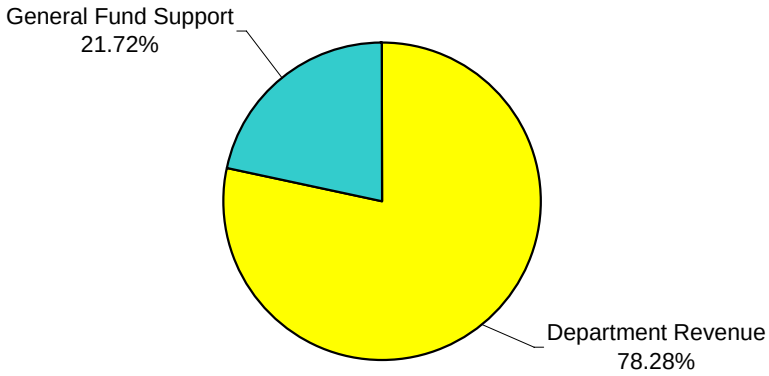
Function Statement: Perform functions mandated by the Arizona Revised Statutes and State Board of Education. Administer the funds of local public school districts, including the issuance of payrolls. Prepare financial information for the Board of Supervisors for setting the property tax rates.

Mandates: ARS Title 15: Education

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: SCHOOL SUPERINTENDENT

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ACCOUNTING	319,015	336,625	356,531
ADMINISTRATION	366,043	353,062	417,919
EDUCATIONAL SERVICES	424,978	476,013	498,680
PIMA ACCOMMODATION DISTRICT	0	2,736,673	2,756,000
PIMA SPECIAL PROGRAMS	2,409,252	1,590,000	1,465,000
Total Expenditures	**3,519,288**	**5,492,373**	**5,494,130**
Funding by Source			
Revenues			
ACCOUNTING	491	0	0
ADMINISTRATION	40	200	200
EDUCATIONAL SERVICES	131,593	95,000	70,000
PIMA ACCOMMODATION DISTRICT	0	2,736,673	2,754,000
PIMA SPECIAL PROGRAMS	2,302,435	1,590,000	1,510,000
Total Revenues	**2,434,559**	**4,421,873**	**4,334,200**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**106,817**	**0**	**(43,000)**
General Fund Support	**977,912**	**1,070,500**	**1,202,930**
Total Program Funding	**3,519,288**	**5,492,373**	**5,494,130**
Staffing (FTEs) by Program			
ACCOUNTING	6.0	6.0	6.0
ADMINISTRATION	6.6	6.5	6.9
EDUCATIONAL SERVICES	3.0	3.0	3.0
Total Staffing (FTEs)	**15.6**	**15.5**	**15.9**

Program Summary

Department: SCHOOL SUPERINTENDENT
Program: ACCOUNTING

Function

Perform mandated accounting functions in accordance with new and updated electronic reporting requirements established by the Arizona Legislature.

Description of Services

Perform accounting related activities relating to budgets, tax rates, and the issuance of warrants for the school districts.

Program Goals and Objectives

- Meet statutory deadlines

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Accounting transactions	10,076,568	10,000,000	10,000,000
School district revenue collected	$780,692,987	$760,000,000	$760,000,000
School district expenditures processed	$413,076,062	$420,000,000	$420,000,000
School district warrants issued	214,204	130,000	130,000
Certificates of educational convenience issued	98	110	110
School district elections conducted	1	3	3

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	308,710	319,159	333,121
SUPPLIES AND SERVICES	10,305	17,466	23,410
Total Program Expenditures	**319,015**	**336,625**	**356,531**
Program Funding by Source			
Revenues			
MISCELLANEOUS	491	0	0
Operating Revenue Sub-Total	**491**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**318,524**	**336,625**	**356,531**
Total Program Funding	**319,015**	**336,625**	**356,531**
Program Staffing (FTEs)	**6.0**	**6.0**	**6.0**

Program Summary

Department: SCHOOL SUPERINTENDENT
Program: ADMINISTRATION

Function

Administer the mandated functions of the office. Provide support to each function to meet the needs and mandates of the department.

Description of Services

Serve as a community resource for educational services. Perform a variety of duties for school districts including functioning as fiscal agent/administrator. Function as project director for educational programs that extend beyond the boundaries of individual school districts. Serve as the technology liaison to rural school districts and special programs. Perform mandated functions.

Program Goals and Objectives

- Administer all functions of the department to meet the mandates set by the state

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Teaching certificates maintained	31,940	29,000	29,000
Board members appointed	4	3	3

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	295,250	303,371	337,419
SUPPLIES AND SERVICES	61,560	46,491	60,500
CAPITAL OUTLAY	9,233	3,200	20,000
Total Program Expenditures	**366,043**	**353,062**	**417,919**
Program Funding by Source			
Revenues			
MISCELLANEOUS	40	200	200
Operating Revenue Sub-Total	**40**	**200**	**200**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**366,003**	**352,862**	**417,719**
Total Program Funding	**366,043**	**353,062**	**417,919**
Program Staffing (FTEs)	**6.6**	**6.5**	**6.9**

Program Summary

Department: SCHOOL SUPERINTENDENT
Program: EDUCATIONAL SERVICES

Function

Provide assistance in obtaining education grants for Pima County.

Description of Services

Provide educational service to those populations that are not served and those that are underserved.

Program Goals and Objectives

- Obtain grants to benefit Pima County school districts and residents

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Home schooled children tracked	3,061	3,100	3,100
Private schooled children tracked	4,342	5,500	5,500

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	162,115	208,236	227,630
SUPPLIES AND SERVICES	262,863	267,777	271,050
Total Program Expenditures	**424,978**	**476,013**	**498,680**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	131,116	95,000	70,000
MISCELLANEOUS	477	0	0
Operating Revenue Sub-Total	**131,593**	**95,000**	**70,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**293,385**	**381,013**	**428,680**
Total Program Funding	**424,978**	**476,013**	**498,680**
Program Staffing (FTEs)	**3.0**	**3.0**	**3.0**

Program Summary

Department: SCHOOL SUPERINTENDENT
Program: PIMA ACCOMMODATION DISTRICT

Function

Administer educational programs in the Pima County Jail, Juvenile Detention Center, and for students residing in the unincorporated area of Mt. Lemmon.

Description of Services

Provide educational services to incarcerated students, at risk students, and students residing in unincorporated areas of Pima County through three school sites.

Program Goals and Objectives

- Meet state educational standards

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Juvenile detention students served	1,310	1,450	1,450
County jail students served	135	90	90

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
SUPPLIES AND SERVICES	0	2,736,673	2,756,000
Total Program Expenditures	**0**	**2,736,673**	**2,756,000**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	0	2,676,173	2,694,000
MISCELLANEOUS	0	60,500	60,000
Grant Revenue Sub-Total	**0**	**2,736,673**	**2,754,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**2,000**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**0**	**2,736,673**	**2,756,000**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: SCHOOL SUPERINTENDENT
Program: PIMA SPECIAL PROGRAMS

Function

Serve as fiscal agent/administrator for several specialized educational programs that extend beyond the boundaries of individual school districts.

Description of Services

The specialized educational programs include strong consortium efforts with local school districts; others are in response to federal, state, and local agency concerns regarding unserved school-age youth in Pima County.

Program Goals and Objectives

- Maintain efforts to work collaboratively toward solutions to meet the educational needs of the community

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Special programs operated	15	16	16

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
SUPPLIES AND SERVICES	2,409,252	1,590,000	1,465,000
Total Program Expenditures	**2,409,252**	**1,590,000**	**1,465,000**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	0	1,030,000	950,000
MISCELLANEOUS	2,302,435	560,000	560,000
Grant Revenue Sub-Total	**2,302,435**	**1,590,000**	**1,510,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**106,817**	**0**	**(45,000)**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**2,409,252**	**1,590,000**	**1,465,000**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

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Stadium District

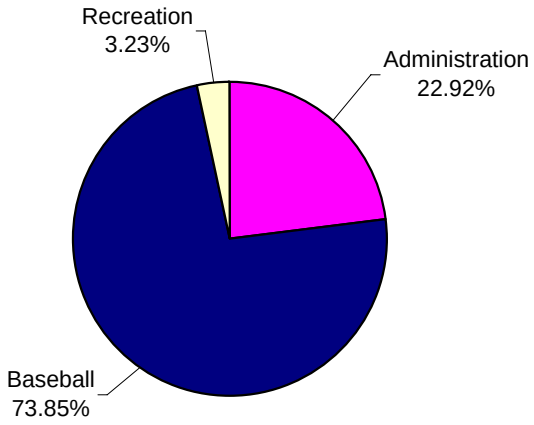
Expenditures: 1,541,169 **Revenues:** 2,821,263

FTEs 0.0

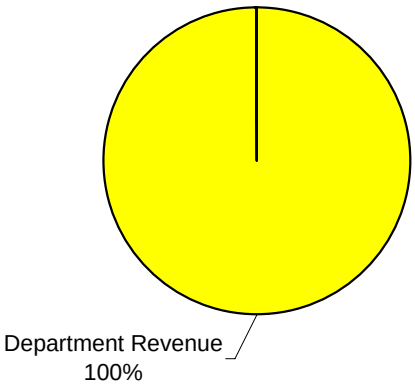
Function Statement: Operate and manage Tucson Electric Park during the major league baseball spring training season, minor league baseball season, and community events held in the stadium.

Mandates: ARS Title 48, Chapter 26: Stadium Districts

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: STADIUM DISTRICT

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ADMINISTRATION	510,745	429,685	353,190
BASEBALL	1,076,345	1,002,995	1,138,219
RECREATION	43,392	48,974	49,760
Total Expenditures	**1,630,482**	**1,481,654**	**1,541,169**
Funding by Source			
Revenues			
ADMINISTRATION	1,688,995	1,686,200	1,780,000
BASEBALL	944,115	885,503	881,503
RECREATION	29,955	122,129	159,760
Total Revenues	**2,663,065**	**2,693,832**	**2,821,263**
Net Operating Transfers In/(Out)	**1,778,187**	**(1,212,178)**	**(1,128,378)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(2,810,770)**	**0**	**(151,716)**
Total Program Funding	**1,630,482**	**1,481,654**	**1,541,169**
Staffing (FTEs) by Program			
Total Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Note: All Stadium District positions are budgeted in the Community Resources department per an intergovernmental agreement between the Stadium District and Pima County. Personal services costs are charged to the Stadium District via interdepartmental salary transfers.

Program Summary

Department: STADIUM DISTRICT
Program: ADMINISTRATION

Function

Provide management and administrative functions at the Kino Sports Complex.

Description of Services

Provide oversight and direction of the Kino Sports Complex. Provide a venue for organized baseball, community recreation, and special events. Oversee promotion, marketing, financial accountability, site maintenance, contracts, personnel, and scheduling.

Program Goals and Objectives

- Monitor and manage contracts for compliance
- Develop marketing strategy to increase the number of special events, as well as community use of complex facilities

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Maintain contracts with 2 major league teams	yes	yes	yes
Maintain contracts with 1 minor league team	yes	yes	yes
Special events, per year increase	1	1	2

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	96,029	63,060	46,103
SUPPLIES AND SERVICES	327,829	285,625	279,587
CAPITAL OUTLAY	86,887	81,000	27,500
Total Program Expenditures	**510,745**	**429,685**	**353,190**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	1,702,414	1,615,000	1,740,000
INTEREST	0	0	20,000
MISCELLANEOUS	(13,419)	71,200	20,000
Operating Revenue Sub-Total	**1,688,995**	**1,686,200**	**1,780,000**
Net Operating Transfers In/(Out)	**1,778,187**	**(1,212,178)**	**(1,128,378)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(2,956,437)**	**(44,337)**	**(298,432)**
Total Program Funding	**510,745**	**429,685**	**353,190**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: STADIUM DISTRICT
Program: BASEBALL

Function

Provide baseball and softball facilities.

Description of Services

Provide a venue for major and minor league baseball teams and community baseball/softball tournaments and leagues.

Program Goals and Objectives

- Ensure fields and facilities are available for use and are maintained efficiently
- Increase field usage by community baseball/softball leagues and tournaments
- Maintain field availability during extended spring training season with flexible scheduling
- Maximize irrigation efficiency by implementing Maxicom recommendations

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Revenue increase in ticket and concession sales	15%	10%	10%
Water cost reduction	25%	25%	25%
Irrigation efficiency maximized	80%	90%	95%
Baseball/softball leagues held	4	6	6
Baseball/softball tournaments held	2	4	4

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	405,281	527,478	473,328
SUPPLIES AND SERVICES	650,898	445,517	664,891
CAPITAL OUTLAY	20,166	30,000	0
Total Program Expenditures	**1,076,345**	**1,002,995**	**1,138,219**
Program Funding by Source			
Revenues			
MISCELLANEOUS	944,115	885,503	881,503
Operating Revenue Sub-Total	**944,115**	**885,503**	**881,503**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**132,230**	**117,492**	**256,716**
Total Program Funding	**1,076,345**	**1,002,995**	**1,138,219**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: STADIUM DISTRICT
Program: RECREATION

Function

Provide a venue for community use and revenue generation.

Description of Services

Provide space and facilities for community recreation and activities such as the Casa Car Show, Ft. Lowell Shootout, Tucson Gem and Mineral Show, BELO Marketing Solutions, and concerts.

Program Goals and Objectives

- Provide facilities for the Fort Lowell Shootout and the Old Pueblo Invitational Soccer events
- Increase the number of Tucson Gem and Mineral Show events
- Increase the number of non-sporting events, such as trade, car and manufactured home shows

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Concerts held	2	2	3
Soccer events held	3	2	3
Tucson Gem & Mineral Shows held	3	3	3
Nonsporting events held	1	4	3

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	11,120	31,674	6,493
SUPPLIES AND SERVICES	17,295	17,300	43,267
CAPITAL OUTLAY	14,977	0	0
Total Program Expenditures	**43,392**	**48,974**	**49,760**
Program Funding by Source			
Revenues			
MISCELLANEOUS	29,955	122,129	159,760
Operating Revenue Sub-Total	**29,955**	**122,129**	**159,760**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**13,437**	**(73,155)**	**(110,000)**
Total Program Funding	**43,392**	**48,974**	**49,760**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

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SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Expenditures
JUSTICE & LAW ENFORCEMENT			
CLERK OF SUPERIOR COURT			
ARCHIVES	1,275,918	950,560	2,226,478
COLLECTIONS	360,409		360,409
COURT SERVICES	4,887,190		4,887,190
FAMILY SUPPORT	378,215	43,147	421,362
MANAGEMENT SERVICES	3,096,261	8,770	3,105,031
TOTAL CLERK OF SUPERIOR COURT	9,997,993	1,002,477	11,000,470
CONSTABLES			
AJO CONSTABLE	27,412		27,412
TUCSON CONSTABLES	794,512		794,512
TOTAL CONSTABLES	821,924		821,924
COUNTY ATTORNEY			
ADMINISTRATION	2,109,883	15,000	2,124,883
CIVIL LEGAL SERVICES	2,487,935		2,487,935
COMMUNITY SUPPORT	431,100	1,175,596	1,606,696
CRIMINAL PROSECUTION	12,281,979	8,552,433	20,834,412
TOTAL COUNTY ATTORNEY	17,310,897	9,743,029	27,053,926
INDIGENT DEFENSE			
LEGAL DEFENDER	2,692,520	20,000	2,712,520
PUBLIC DEFENDER	10,558,173	1,411,362	11,969,535
TOTAL INDIGENT DEFENSE	13,250,693	1,431,362	14,682,055
JUSTICE COURT AJO			
JUSTICE COURT AJO	579,037		579,037
TOTAL JUSTICE COURT AJO	579,037		579,037
JUSTICE COURT GREEN VALLEY			
JUSTICE COURT GREEN VALLEY	414,753	9,000	423,753
TOTAL JUSTICE COURT GREEN VALLEY	414,753	9,000	423,753
JUSTICE COURTS TUCSON			
ADMINISTRATION	1,568,355	450,000	2,018,355
COURT OPERATIONS	2,695,147	43,260	2,738,407
JUDICIAL OPERATIONS	1,247,501		1,247,501
TOTAL JUSTICE COURTS TUCSON	5,511,003	493,260	6,004,263
JUVENILE COURT			
CHILDREN & FAMILY SERVICES	577,434	1,089,212	1,666,646
DETENTION SERVICES	9,534,888	141,460	9,676,348
JUDICIAL SERVICES	2,040,926		2,040,926
PROBATION SERVICES	6,653,053	10,175,929	16,828,982
SUPPORT SERVICES	4,286,576	378,544	4,665,120
TOTAL JUVENILE COURT	23,092,877	11,785,145	34,878,022
OFFICE OF COURT APPOINTED COUNSEL			
CONTRACT ATTORNEYS	9,138,983		9,138,983
OFFICE OF COURT APPOINTED COUNSEL	665,291		665,291
TOTAL OFFICE OF COURT APPOINTED COUNSEL	9,804,274		9,804,274

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Expenditures
PUBLIC FIDUCIARY			
BURIALS	219,251		219,251
MANDATED FIDUCIARY SERVICES	2,032,235		2,032,235
TOTAL PUBLIC FIDUCIARY	2,251,486		2,251,486
SHERIFF			
ADMINISTRATION & SUPPORT	18,934,476	827,529	19,762,005
CORRECTIONS	36,089,907	1,946,806	38,036,713
FORFEITURES		3,535,514	3,535,514
HIDTA		17,340,270	17,340,270
OPERATIONS	38,172,514	507,795	38,680,309
TOTAL SHERIFF	93,196,897	24,157,914	117,354,811
SUPERIOR COURT			
ADJUDICATION	12,201,939	1,107,502	13,309,441
ADMINISTRATION	2,674,217		2,674,217
ADULT PROBATION	7,196,202	10,873,446	18,069,648
CALENDAR SERVICES	731,369		731,369
CONCILIATION COURT	760,411	807,328	1,567,739
FILL THE GAP - OTHER COURT DEPARMENTS		483,080	483,080
INFORMATION SERVICES	1,885,888	764,008	2,649,896
INTERPRETER	352,413		352,413
JURY COMMISSIONER	339,882		339,882
LAW LIBRARY	219,113	230,173	449,286
PRETRIAL SERVICES	2,169,141		2,169,141
TOTAL SUPERIOR COURT	28,530,575	14,265,537	42,796,112
TOTAL JUSTICE & LAW ENFORCEMENT	**204,762,409**	**62,887,724**	**267,650,133**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Revenues
JUSTICE & LAW ENFORCEMENT			
CLERK OF SUPERIOR COURT			
ARCHIVES		751,100	751,100
COLLECTIONS	600,470		600,470
FAMILY SUPPORT	260,000	16,475	276,475
MANAGEMENT SERVICES	1,800,402	19,350	1,819,752
TOTAL CLERK OF SUPERIOR COURT	2,660,872	786,925	3,447,797
CONSTABLES			
AJO CONSTABLE	1,000		1,000
TUCSON CONSTABLES	381,500		381,500
TOTAL CONSTABLES	382,500		382,500
COUNTY ATTORNEY			
ADMINISTRATION		15,000	15,000
COMMUNITY SUPPORT		792,504	792,504
CRIMINAL PROSECUTION	72,440	7,073,094	7,145,534
TOTAL COUNTY ATTORNEY	72,440	7,880,598	7,953,038
INDIGENT DEFENSE			
LEGAL DEFENDER		20,000	20,000
PUBLIC DEFENDER		317,000	317,000
TOTAL INDIGENT DEFENSE		337,000	337,000
JUSTICE COURT AJO			
JUSTICE COURT AJO	253,317		253,317
JUSTICE COURT AJO TIME PAY FEES		8,908	8,908
TOTAL JUSTICE COURT AJO	253,317	8,908	262,225
JUSTICE COURT GREEN VALLEY			
JUSTICE COURT GREEN VALLEY	210,243	6,870	217,113
TOTAL JUSTICE COURT GREEN VALLEY	210,243	6,870	217,113
JUSTICE COURTS TUCSON			
ADMINISTRATION	5,743,621	225,200	5,968,821
COURT OPERATIONS		43,558	43,558
JUDICIAL OPERATIONS	311,475		311,475
TOTAL JUSTICE COURTS TUCSON	6,055,096	268,758	6,323,854
JUVENILE COURT			
CHILDREN & FAMILY SERVICES	30,000	1,095,485	1,125,485
DETENTION SERVICES	317,162	141,978	459,140
PROBATION SERVICES		10,093,496	10,093,496
SUPPORT SERVICES	15,000	379,346	394,346
TOTAL JUVENILE COURT	362,162	11,710,305	12,072,467
OFFICE OF COURT APPOINTED COUNSEL			
CONTRACT ATTORNEYS	648,000		648,000
TOTAL OFFICE OF COURT APPOINTED COUNSEL	648,000		648,000
PUBLIC FIDUCIARY			
BURIALS	15,000		15,000
MANDATED FIDUCIARY SERVICES	431,120		431,120
TOTAL PUBLIC FIDUCIARY	446,120		446,120

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Revenues
SHERIFF			
ADMINISTRATION & SUPPORT	203,700	839,766	1,043,466
CORRECTIONS	6,311,000	2,143,000	8,454,000
FORFEITURES		102,000	102,000
HIDTA		17,348,290	17,348,290
OPERATIONS	5,300	508,873	514,173
TOTAL SHERIFF	6,520,000	20,941,929	27,461,929
SUPERIOR COURT			
ADJUDICATION	397,023	1,166,316	1,563,339
ADULT PROBATION		9,641,835	9,641,835
CONCILIATION COURT		510,328	510,328
INFORMATION SERVICES		770,200	770,200
LAW LIBRARY		206,342	206,342
TOTAL SUPERIOR COURT	397,023	12,295,021	12,692,044
TOTAL JUSTICE & LAW ENFORCEMENT	**18,007,773**	**54,236,314**	**72,244,087**

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
JUSTICE & LAW ENFORCEMENT	
CLERK OF SUPERIOR COURT	
ARCHIVES	33.7
COLLECTIONS	8.0
COURT SERVICES	104.3
FAMILY SUPPORT	9.5
MANAGEMENT SERVICES	64.0
TOTAL CLERK OF SUPERIOR COURT	219.5
CONSTABLES	
AJO CONSTABLE	1.0
TUCSON CONSTABLES	11.7
TOTAL CONSTABLES	12.7
COUNTY ATTORNEY	
ADMINISTRATION	29.0
CIVIL LEGAL SERVICES	68.4
COMMUNITY SUPPORT	29.0
CRIMINAL PROSECUTION	277.8
TOTAL COUNTY ATTORNEY	404.2
INDIGENT DEFENSE	
LEGAL DEFENDER	33.0
PUBLIC DEFENDER	144.5
TOTAL INDIGENT DEFENSE	177.5
JUSTICE COURT AJO	
JUSTICE COURT AJO	9.8
TOTAL JUSTICE COURT AJO	9.8
JUSTICE COURT GREEN VALLEY	
JUSTICE COURT GREEN VALLEY	8.5
TOTAL JUSTICE COURT GREEN VALLEY	8.5
JUSTICE COURTS TUCSON	
ADMINISTRATION	24.5
COURT OPERATIONS	71.5
JUDICIAL OPERATIONS	11.0
TOTAL JUSTICE COURTS TUCSON	107.0
JUVENILE COURT	
CHILDREN & FAMILY SERVICES	34.9
DETENTION SERVICES	208.3
JUDICIAL SERVICES	28.6
PROBATION SERVICES	246.0
SUPPORT SERVICES	47.6
TOTAL JUVENILE COURT	565.3
OFFICE OF COURT APPOINTED COUNSEL	
OFFICE OF COURT APPOINTED COUNSEL	10.0
TOTAL OFFICE OF COURT APPOINTED COUNSEL	10.0

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
PUBLIC FIDUCIARY	
BURIALS	0.7
MANDATED FIDUCIARY SERVICES	34.6
TOTAL PUBLIC FIDUCIARY	35.3
SHERIFF	
ADMINISTRATION & SUPPORT	249.5
CORRECTIONS	631.7
HIDTA	25.5
OPERATIONS	422.0
TOTAL SHERIFF	1,328.7
SUPERIOR COURT	
ADJUDICATION	171.4
ADMINISTRATION	43.8
ADULT PROBATION	302.0
CALENDAR SERVICES	18.0
CONCILIATION COURT	19.0
FILL THE GAP - OTHER COURT DEPARMENTS	9.2
INFORMATION SERVICES	25.5
INTERPRETER	6.0
JURY COMMISSIONER	8.0
LAW LIBRARY	4.0
PRETRIAL SERVICES	40.3
TOTAL SUPERIOR COURT	647.2
TOTAL JUSTICE & LAW ENFORCEMENT	**3,525.7**

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

Clerk of the Superior Court

Expenditures: 11,000,470 **Revenues:** 3,447,797

FTEs 219.5

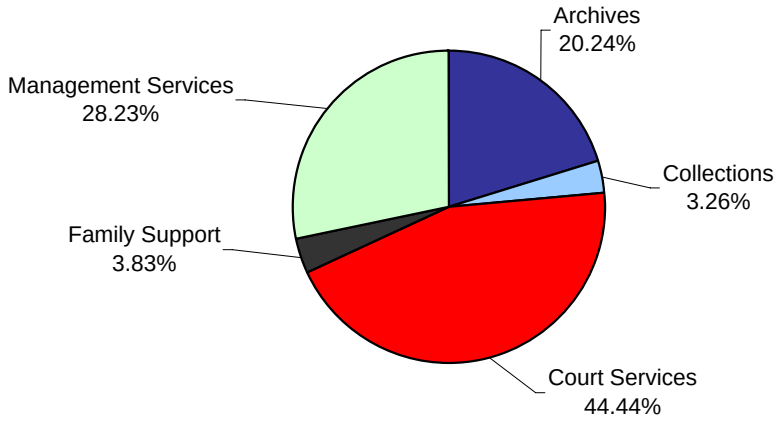
Function Statement:

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.

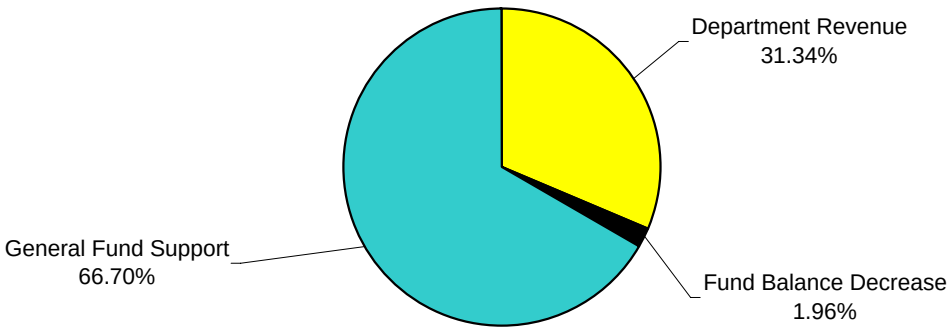
Mandates:

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 SUPERIOR COURT

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ARCHIVES	1,798,174	1,593,729	2,226,478
COLLECTIONS	244,581	269,594	360,409
COURT SERVICES	4,195,025	4,745,673	4,887,190
FAMILY SUPPORT	350,747	422,671	421,362
MANAGEMENT SERVICES	2,750,679	2,720,945	3,105,031
Total Expenditures	**9,339,206**	**9,752,612**	**11,000,470**
Funding by Source			
Revenues			
ARCHIVES	777,867	657,800	751,100
COLLECTIONS	6,181	345,000	600,470
COURT SERVICES	146	0	0
FAMILY SUPPORT	417,649	237,000	276,475
MANAGEMENT SERVICES	2,090,503	1,833,602	1,819,752
Total Revenues	**3,292,346**	**3,073,402**	**3,447,797**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(123,847)**	**(120,224)**	**215,552**
General Fund Support	**6,170,707**	**6,799,434**	**7,337,121**
Total Program Funding	**9,339,206**	**9,752,612**	**11,000,470**
Staffing (FTEs) by Program			
ARCHIVES	41.5	33.0	33.7
COLLECTIONS	5.0	6.0	8.0
COURT SERVICES	113.7	114.0	104.3
FAMILY SUPPORT	9.5	12.6	9.5
MANAGEMENT SERVICES	62.5	62.4	64.0
Total Staffing (FTEs)	**232.2**	**228.0**	**219.5**

Program Summary

Department: CLERK OF SUPERIOR COURT
Program: ARCHIVES

Function

Manage all court records.

Description of Services

Manage, maintain, film, and store all court records.

Program Goals and Objectives

- Continue to automate the recording of all court records in a cost effective manner
- Retrieve and return records in an efficient manner

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Records returned to file within 1 day of receipt	100%	100%	100%
Records processed (# of pages)	3,439,617	3,895,887	4,100,000
Records retrieved/delivered within 3 hours of receipt	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,044,487	1,094,131	1,218,018
SUPPLIES AND SERVICES	677,348	402,098	468,460
CAPITAL OUTLAY	76,339	97,500	540,000
Total Program Expenditures	**1,798,174**	**1,593,729**	**2,226,478**
Program Funding by Source			
Revenues			
Operating Revenue Sub-Total	**0**	**0**	**0**
CHARGES FOR SERVICES	757,948	640,000	733,000
INTEREST	19,919	17,800	18,100
Special Programs Revenue Sub-Total	**777,867**	**657,800**	**751,100**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(106,358)**	**(193,441)**	**199,460**
General Fund Support	**1,126,665**	**1,129,370**	**1,275,918**
Total Program Funding	**1,798,174**	**1,593,729**	**2,226,478**
Program Staffing (FTEs)	**41.5**	**33.0**	**33.7**

Program Summary

Department: CLERK OF SUPERIOR COURT
Program: COLLECTIONS

Function

Collection of all court ordered delinquent fines/fees/restitution/assessments within the Superior Court Adult Probation, Justice Courts, and Clerk of the Superior Court entities. (Note: The Collections section was established during fiscal year 2002/03.)

Description of Services

Collect court ordered assessments that are in arrears and ensure the court receives all monies due.

Program Goals and Objectives

- Establish a central collection unit for the Pima County courts
- Develop consistent policies, procedures, and standards for collections
- Reduce the duplication of collection efforts
- Increase collection of court ordered restitution, fees, and fines with an automated software package
- Improve the Court's ability to bill, track, and collect fees on accounts receivable accounts
- Provide monthly statistical report regarding year-to-date revenue
- Ensure accuracy for all financial records in the collection database
- Research and review outstanding accounts receivable for write-off criteria

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
New cases imported	32,114	9,600	12,500
Amounts collected	$6,181	$345,000	$600,470
Monthly reports provided	12	12	12

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	235,184	233,127	338,659
SUPPLIES AND SERVICES	9,397	36,467	21,750
Total Program Expenditures	**244,581**	**269,594**	**360,409**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	0	45,000	272,720
FINES AND FORFEITS	0	300,000	300,000
MISCELLANEOUS	6,181	0	27,750
Operating Revenue Sub-Total	**6,181**	**345,000**	**600,470**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**238,400**	**(75,406)**	**(240,061)**
Total Program Funding	**244,581**	**269,594**	**360,409**
Program Staffing (FTEs)	**5.0**	**6.0**	**8.0**

Program Summary

Department: CLERK OF SUPERIOR COURT
Program: COURT SERVICES

Function

Provide staff at all court sessions, record minutes of all proceedings, and carry out the processes of all court proceedings.

Description of Services

Administer oaths to witnesses, jurors, interpreters and law clerks. Record minutes, mark exhibits, assign criminal dockets, attend Grand Jury hearings, and issue and quash bench warrants for the Superior Court. Provide assistance to other court agencies and staff.

Program Goals and Objectives

- Process accurate minutes of court proceedings
- Provide timely processing of court documents
- Maintain and keep current records of all case types
- Integrate new technology in the courtroom
- Enhance electronic disbursement of minute entries

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Criminal jury court trials	413	450	465
Criminal dispositions	5,126	4,625	4,690
Civil jury court trials	171	165	173
Civil dispositions	7,430	6,655	6,705
Family law trials	403	345	355
Family law dispositions	8,339	7,100	7,185
Probate court trials	33	35	35
Probate dispositions	1,902	1,825	1,830

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	4,014,710	4,676,523	4,741,215
SUPPLIES AND SERVICES	172,361	69,150	145,975
CAPITAL OUTLAY	7,954	0	0
Total Program Expenditures	**4,195,025**	**4,745,673**	**4,887,190**
Program Funding by Source			
Revenues			
MISCELLANEOUS	146	0	0
Operating Revenue Sub-Total	**146**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**4,194,879**	**4,745,673**	**4,887,190**
Total Program Funding	**4,195,025**	**4,745,673**	**4,887,190**
Program Staffing (FTEs)	**113.7**	**114.0**	**104.3**

Program Summary

Department: CLERK OF SUPERIOR COURT
Program: FAMILY SUPPORT

Function

Provide child support services as mandated by Arizona Revised Statutes 12-282 and 46-442.

Description of Services

Receive, record, and disburse all court ordered payments for child support, spousal maintenance, and special paternity cases. Maintain both IV-D and Non IV-D computer systems to ensure proper record keeping of client records. Receive child support payments from contempt hearings ordered by judges to be paid through Clerk of the Superior Court. Provide customer service by telephone and in person for IV-D and Non IV-D child support cases. Process IV-D and Non IV-D wage assignments to non-custodial parents' employer, and maintain all information pertinent to the wage assignment, such as quash orders and employment termination. Maintain financial information in Arizona Tracking and Location Automated System (ATLAS) for Non IV-D cases pursuant to court orders. Load new Non IV-D cases in to ATLAS for receipt of payments. Maintain demographics in ATLAS for both IV-D and Non IV-D cases. Process requests for hearing to stop wage assignments. Prepare Pro Per paperwork and files for domestic default hearings, and process paperwork after hearing.

Program Goals and Objectives

- Assist the public and the courts by keeping current all records pertaining to child support cases and maintain the standards of quality set by this administration
- Enter all new cases to ATLAS

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Reimbursements from DES for services	$404,015	$224,000	$260,000
New cases added to ATLAS per month	99	225	235

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	325,176	408,837	377,762
SUPPLIES AND SERVICES	25,571	13,834	25,600
CAPITAL OUTLAY	0	0	18,000
Total Program Expenditures	**350,747**	**422,671**	**421,362**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	404,015	224,000	260,000
MISCELLANEOUS	203	0	0
Operating Revenue Sub-Total	**404,218**	**224,000**	**260,000**
INTERGOVERNMENTAL	11,882	12,000	15,000
INTEREST	1,499	1,000	1,475
MISCELLANEOUS	50	0	0
Special Programs Revenue Sub-Total	**13,431**	**13,000**	**16,475**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(1)**	**64,511**	**26,672**
General Fund Support	**(66,901)**	**121,160**	**118,215**
Total Program Funding	**350,747**	**422,671**	**421,362**
Program Staffing (FTEs)	**9.5**	**12.6**	**9.5**

Program Summary

Department: CLERK OF SUPERIOR COURT
Program: MANAGEMENT SERVICES

Function

Coordinate with the Presiding Judge and Court Administrator to accomplish the business of the court in a prompt and orderly manner.

Description of Services

Provide quality accessibility and streamlined Court related services to the Judicial system and the public.

Program Goals and Objectives

- Provide timely customer service in a courteous manner
- Manage the resources of the office in an efficient and effective manner
- Strive for improvement and excellence in the services provided
- Foster an environment of integrity by treating others honestly and with dignity
- Facilitate all department employees' ability to fulfill their job responsibilities

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Domestic cases filed	9,356	12,543	14,610
Civil cases filed	9,163	9,675	9,856
Marriage licenses issued	6,028	6,125	6,223
Passports issued	9,670	9,778	10,000
Notary bonds processed	2,811	3,000	3,200
Average customer waiting time	15 minutes	10 minutes	10 minutes
Customers/day	307	300	310
Customer satisfaction rating	98%	98%	99%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	2,367,069	2,530,084	2,892,490
SUPPLIES AND SERVICES	373,668	190,861	212,541
CAPITAL OUTLAY	9,942	0	0
Total Program Expenditures	**2,750,679**	**2,720,945**	**3,105,031**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,145,844	1,048,576	1,025,502
FINES AND FORFEITS	908,253	756,826	758,000
INTEREST	12,827	15,000	15,000
MISCELLANEOUS	6,091	0	1,900
Operating Revenue Sub-Total	**2,073,015**	**1,820,402**	**1,800,402**
CHARGES FOR SERVICES	17,116	13,200	19,000
INTEREST	372	0	350
Special Programs Revenue Sub-Total	**17,488**	**13,200**	**19,350**
Grant Revenue Sub-Total	**0**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(17,488)**	**8,706**	**(10,580)**
General Fund Support	**677,664**	**878,637**	**1,295,859**
Total Program Funding	**2,750,679**	**2,720,945**	**3,105,031**
Program Staffing (FTEs)	**62.5**	**62.4**	**64.0**

Program Summary

Department: CLERK OF SUPERIOR COURT
Program: MANAGEMENT SERVICES

Supplemental Packages Approved

Supplemental Package B - Divisions 29 and 30 of the Superior Court - is associated with this program. Funding of this package provides $134,830 for personal services and $19,958 for supplies and services in order to provide support for two new divisions of the Superior Court, which have been established based on Pima County population figures. The data presented on the previous page includes $154,788 in additional expenditures.

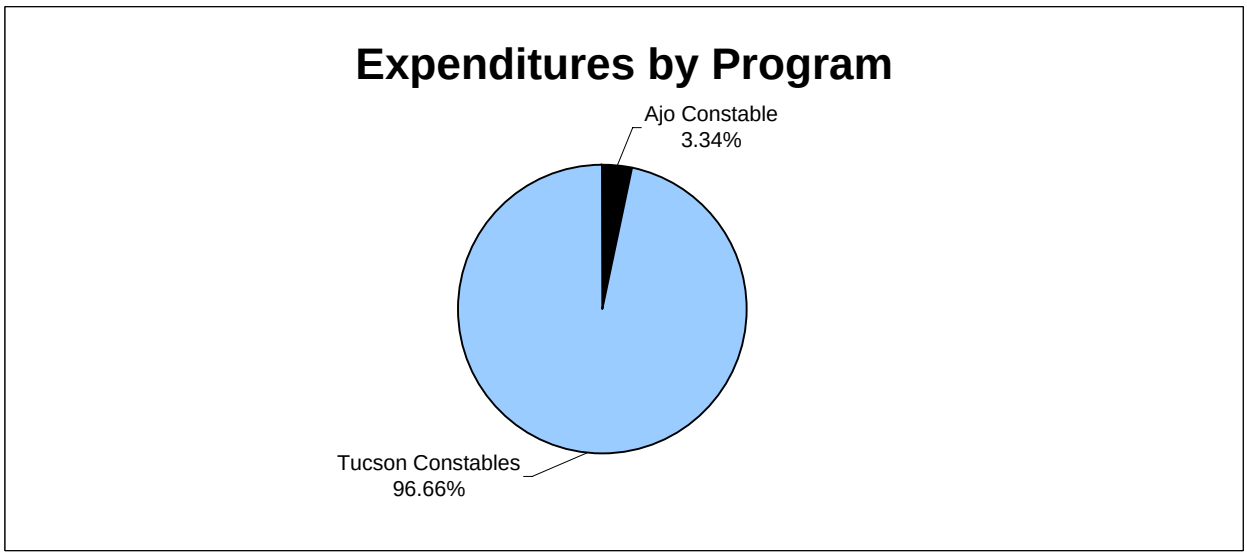
Constables

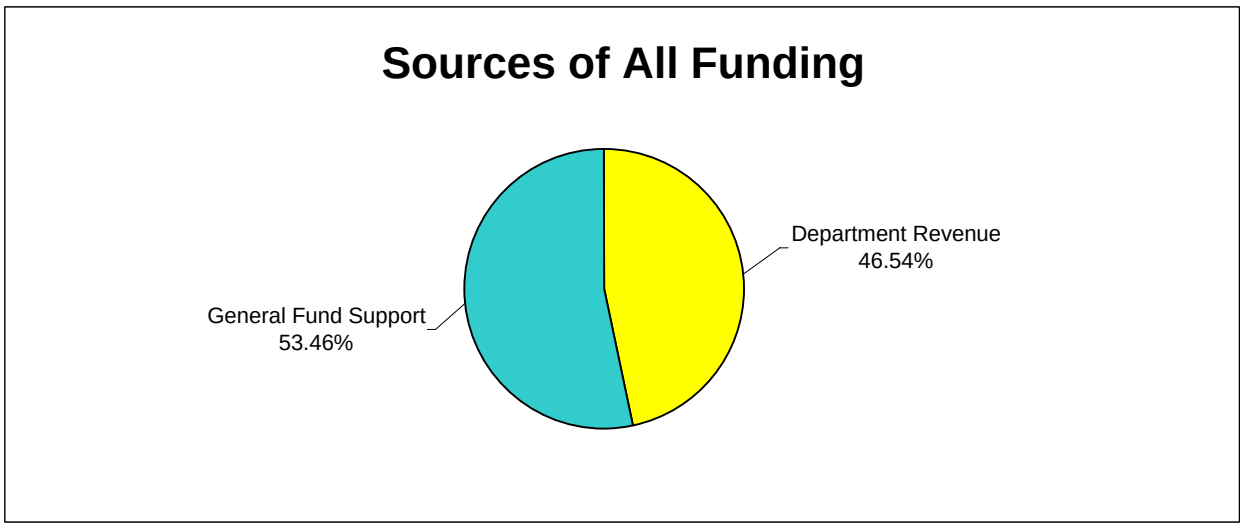
Expenditures: 821,924 **Revenues:** 382,500

FTEs 12.7

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





Department Summary by Program

Department: CONSTABLES

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
AJO CONSTABLE	21,664	26,351	27,412
TUCSON CONSTABLES	559,724	727,712	794,512
Total Expenditures	**581,388**	**754,063**	**821,924**
Funding by Source			
Revenues			
AJO CONSTABLE	1,505	500	1,000
TUCSON CONSTABLES	394,674	325,118	381,500
Total Revenues	**396,179**	**325,618**	**382,500**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**185,209**	**428,445**	**439,424**
Total Program Funding	**581,388**	**754,063**	**821,924**
Staffing (FTEs) by Program			
AJO CONSTABLE	1.0	1.0	1.0
TUCSON CONSTABLES	8.6	10.2	11.7
Total Staffing (FTEs)	**9.6**	**11.2**	**12.7**

Program Summary

Department: CONSTABLES
Program: AJO CONSTABLE

Function

Serve Justice Court papers as required by ARS 22-102 and 22-131 a and b. Act as Peace Officer for the Pima County Justice Court located in Ajo.

Description of Services

Serve and return civil, criminal, and traffic court papers within the precinct. Serve and attend the Justice of the Peace of the court within the precinct. Serve criminal and civil papers received from other counties and states.

Program Goals and Objectives

- Carry out state statute mandated duties
- Serve civil, criminal, and traffic papers from Justice Court Ajo, as well as from other counties and states
- Improve the quality of service to the community

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Attempt to serve all Justice Court papers	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	17,955	20,561	21,763
SUPPLIES AND SERVICES	3,709	5,790	5,649
Total Program Expenditures	**21,664**	**26,351**	**27,412**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,505	500	1,000
Operating Revenue Sub-Total	**1,505**	**500**	**1,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**20,159**	**25,851**	**26,412**
Total Program Funding	**21,664**	**26,351**	**27,412**
Program Staffing (FTEs)	**1.0**	**1.0**	**1.0**

Program Summary

Department: CONSTABLES
Program: TUCSON CONSTABLES

Function

Serve Justice Court papers as required by ARS 22-102 and 22-131 a and b. Act as Peace Officer for the Pima County Justice Courts.

Description of Services

Serve and return civil, criminal, and traffic court papers within the precincts. Serve and attend the Justice of the Peace of the courts within the precincts in which they were elected to serve. Serve criminal and civil papers received from other counties and states.

Program Goals and Objectives

- Carry out state statute mandated duties
- Serve civil, criminal, and traffic papers from the justice courts, as well as from other counties and states
- Improve efficiency of service to the precincts
- Improve the quality of service to the community

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Civil papers served	91%	93%	93%
Civil fees collected	98%	98%	98%
Criminal/traffic papers served	70%	76%	76%
Domestic violence/harassment orders served	86%	86%	86%
Attempt to serve all Justice Court papers	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	458,060	569,597	709,363
SUPPLIES AND SERVICES	53,685	92,715	85,149
CAPITAL OUTLAY	47,979	65,400	0
Total Program Expenditures	**559,724**	**727,712**	**794,512**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	321,521	309,018	359,500
MISCELLANEOUS	73,153	16,100	22,000
Operating Revenue Sub-Total	**394,674**	**325,118**	**381,500**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**165,050**	**402,594**	**413,012**
Total Program Funding	**559,724**	**727,712**	**794,512**
Program Staffing (FTEs)	**8.6**	**10.2**	**11.7**

County Attorney

Expenditures: 27,053,926 **Revenues:** 7,953,038

FTEs 404.2

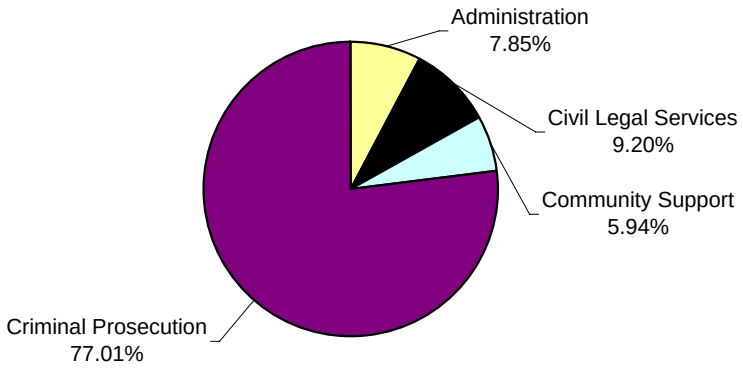
Function Statement:

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 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 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.

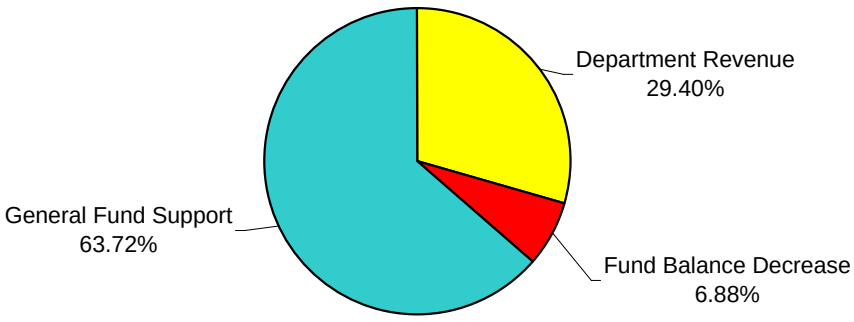
Mandates:

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

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ADMINISTRATION	1,751,912	1,891,252	2,124,883
CIVIL LEGAL SERVICES	2,071,296	2,146,549	2,487,935
COMMUNITY SUPPORT	1,178,693	1,471,921	1,606,696
CRIMINAL PROSECUTION	15,741,125	19,931,225	20,834,412
Total Expenditures	**20,743,026**	**25,440,947**	**27,053,926**
Funding by Source			
Revenues			
ADMINISTRATION	5,680	15,000	15,000
CIVIL LEGAL SERVICES	2,441	0	0
COMMUNITY SUPPORT	865,999	779,756	792,504
CRIMINAL PROSECUTION	9,020,118	7,095,636	7,145,534
Total Revenues	**9,894,238**	**7,890,392**	**7,953,038**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(4,407,288)**	**1,520,593**	**1,862,431**
General Fund Support	**15,256,076**	**16,029,962**	**17,238,457**
Total Program Funding	**20,743,026**	**25,440,947**	**27,053,926**
Staffing (FTEs) by Program			
ADMINISTRATION	29.0	29.0	29.0
CIVIL LEGAL SERVICES	60.0	60.0	68.4
COMMUNITY SUPPORT	25.0	29.0	29.0
CRIMINAL PROSECUTION	279.2	277.2	277.8
Total Staffing (FTEs)	**393.2**	**395.2**	**404.2**

Program Summary

Department: COUNTY ATTORNEY
Program: ADMINISTRATION

Function

Implement programs, procedures, and information technology consistent with the direction and priorities established by the County Attorney. Provide administrative and technical support services in support of departmental missions.

Description of Services

Administer personnel, payroll, purchasing, budget and finance, information technology, and public information services for the department. Set priorities and provide direction for the department as a whole.

Program Goals and Objectives

- Provide open communications between the County Attorney's office, other County departments, other governmental agencies, and the public
- Provide attorneys and support staff with the resources necessary to conduct the affairs of the office 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 & procedures)
- Submit bi-weekly payroll to the Finance Department by established deadline, 100% of the time
- Comply with deadlines for financial reporting of various County, state, and federal funds
- Ensure at least 90% of travel arrangements for witnesses/victims are made in a timely, cost effective manner
- Identify the needs of each program and increase by at least 10% the number of volunteers and interns to be recruited and trained for these programs for the purpose of supplementing the work force, as well as to provide additional resources for each program area
- Complete at least 95% of the design, development, and implementation of departmental and non-departmental databases, applications, and reports within mutually established deadlines
- Attain at least a 99% uptime rate of the network infrastructure for the six departmental and non-departmental facilities from 6:00 AM to 6:00 PM, seven days a week
- Efficiently install, upgrade, and maintain infrastructure components and peripherals with at least a 95% customer satisfaction rate
- Perform research, statistical analysis, and auditing functions with at least a 95% customer satisfaction rate
- Conduct 45 monthly audits and achieve at least a 95% data systems accuracy

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Biweekly payroll submitted on time	100%	100%	100%
Financial reporting deadlines met	446	478	422
Witness travel and victim arrangements completed in a timely manner	100%	100%	100%
Increase in volunteers recruited/trained	46%	25%	25%
Database projects completed	95%	95%	95%
Network infrastructure uptime	99%	99%	99%
Customers satisfied with information systems maintenance/installation efficiency	95%	95%	95%
Customers satisifed with information systems research and auditing functions	95%	95%	95%
Data systems audits conducted	50	50	50
Data systems accuracy achieved	95%	95%	95%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,447,561	1,602,076	1,768,766
SUPPLIES AND SERVICES	256,139	261,426	327,717
CAPITAL OUTLAY	48,212	27,750	28,400
Total Program Expenditures	**1,751,912**	**1,891,252**	**2,124,883**
Program Funding by Source			
Revenues			
MISCELLANEOUS	4,450	0	0
Operating Revenue Sub-Total	**4,450**	**0**	**0**
INTERGOVERNMENTAL	1,230	15,000	15,000
Grant Revenue Sub-Total	**1,230**	**15,000**	**15,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**

Program Summary

Department: COUNTY ATTORNEY
Program: ADMINISTRATION

Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(1,230)	0	0
General Fund Support	1,747,462	1,876,252	2,109,883
Total Program Funding	1,751,912	1,891,252	2,124,883
Program Staffing (FTEs)	29.0	29.0	29.0

Program Summary

Department: COUNTY ATTORNEY
Program: CIVIL LEGAL SERVICES

Function

Provide legal representation and advice to the Board of Supervisors, County departments, and other County entities (e.g. Flood Control District,Stadium District).

Description of Services

The Civil Division serves as Pima County's in-house legal counsel. The Division provides to Pima County, its officers, and departments comprehensive legal services and representation in diverse areas of law, including employment, tort (personal injury, excessive force, negligent road design, medical malpractice, and civil rights), bankruptcy (tax liens; ensuring taxes owed to Pima County are paid), property tax, environmental (federal environmental regulations, prosecution of toxic tort, air quality, wildcat dumping, hazardous materials, and water quality violations), health care, elections, eminent domain, planning and zoning, transportation, construction contracts, real property and telecommunications. Legal services provided by the Division include giving legal advice to the County, County entities, officers and employees; defending the County, County employees and officers in all litigation filed against the County; prosecuting violations of County ordinances; representing and advising the County in administrative hearings; negotiating and drafting contracts, sale and purchase agreements, leases and other legal documents; and drafting County ordinances, resolutions and regulations. Additionally, the Civil Division provides various legal services required of the County Attorney by state statute, including initiating involuntary mental health commitment actions, providing legal services to certain other governmental bodies such as school districts and certain fire districts, and enforcing elections laws, open meetings, and conflict of interest laws, and similar statutory regulatory laws relating to public officials.

Program Goals and Objectives

- Serve the public by providing high quality, cost effective legal services for the Board of Supervisors, County officials, boards and commissions, County departments, and Special Districts, while promoting excellence, professionalism, integrity, accountability, mutual respect, and cooperation
- Provide quality legal defense for all of the actions brought against the County, Board of Supervisors, County officials, boards and commissions, County departments, and Special Districts, as well as other entities and individuals as authorized or directed or as required by law
- Provide quality legal prosecution of County code violations in civil and administrative actions brought on behalf of the County, the Board of Supervisors, County officials, boards and commissions, County departments, and special districts, as well as other entities and individuals as authorized and directed or required by law
- Prepare timely reports and orders as requested by the Board of Supervisors and County departments, or as otherwise authorized or required by law
- Provide timely, accurate, and complete legal advice to the Board of Supervisors, County officials, boards, commissions, County departments, special districts, and other entities and individuals as required by law or as otherwise authorized and directed
- Provide timely, accurate, and complete education and training services to County officials, boards, commissions, County departments, and special districts in order to promote the effectiveness of County functions and to reduce liability
- Ensure that attorneys and staff receive needed training to perform their required functions and to remain current within their relevant areas of law

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Savings from successful legal defense	85%	75%	75%
Satisfactory or above ratings on client evaluation forms for defense of legal proceedings	100%	98%	98%
Monies awarded by courts from prosecution	$2,000,000	$145,285	$145,285
Cases in which the County prevails in obtaining the requested relief	90%	92%	92%
Satisfactory or above ratings on client evaluation forms for prosecutions of civil actions	100%	98%	98%
Requests for reports/orders acted on within statutory or mutually established deadlines	88%	90%	95%
Hours spent providing legal representation at regulary scheduled meetings of County boards, commissions, and departments where legal counsel is required or requested to be present	1,500	900	865
Satisfactory or above ratings on client evaluation forms for legal advice and consultation	100%	98%	98%
Routine contracts reviewed within 5 days	95%	98%	95%
IGA/ordinance/resolutions reviewed within 3 days	250	250	493
IGA/ordinance/resolutions reviewed within 3 days	90%	85%	85%
Client education training hours provided	250	225	225
Satisfactory or above ratings on client evaluation forms for education and training programs and services	100%	98%	98%

Program Summary

Department: COUNTY ATTORNEY
Program: CIVIL LEGAL SERVICES

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	2,036,283	2,136,031	2,483,319
SUPPLIES AND SERVICES	25,990	(14,382)	(63,779)
CAPITAL OUTLAY	9,023	24,900	68,395
Total Program Expenditures	**2,071,296**	**2,146,549**	**2,487,935**
Program Funding by Source			
Revenues			
MISCELLANEOUS	2,441	0	0
Operating Revenue Sub-Total	**2,441**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**2,068,855**	**2,146,549**	**2,487,935**
Total Program Funding	**2,071,296**	**2,146,549**	**2,487,935**
Program Staffing (FTEs)	**60.0**	**60.0**	**68.4**

Supplemental Packages Approved

Supplemental Package C - Civil General Services & Contract Unit - is associated with this program. Personal services expenditures for two attorneys and one legal secretary will be funded by Institutional Health, Transportation, Wastewater Management, and the Regional Flood Control District pursuant to memoranda of understanding. A total of $197,877 in personal services is budgeted by the four departments resulting in a zero net cost to the County Attorney.

Supplemental Package D - Civil Environmental/Land Use Unit - is associated with this program. Personal services expenditures for one attorney and one legal secretary will be funded by Development Services pursuant to a memorandum of understanding. A total of $107,271 in personal services is budgeted by Development Services resulting in a zero net cost to the County Attorney.

Supplemental Package E - Civil Tax/Bankruptcy and Tort Units - is associated with this program. Funding of this package provides $33,163 for personal services for a Legal Secretary in the Civil Tax/Bankruptcy and Tort Unit. The data presented on this page includes $33,163 in additional expenditures.

Program Summary

Department: COUNTY ATTORNEY
Program: COMMUNITY SUPPORT

Function

Operate 88-Crime 24 hours a day, receiving citizen tips assisting in solving crimes. Assist Pima County residents and businesses by collecting payment for victims of check fraud and provide financial accountability as a diversion option from prosecution via the Bad Check Program. Support and administer youth related programs working with nonprofit agencies. Provide community protection by working with neighborhoods designed to reduce trends in youth violence, increase public safety, and reduce crime. Involve communities in reducing crime in their neighborhoods by establishing Community Justice Boards (CJBs).

Description of Services

Provide information on major unsolved crimes, received through the 88-Crime program anonymous telephone hotline, to law enforcement agencies. Collect payment for victims of check fraud 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.

Program Goals and Objectives

- Engage and support the community by administering innovative programs that increase public safety and reduce costs to the community by holding individuals accountable in a cost effective and efficient manner
- Increase the number of calls received by the hotline that result in cases forwarded to law enforcement by at least 10%
- Increase the number of personal contacts made at community events by at least 10%
- Increase participation of 88-Crime at community events by at least 10%
- Increase the number of participants in the Bad Check Program
- Increase the number of checks submitted by participating individuals and merchants
- Increase the amount of restitution returned to participating individuals and merchants
- Increase bad check collection effectiveness
- Provide and increase the number of Communities Addressing Responsible Gun Ownership (CARGO) presentations designed to promote gun safety awareness
- Conduct County wide truancy sweeps
- Coordinate and develop a 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
- Provide criminal eviction assistance training on criminal eviction laws and procedures for all private and commercial rental housing owners and assist landlords in eviction proceedings
- Provide training to agency staff, Community Justice Board volunteers, and case managers at the Center for Juvenile Alternatives on case management and prevention/resiliency

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Calls received by the hotline that result in cases forwarded to law enforcement	14,618	15,923	16,080
Personal contacts made at community events	52,800	60,000	65,000
Presentations made at community events	225	248	248
Bad Check Program participants	5,713	5,800	5,900
Bad checks submitted	7,729	8,000	8,500
Restitution collected	$1,092,810	$1,200,000	$1,300,000
Checks collected of those submitted	100%	100%	100%
CARGO Program presentations	25	70	84
Countywide truancy sweeps conducted	4	4	4
Eviction training sessions	4	3	4
Eviction proceedings	30	6	7
CJB/Staff training programs	12	12	12
Community Justice Boards held	220	230	270

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	984,994	1,307,405	1,426,578
SUPPLIES AND SERVICES	178,247	139,361	160,628
CAPITAL OUTLAY	15,452	25,155	19,490
Total Program Expenditures	**1,178,693**	**1,471,921**	**1,606,696**

Program Summary

Department: COUNTY ATTORNEY
Program: COMMUNITY SUPPORT

Program Funding by Source			
Revenues			
Operating Revenue Sub-Total	**0**	**0**	**0**
FINES AND FORFEITS	766,455	700,000	700,000
INTEREST	11,725	10,000	10,000
MISCELLANEOUS	704	0	0
Special Programs Revenue Sub-Total	**778,884**	**710,000**	**710,000**
INTERGOVERNMENTAL	50,616	69,756	82,000
INTEREST	1,022	0	504
MISCELLANEOUS	35,477	0	0
Grant Revenue Sub-Total	**87,115**	**69,756**	**82,504**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(71,563)**	**286,727**	**383,092**
General Fund Support	**384,257**	**405,438**	**431,100**
Total Program Funding	**1,178,693**	**1,471,921**	**1,606,696**
Program Staffing (FTEs)	**25.0**	**29.0**	**29.0**

Program Summary

Department: COUNTY ATTORNEY
Program: CRIMINAL PROSECUTION

Function

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 Witness Program.

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 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. Provide advocacy and crisis intervention for victims and witnesses via the Victim Witness Program. 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.

Program Goals and Objectives

- 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
- Hold criminals accountable for violations of the law by investigating and prosecuting criminal cases in a manner that maximizes public safety
- Target dangerous, violent and repetitive criminal defendants for trial
- Process all requests for subpoenas, arrests warrants, interviews, and investigations
- Prosecute all misdemeanor cases filed by law enforcement in Justice Court
- 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 attorney for night time initial appearances 365 days a year to ensure appropriate release conditions are recommended to maximize public safety
- Prevent re-victimization by creating an environment where victims are treated with dignity, compassion, and respect
- Provide crisis intervention and victimology training to citizens, volunteers, and prosecutors
- Provide comprehensive intervention and prevention services to children who witness/experience domestic violence in their homes
- Ensure the rights of victims as dictated by the Arizona constitution
- Support and assist victims and witnesses at legal proceedings, hearings, and trials
- Provide court room support and assistance to victims and witnesses at legal proceedings, hearings, and trials
- Provide a victim witness representative at initial appearances to ensure that victims have an opportunity to appear and be heard concerning the conditions of release for the accused
- Provide 24 hour/7 days 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
- Administer and distribute Crime Victim Compensation Fund monies to victims in a timely manner
- Provide comprehensive legal training and advice for prosecutors, staff, law enforcement, and other criminal justice agencies
- Administer antiracketeering revolving funds for their proper use and intended purposes for local law enforcement agencies

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Felony cases presented for review by law enforcement	9,558	9,600	9,600
Grand jury and preliminary hearing presentations	5,265	5,120	5,330
Percent of violent, dangerous, repetitive offenders actually tried	48%	48%	48%
Juvenile cases presented for review by law enforcement	10,683	10,800	11,000
Requests for investigative services	10,889	11,000	11,200
Misdemeanor cases filed by law enforcement in Justice Court prosecuted	34,124	35,000	35,500
Written victim notifications	191,904	185,000	190,000
Victim restitutions processed within guidelines	100%	100%	100%
Initial appearance hearings (two per day) attended	240	455	730
Crisis response hours provided to victims	15,561	16,000	16,250
Cost savings using a volunteer force to respond to crisis calls	$280,098	$288,000	$292,500
Average number of days to process claims	44	39	37
Claims processed within 60 days	95%	97%	98%
Total claims processed	339	335	350

Program Summary

Department: COUNTY ATTORNEY
Program: CRIMINAL PROSECUTION

Training hours provided	204	200	200
Legal reviews and corresponding disbursements of funds to local law enforcement agencies	42	57	60
Criminal call outs provided	50	55	60

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	12,169,866	13,840,083	14,543,393
SUPPLIES AND SERVICES	3,442,897	5,853,242	6,005,134
CAPITAL OUTLAY	128,362	237,900	285,885
Total Program Expenditures	**15,741,125**	**19,931,225**	**20,834,412**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	32,450	32,440	32,440
INTEREST	2	0	0
MISCELLANEOUS	68,339	40,000	40,000
Operating Revenue Sub-Total	**100,791**	**72,440**	**72,440**
INTERGOVERNMENTAL	1,866,336	1,162,724	1,465,435
FINES AND FORFEITS	192	0	0
INTEREST	83,354	73,000	74,500
MISCELLANEOUS	3,512,114	3,253,110	3,253,110
Special Programs Revenue Sub-Total	**5,461,996**	**4,488,834**	**4,793,045**
INTERGOVERNMENTAL	3,271,345	2,534,362	2,278,799
INTEREST	11,139	0	1,250
MISCELLANEOUS	174,847	0	0
Grant Revenue Sub-Total	**3,457,331**	**2,534,362**	**2,280,049**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(4,334,495)**	**1,233,866**	**1,479,339**
General Fund Support	**11,055,502**	**11,601,723**	**12,209,539**
Total Program Funding	**15,741,125**	**19,931,225**	**20,834,412**
Program Staffing (FTEs)	**279.2**	**277.2**	**277.8**

Supplemental Packages Approved

Supplemental Package B - Victim Witness Northwest Expansion - is associated with this program. Funding of this package provides $39,214 for personal services for one Victim Witness Advocate position to serve in unincorporated Northwest Pima County. The data presented on this page includes $39,214 in additional expenditures.

Indigent Defense

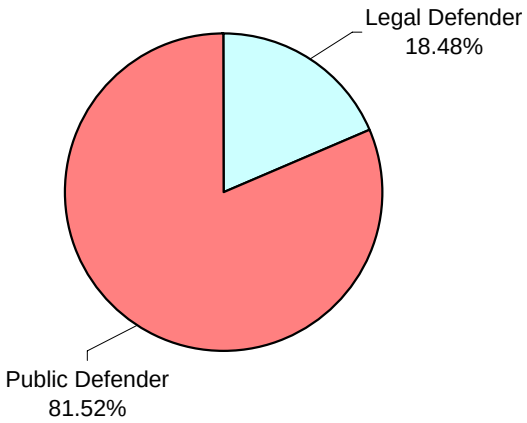
Expenditures: 14,682,055 **Revenues:** 337,000

FTEs 177.5

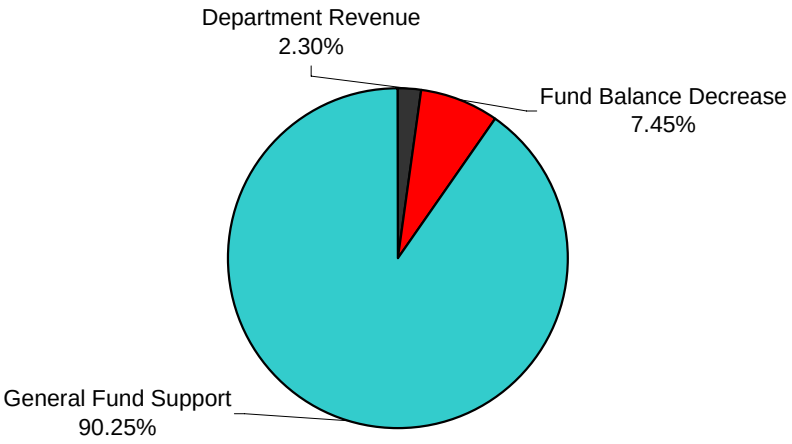
Function Statement: Provide quality legal representation in an efficient, cost effective manner for indigent individuals entitled to appointed counsel.

Mandates: ARS Title 11, Chapter 3, Article 11: Public Defenders; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 14, Chapter 5: Protection of Persons Under Disability and Their Property; ARS Title 8: Children

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: INDIGENT DEFENSE

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
LEGAL DEFENDER	2,308,963	2,468,671	2,712,520
PUBLIC DEFENDER	8,439,555	8,979,779	11,969,535
Total Expenditures	**10,748,518**	**11,448,450**	**14,682,055**
Funding by Source			
Revenues			
LEGAL DEFENDER	18,111	20,000	20,000
PUBLIC DEFENDER	460,411	135,000	317,000
Total Revenues	**478,522**	**155,000**	**337,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(160,861)**	**290,000**	**1,094,362**
General Fund Support	**10,430,857**	**11,003,450**	**13,250,693**
Total Program Funding	**10,748,518**	**11,448,450**	**14,682,055**
Staffing (FTEs) by Program			
LEGAL DEFENDER	33.0	33.0	33.0
PUBLIC DEFENDER	129.6	123.6	144.5
Total Staffing (FTEs)	**162.6**	**156.6**	**177.5**

Note: The increase in expenditures and FTEs over fiscal year 2004/05 is the net result of the approval of two supplemental packages, including the addition of 12 new FTEs for expansion of the Public Defender's office to decrease dependency on contract attorneys, and 4 new FTEs for administrative restructuring; the addition of 4 new FTEs for the Public Defender and staff members; and salary and benefits adjustments.

Program Summary

Department: INDIGENT DEFENSE
Program: LEGAL DEFENDER

Function

Provide quality legal representation to defendants entitled to court appointed counsel.

Description of Services

Represent adults charged with felonies, file appeals, handle post conviction relief matters, and probation revocation matters.

Program Goals and Objectives

- Provide the highest quality legal representation by recruiting and retaining the most qualified and productive employees by furnishing a competitive pay plan, rewarding work environment, and comprehensive training opportunities
- Maintain an annual attorney retention rate of 90% or greater
- Provide at least 4 hours of relevant training for 35% of support staff every year
- Develop the most efficient and cost effective means for delivering legal services without compromising the quality of representation

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Annual attorney retention rate	93%	90%	90%
Support staff training rate	41%	35%	35%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	2,062,865	2,179,365	2,337,311
SUPPLIES AND SERVICES	246,098	289,306	375,209
Total Program Expenditures	**2,308,963**	**2,468,671**	**2,712,520**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	103	0	0
MISCELLANEOUS	60	0	0
Operating Revenue Sub-Total	**163**	**0**	**0**
INTERGOVERNMENTAL	17,247	19,500	19,500
INTEREST	701	500	500
Grant Revenue Sub-Total	**17,948**	**20,000**	**20,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(3,886)**	**0**	**0**
General Fund Support	**2,294,738**	**2,448,671**	**2,692,520**
Total Program Funding	**2,308,963**	**2,468,671**	**2,712,520**
Program Staffing (FTEs)	**33.0**	**33.0**	**33.0**

Program Summary

Department: INDIGENT DEFENSE
Program: PUBLIC DEFENDER

Function

Provide quality legal representation to defendants entitled to court appointed counsel.

Description of Services

Represent adults charged with misdemeanors and felonies. Handle post conviction relief matters and probation revocation cases. Represent juveniles charged with delinquency and those facing transfer to adult courts.

Program Goals and Objectives

- Provide the highest quality legal representation by recruiting and retaining the most qualified and productive employees by furnishing a competitive pay plan, rewarding work environment, and comprehensive training opportunities
- Maintain annual attorney retention rate of 90% or better
- Develop the most efficient and cost effective means for delivering legal services without compromising the quality of representation
- Provide at least 4 hours of relevant training for 35% of support staff every year

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Annual attorney retention rate	94%	90%	90%
Support staff training rate	45%	35%	35%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	7,374,170	7,663,765	9,444,486
SUPPLIES AND SERVICES	1,031,517	1,316,014	2,467,814
CAPITAL OUTLAY	33,868	0	57,235
Total Program Expenditures	**8,439,555**	**8,979,779**	**11,969,535**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	139,319	0	0
MISCELLANEOUS	9,588	0	0
Operating Revenue Sub-Total	**148,907**	**0**	**0**
INTERGOVERNMENTAL	263,314	90,000	262,000
INTEREST	4,859	5,000	15,000
Special Programs Revenue Sub-Total	**268,173**	**95,000**	**277,000**
INTERGOVERNMENTAL	42,281	39,700	39,700
INTEREST	450	300	300
MISCELLANEOUS	600	0	0
Grant Revenue Sub-Total	**43,331**	**40,000**	**40,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(156,975)**	**290,000**	**1,094,362**
General Fund Support	**8,136,119**	**8,554,779**	**10,558,173**
Total Program Funding	**8,439,555**	**8,979,779**	**11,969,535**
Program Staffing (FTEs)	**129.6**	**123.6**	**144.5**

Program Summary

Department: INDIGENT DEFENSE
Program: PUBLIC DEFENDER

Supplemental Package B - Compliance with Spangenberg Recommendations - is associated with this program. Funding of this package provides $781,310 in personal services and $144,441 in supplies & services for additional felony case attorneys and staff. The data presented on the previous page includes $925,751 in additional expenditures.

Supplemental Package C - Public Defender Organization and Management - is associated with this program. Funding of this package provides $242,369 in personal services, $31,821 in supplies & services, and $13,035 in capital for four additional positions and related equipment as recommended in the Spangenberg Group report. The data presented on the previous page includes $287,225 in additional expenditures.

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Justice Court Ajo

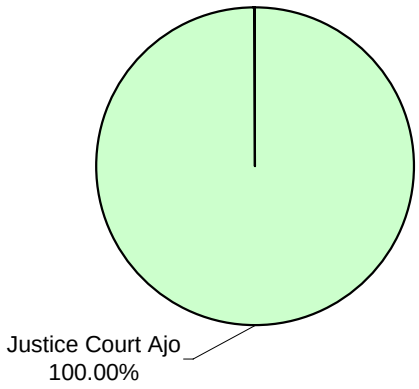
Expenditures: 579,037 **Revenues:** 262,225

FTEs 9.8

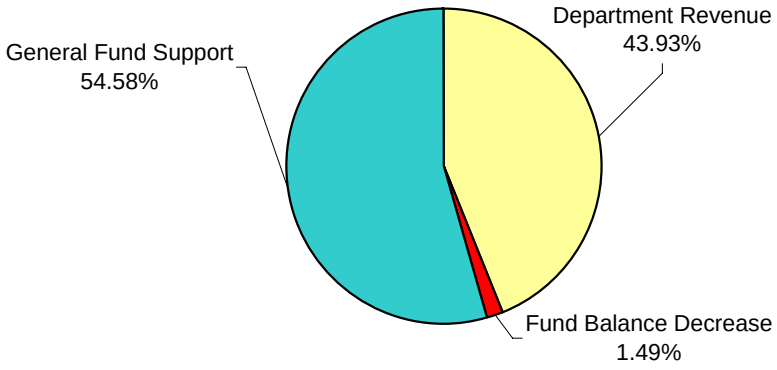
Function Statement: Provide prompt and consistent delivery of services to the public, litigants, and attorneys within the judicial precinct in compliance with court mandates. Provide prompt and orderly disposition of civil, criminal, and traffic cases. Maintain orderly, complete, and accurate records. 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. The Adult Probation office serves and protects 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

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
JUSTICE COURT AJO	418,373	519,308	579,037
JUSTICE COURT AJO TIME PAY FEES	0	15,000	0
Total Expenditures	**418,373**	**534,308**	**579,037**
Funding by Source			
Revenues			
JUSTICE COURT AJO	288,359	253,317	253,317
JUSTICE COURT AJO TIME PAY FEES	6,550	8,908	8,908
Total Revenues	**294,909**	**262,225**	**262,225**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(6,551)**	**6,092**	**(8,908)**
General Fund Support	**130,015**	**265,991**	**325,720**
Total Program Funding	**418,373**	**534,308**	**579,037**
Staffing (FTEs) by Program			
JUSTICE COURT AJO	8.8	8.8	9.8
Total Staffing (FTEs)	**8.8**	**8.8**	**9.8**

Program Summary

Department: JUSTICE COURT AJO
Program: JUSTICE COURT AJO

Function

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's department. Provide information to the public regarding other County agencies, office hours, and telephone numbers. Maintain orderly, complete, and accurate records. Process payroll. 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. 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. Dispense justice in criminal, traffic, and civil matters according to the laws of the state in a fair and impartial manner. Be responsive and receptive to the needs of victims, defendants, and self represented litigants. Contribute to the quality of life in our community by fairly, impartially, and promptly administering justice in an effective, accountable, and professional manner. Serve and protect society while offering selected offenders the opportunity to become law abiding and productive citizens.

Program Goals and Objectives

- Provide support in the areas of administration, human resources, security, and accounting in compliance with court mandates and rules
  - . Comply with 100% of court mandates, Supreme Court orders, and rules
  - . Complete special projects within allotted time frames
  - . Comply with 100% of court policies, and County policies and procedures
  - . Provide Human Resources information and forms to County employees
  - . Comply with 100% of the minimum accounting standards for the State Auditor General, Supreme Court, and County administrative procedures
  - . Dispense/exonerate bonds and overpayments in a timely manner as set forth by minimum accounting standards
  - . Maintain court ledgers along with the computer system and ensure that monies are being distributed to the appropriate accounts and agencies with 99% accuracy
  - . Contact Administrative Office of the Courts (AOC) within 15 minutes of being informed that a problem exists with the State of Arizona case management system (AZTEC)
  - . Respond within 15 minutes regarding any equipment failure, including computers, copiers, air conditioning units, water leaks, etc., and contact maintenance or vendors to make repairs
- Provide prompt, courteous, and expeditious service to the public while processing cases in a timely manner
- Provide prompt and efficient telephone service to all customers
  - . Provide prompt, consistent, and courteous service to public with 99% customer satisfaction
  - . Process telephone inquiries within 3 minutes
- Provide administrative support to the Justice of the Peace pertaining to records, case management, courtroom services, and judicial operations
  - . Provide 99% customer satisfaction with interpreter services, services of counsel, and jurors for jury trial
  - . Complete 90% of docketing and minute entry processed and signed in courtroom for proceedings
- Maintain public trust by fairly and impartially rendering decisions
  - . Dispense justice in a fair, impartial, and prompt manner in compliance with statutes and rules
  - . Process cases in a timely manner
  - . Rule on cases taken under advisement in less than 60 days
- Initiate court action of debtors that have not paid by their payment due date.
- Report defaulted cases to the Fines/Fees and Restitution Enforcement (FARE) program administered by the Arizona Supreme Court
- Hold probationers accountable and offer rehabilitative services designed to reduce or eliminate future criminal activity
- Ensure that probationers are in compliance with probation requirements and complete their community service hours
- Supervise DUI and domestic violence probationers to ensure compliance with court orders
- Ensure ongoing training is provided for judicial staff, probation personnel, and all court staff
- Ensure that the safety and security of internal and external customers is maintained

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Cases filed	6,878	6,200	6,200
Revenue generated	$288,358	$253,317	$253,317
Projects completed	100%	100%	100%
Court staff Committee on Judicial Education and Training (COJET) compliant	100%	100%	100%
Minimum accounting standards compliant	100%	100%	100%
Bonds exonerated and refunded	99%	99%	99%
Technical support error rate	5%	5%	5%
In-custody defendants	484	811	811

Program Summary

Department: JUSTICE COURT AJO
Program: JUSTICE COURT AJO

Defaults, suspensions, and nonresident violators compacts (NRVCs) issued	1,818	1,600	1,726
Orders to show cause (OSC), review, and status hearings	162	444	594
Minute entries filed	1,604	2,386	3,000
Proceedings (hearings/pretrial/sentencing)	3,653	3,953	4,200
Telephone calls/correspondence answered	7,564	8,892	8,892
Customers satisfied with service	99%	99%	99%
Misdemeanor cases per probation officer	45	45	45
Probationers not convicted of new crime	90%	80%	80%
Warrants addressed	65%	90%	90%
Probationers in behavioral health treatment	85%	85%	85%
Probationers requiring court assessment	60%	60%	60%

Program Expenditures by Object	**FY2003/04 Actual**	**FY2004/05 Adopted**	**FY2005/06 Adopted**
PERSONAL SERVICES	309,346	400,658	447,381
SUPPLIES AND SERVICES	105,386	118,650	131,656
CAPITAL OUTLAY	3,641	0	0
Total Program Expenditures	**418,373**	**519,308**	**579,037**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	30,065	30,214	30,214
CHARGES FOR SERVICES	26,834	19,613	19,613
FINES AND FORFEITS	231,459	203,140	203,140
MISCELLANEOUS	0	350	350
Operating Revenue Sub-Total	**288,358**	**253,317**	**253,317**
INTEREST	1	0	0
Grant Revenue Sub-Total	**1**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(1)**	**0**	**0**
General Fund Support	**130,015**	**265,991**	**325,720**
Total Program Funding	**418,373**	**519,308**	**579,037**
Program Staffing (FTEs)	**8.8**	**8.8**	**9.8**

Supplemental Packages Approved

Supplemental Package B - Justice Court Security Officer - is associated with this program. Funding of this package provides $33,571 in personal services for a Security Officer to monitor the courthouse. The data presented on this page includes $33,571 in additional expenditures.

Program Summary

Department: JUSTICE COURT AJO
Program: JUSTICE COURT AJO TIME PAY FEES

Function

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 and Objectives

- Collect 100% of Justice Court time payment fees
- Comply with ARS Title 12, Chapter 116: Time Payment Fee

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Cases assessed time payment fee	2,923	2,580	3,000
Time payment fees collected	$5,902	$6,187	$7,936
Interest collected	$648	$618	$972

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
SUPPLIES AND SERVICES	0	15,000	0
Total Program Expenditures	**0**	**15,000**	**0**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	5,902	7,936	7,936
INTEREST	648	972	972
Special Programs Revenue Sub-Total	**6,550**	**8,908**	**8,908**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(6,550)**	**6,092**	**(8,908)**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**0**	**15,000**	**0**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

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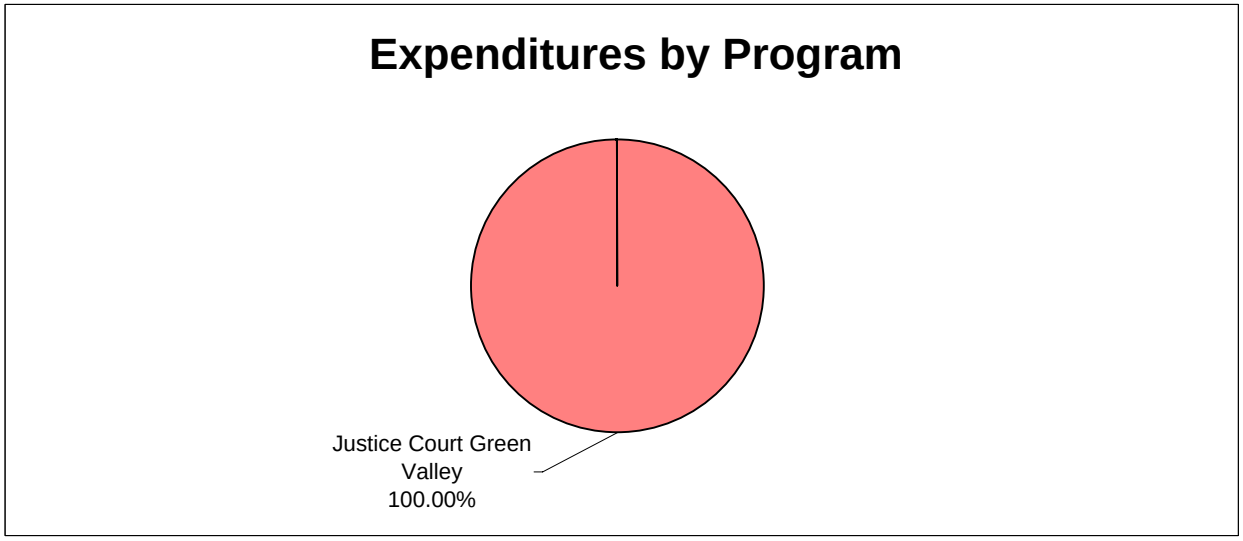
Justice Court Green Valley

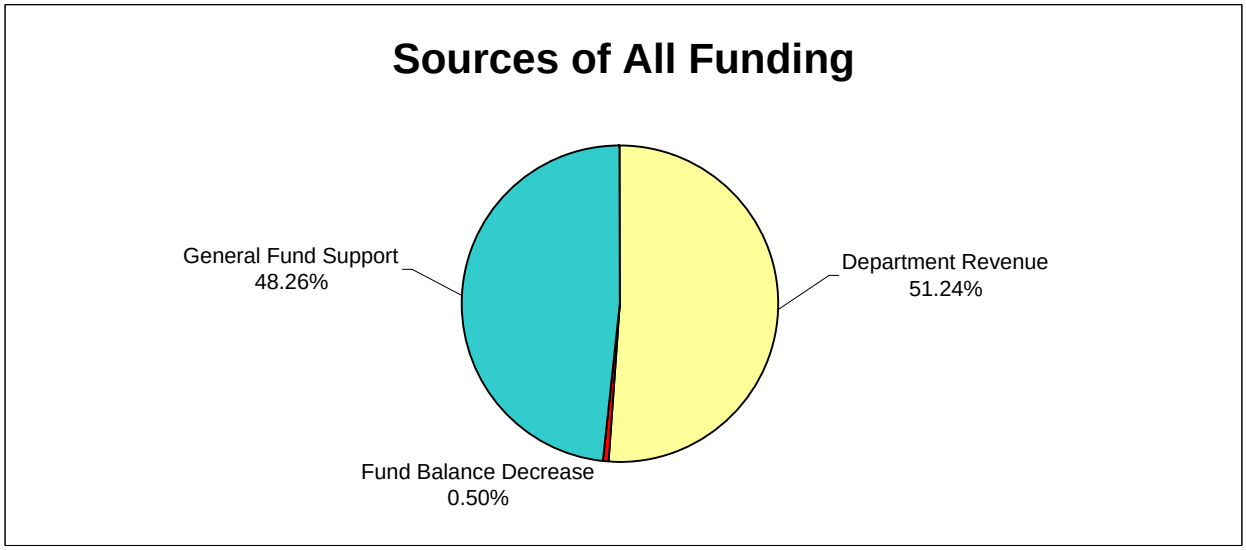
Expenditures: 423,753 **Revenues:** 217,113

FTEs 8.5

Function Statement: Provide prompt and consistent delivery of judicial services according to law with respect and fairness to all parties. Manage court services in the most efficient and effective way to generate more revenues.

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





Department Summary by Program

Department: JUSTICE COURT GREEN VALLEY

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
JUSTICE COURT GREEN VALLEY	383,865	403,533	423,753
Total Expenditures	**383,865**	**403,533**	**423,753**
Funding by Source			
Revenues			
JUSTICE COURT GREEN VALLEY	248,568	217,343	217,113
Total Revenues	**248,568**	**217,343**	**217,113**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(4,238)**	**4,464**	**2,130**
General Fund Support	**139,535**	**181,726**	**204,510**
Total Program Funding	**383,865**	**403,533**	**423,753**
Staffing (FTEs) by Program			
JUSTICE COURT GREEN VALLEY	8.5	8.5	8.5
Total Staffing (FTEs)	**8.5**	**8.5**	**8.5**

Program Summary

Department: JUSTICE COURT GREEN VALLEY
Program: JUSTICE COURT GREEN VALLEY

Function

Provide prompt and consistent delivery of services to the public, litigants, and attorneys within this judicial precinct in compliance with court mandates.

Description of Services

Establish, execute, and administer policies and procedures in compliance with court mandates. Coordinate the prompt and orderly disposition of civil, criminal, and traffic cases. Collect and disburse fees in compliance with the minimum accounting standards.

Note: Court performance guidelines are set by court rules, statutes, administrative orders, and guidelines established by the Administrative Office of the Courts. Ethical standards for court staff and judges are written and are enforced by the Commission on Judicial Conduct. Financial management is guided and enforced by the minimum accounting standards set by the Supreme Court and audited by the State Auditor General. Adherence to the established operational guidelines is reviewed by the Court Services Division of the Supreme Court.

Program Goals and Objectives

- Provide prompt and orderly disposition of civil, criminal, and traffic cases
  . Enter 100% of all citations filed into the automated database within eight work hours of filing
  . Enter 100% of all long form complaints filed into the automated database within eight work hours of filing
  . Enter 100% of all civil filings into the automated database within one work hour of filing
  . Perform internal audit on non-completed, adjudicated cases more than 10 years old and process for case age
- Maintain orderly, complete, and accurate records
  . Perform internal audit every six months on all non-completed cases to verify accuracy and status of case
  . Process all defaulted actions within seven days of order
- Collect, record, and disburse fees and fines in accordance with statute, court orders, and policy
  . Comply with Administrative Order 97-62 and undergo a financial review every three years
  . Strive for "zero findings" when review report is issued
  . Reconcile cash, receipts, state of Arizona AZTEC case management system banking/allocation reports, and daily ledger each day with 100% accuracy
  . Reconcile cash, receipts, AZTEC banking/allocation reports, daily ledger, and monthly ledger before the 10th of each month with 100% accuracy
  . Initiate court action of debtors that have not paid within 15 days of their payment due date
  . Report defaulted cases to the Tax Intercept Program (TIP) and turn over to Valley Collection Services (VCS)
- Provide courteous and accurate information to the public
  . Ensure that all court information packets contain accurate and up-to-date data by reviewing them annually
  . Create a web page containing pertinent court related information for public access
- Enhance video court to include pre-trials and change of pleas
- Enhance audio/visual analog system to a digital CD/DVD system
- Replace antiquated filing system with a state of the art, space saving system
- Participate in the Code Standardization Committee, in preparation for a new state-wide automation system

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Citations/filings entered in specified time	100%	100%	100%
Case filings	4,257	5,000	5,000
Compliance with COJET training	100%	100%	100%
Defaulted cases worked by specified time	99%	99%	99%
Three year audit performed with zero finding	yes	n/a	n/a
Defaulted cases turned over to TIP & VCS	95%	100%	100%
Annual audit of court information packets performed	yes	yes	yes
Web page created & maintained	no	yes	yes
Files found to be accurate	97%	98%	99%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	327,549	351,497	368,108
SUPPLIES AND SERVICES	54,803	52,036	55,645
CAPITAL OUTLAY	1,513	0	0
Total Program Expenditures	**383,865**	**403,533**	**423,753**

Program Summary

Department: JUSTICE COURT GREEN VALLEY
Program: JUSTICE COURT GREEN VALLEY

Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	30,082	30,299	30,299
CHARGES FOR SERVICES	22,301	11,500	11,500
FINES AND FORFEITS	189,869	168,444	168,444
MISCELLANEOUS	41	0	0
Operating Revenue Sub-Total	**242,293**	**210,243**	**210,243**
CHARGES FOR SERVICES	5,733	6,200	6,200
INTEREST	542	900	670
Special Programs Revenue Sub-Total	**6,275**	**7,100**	**6,870**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(4,238)**	**4,464**	**2,130**
General Fund Support	**139,535**	**181,726**	**204,510**
Total Program Funding	**383,865**	**403,533**	**423,753**
Program Staffing (FTEs)	**8.5**	**8.5**	**8.5**

Justice Courts Tucson

Expenditures: 6,004,263 **Revenues:** 6,323,854

FTEs 107.0

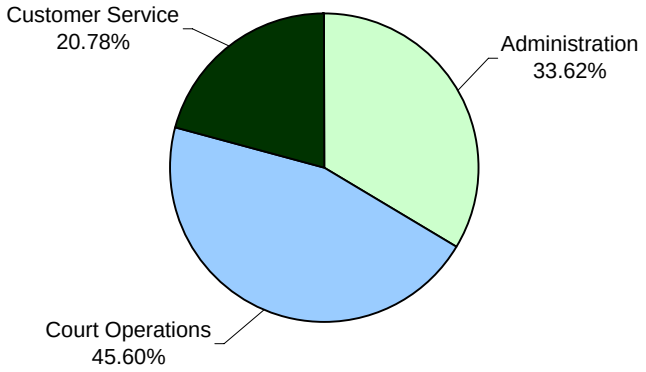
Function Statement:

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 Supreme Court. 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.

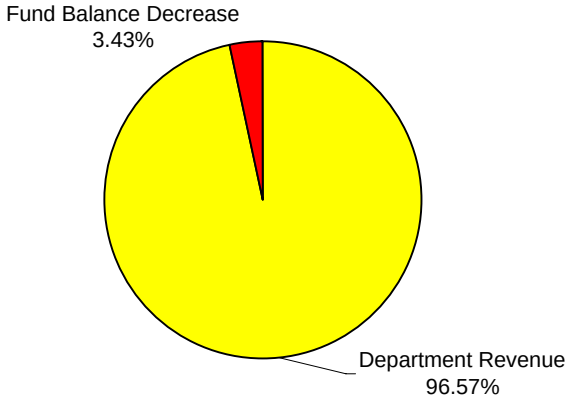
Mandates:

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 COURTS TUCSON

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ADMINISTRATION	1,214,583	1,594,832	2,018,355
COURT OPERATIONS	2,204,269	2,421,843	2,738,407
JUDICIAL OPERATIONS	1,223,860	1,223,832	1,247,501
Total Expenditures	**4,642,712**	**5,240,507**	**6,004,263**
Funding by Source			
Revenues			
ADMINISTRATION	4,420,394	4,104,196	5,968,821
COURT OPERATIONS	96,147	40,748	43,558
JUDICIAL OPERATIONS	172,991	314,859	311,475
Total Revenues	**4,689,532**	**4,459,803**	**6,323,854**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(22,469)**	**196,134**	**224,502**
General Fund Support	**(24,351)**	**584,570**	**(544,093)**
Total Program Funding	**4,642,712**	**5,240,507**	**6,004,263**
Staffing (FTEs) by Program			
ADMINISTRATION	18.0	20.5	24.5
COURT OPERATIONS	63.3	65.3	71.5
JUDICIAL OPERATIONS	15.2	11.5	11.0
Total Staffing (FTEs)	**96.5**	**97.3**	**107.0**

Program Summary

Department: JUSTICE COURTS TUCSON
Program: ADMINISTRATION

Function

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 respectively.

Description of Services

Administration: Coordinate all non-judicial activities of the court, including but not limited to, personnel, budget, 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.

Human Resources: Prepare and process employee leave requests, personnel action forms, worker's compensation claims, county risk management reports, employee insurance forms, and submit payroll to county finance within established deadlines. Maintain and update salary information and work to select the most qualified applicants for positions within the court at competitive salaries.

Finance: Oversee the overall financial management of the court including: accounts payable, accounts receivable, collection and processing of court ordered fines, fees, and assessments, payroll preparation, budget preparation and monitoring, financial reporting to court, county and state agencies, financial planning and analysis, grant preparation, assurance of compliance with generally accepted accounting principles and Arizona Supreme Court Minimum Accounting Standards, preparation and negotiation of contracts, pursue outside collections efforts.

Information and Technology: Provide ongoing system and equipment installation, maintenance, operation and administrative support for the court's data networking systems, personal computers and software application programs. Coordinate and provide technology related to purchasing, troubleshooting, maintenance, desktop application, support the court's Internet and Intranet. Maintain and report all relevant statistical data, monitor and establish quality control policies and procedures, design and conduct qualitative and quantitative research to measure the effectiveness of court programs, develop in-house automated programs in an effort to improve upon the court's effectiveness and efficiency in a variety of areas.

Security: Conduct security checks on all persons entering the courthouse. Monitor courtrooms, staff areas and lobbies for unauthorized persons and packages. Respond to court emergencies and, when necessary, ensure that justices of the peace, court personnel and the public evacuate the building safely and promptly. Develop, coordinate and publish emergency procedures.

Program Goals and Objectives

- Enhance the responsiveness to the needs of the judicial precincts
- Enhance customer service and the public's access to court services and information
- Obtain outside funding in support of court operations
- Increase court collections of court ordered fines and assessments
- 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
- 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
- Maintain customer trust and confidence in the consumption of taxpayer dollars
- 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

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Special projects completed in the time allotted	98%	98%	98%
Customer satisfaction	98%	98%	98%
Finance document accuracy rate	98%	98%	98%
Fees assessed by Dept of Revenue for errors	<5%	<5%	<5%
Complaint cards filed	<5%	<5%	<5%
Compliance with HR guidelines & labor laws	99%	100%	100%
Customer satisfaction rate - HR	100%	100%	100%
Cases entered to automated data base - MIS	less than 24 hours	less than 24 hours	less than 24 hours
Hardware requests not resolved	<10%	<10%	<10%
Customer satisfaction - Security	95%	95%	95%
Response to security requests	100%	100%	100%

Program Summary

Department: JUSTICE COURTS TUCSON
Program: ADMINISTRATION

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	869,946	863,709	1,219,686
SUPPLIES AND SERVICES	329,939	536,423	512,669
CAPITAL OUTLAY	14,698	194,700	286,000
Total Program Expenditures	**1,214,583**	**1,594,832**	**2,018,355**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,579,233	1,501,146	1,937,872
FINES AND FORFEITS	2,667,217	2,440,684	3,805,749
MISCELLANEOUS	17,285	8,500	0
Operating Revenue Sub-Total	**4,263,735**	**3,950,330**	**5,743,621**
CHARGES FOR SERVICES	156,354	153,666	225,000
Special Programs Revenue Sub-Total	**156,354**	**153,666**	**225,000**
INTEREST	305	200	200
Grant Revenue Sub-Total	**305**	**200**	**200**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(48,824)**	**196,134**	**224,800**
General Fund Support	**(3,156,987)**	**(2,705,498)**	**(4,175,266)**
Total Program Funding	**1,214,583**	**1,594,832**	**2,018,355**
Program Staffing (FTEs)	**18.0**	**20.5**	**24.5**

Supplemental Packages Approved

Supplemental Package C - Management Structure - is associated with this program. Funding of this package provides a total of $146,798 in personal services and $208,999 in revenue to create a second tier of management. Data presented on this page includes $87,092 in expenditures and $208,999 in revenue. This supplemental request is associated with other programs within the department; therefore, each program summary reflects only that part of the funding applicable to the specific program.

Supplemental Package E - Case Processing Staff - is associated with this program. Funding of this package provides a total of $206,993 in personal services and $628,000 in revenue for additional case processing staff. Data presented on this page includes $83,453 in expenditures and $628,000 in revenue. This supplemental request is associated with other programs within the department; therefore, each program summary reflects only that part of the funding applicable to the specific program.

Program Summary

Department: JUSTICE COURTS TUCSON
Program: COURT OPERATIONS

Function

Process cases and 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 the following types of cases accurately, efficiently, and expediently:

- 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 fines 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 appearance 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 $5,000 or less and concurrent jurisdiction with Superior Court when the amount exceeds $5,000 but is less than $10,000
- Domestic violence and harassment cases
- Forcible entry and detainer when the amount involved is less than $10,000
- Matters involving possession of, but not title to, real property
- Small claims proceedings when the amount involved does not exceed $2,500

Provide service to the public, litigants, jurors and attorneys and members of the bar; prepare case transcripts; maintain case files; prepare and distribute court notices and minute entries.

Program Goals and Objectives

- Provide prompt and consistent delivery of services to the public, litigants, and attorneys
- Maintain accurate and complete case files
- Docket case dispositions and forward related documents to criminal justice agencies as required
- Calendar cases for hearings; arrange pro tem coverage when required
- Acquire an automated file tracking system to better manage court files and documents
- Develop a training program for 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

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Error rate in docketing	<5%	<5%	<5%
Motions processed	within 48 hours	within 40 hours	within 40 hours
Forcible detainer actions processed	within 1 day	same day	same day
Customer satisfaction rate	95%	95%	95%
Cases processed within statutory limits	100%	100%	100%
Under Advisement files ruled on in 60 days	100%	100%	100%
Jury Trial Reviews table posted to web by noon Wednesday	95%	100%	100%
Case files not found	<2%	<2%	<2%
Errors in processing files	<1%	<1%	<1%
Closed cases on shelf	within 24 hours	within 24 hours	within 24 hours
Telephone calls processed as received	98%	99%	99%
Warrants processed	within 40 hours	within 40 hours	within 40 hours
Calendar future court dates	within 24 hours	within 40 hours	within 40 hours
Dept. of Public Safety disposition sheets completed	as adjudicated	as adjudicated	as adjudicated
Sheriffs' Warrants Served document filed	within 7 days	within 1 day	within 1 day
Cases dismissed	<2%	<2%	<2%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	2,023,958	2,328,280	2,584,067
SUPPLIES AND SERVICES	180,311	93,563	154,340
Total Program Expenditures	**2,204,269**	**2,421,843**	**2,738,407**

Program Summary

Department: JUSTICE COURTS TUCSON
Program: COURT OPERATIONS

Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	54,563	0	0
MISCELLANEOUS	249	0	0
Operating Revenue Sub-Total	**54,812**	**0**	**0**
MISCELLANEOUS	41,335	40,748	43,558
Grant Revenue Sub-Total	**41,335**	**40,748**	**43,558**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**26,355**	**0**	**(298)**
General Fund Support	**2,081,767**	**2,381,095**	**2,695,147**
Total Program Funding	**2,204,269**	**2,421,843**	**2,738,407**
Program Staffing (FTEs)	**63.3**	**65.3**	**71.5**

Supplemental Packages Approved

Supplemental Package B - Judicial Hearing Officers and Courtroom Support - is associated with this program. Funding of this package provides $30,885 for personal services and $102,748 for supplies & services. Data presented on the previous page includes $30,885 in personal services with funds available from the Budget Stabilization Fund. This supplemental request is associated with other programs within the department; therefore, each program summary reflects only that part of the funding applicable to the specific program.

Supplemental Package C - Management Structure - is associated with this program. Funding of this package provides a total of $146,798 in personal services and $208,999 in revenue to create a second tier of management. Data presented on the previous page includes $59,706 in expenditures. This supplemental request is associated with other programs within the department; therefore, each program summary reflects only that part of the funding applicable to the specific program.

Supplemental Package E - Case Processing Staff - is associated with this program. Funding of this package provides a total of $206,993 in personal services and $628,000 in revenue for additional case processing staff. Data presented on the previous page includes $123,540 in expenditures. This supplemental request is associated with other programs within the department; therefore, each program summary reflects only that part of the funding applicable to the specific program.

Supplemental Package F - 2XIA Program and Clerk - is associated with this program. Partial funding of this package provides $31,080 in personal services for one courtroom clerk. The data presented on the previous page includes $31,080 in additional expenditures.

Program Summary

Department: JUSTICE COURTS TUCSON
Program: JUDICIAL OPERATIONS

Function

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 $5,000 or less. Concurrent jurisdiction with superior court when the amount exceeds $5,000 but is less than $10,000
- Domestic violence and harassment cases
- Concurrent jurisdiction with Superior Court in cases of forcible entry and detainer when the amount involved is less than $10,000
- Matters involving possession of, but not title to, real property
- Small claims proceedings when the amount involved does not exceed $2,500

Program Goals and Objectives

- To adjudicate cases in a manner that is fair, impartial and expeditious while upholding the integrity of the judiciary
- To implement an individual assignment calendar
- To reduce the number of pending cases and dispose of cases in a timely manner

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Case filings - civil	27,690	28,932	30,174
Case filings - traffic	127,998	125,620	123,242
Case filings - misdemeanor	18,957	19,242	19,526
Case filings - felony	8,745	8,862	8,979
Case filings - orders of projection/injunctions	1,654	1,976	2,297
Hearings and trials - bench	26,255	26,439	26,622
Hearings and trials - jury	94	102	110
Dispositions - civil	27,019	28,435	29,850
Dispositions - traffic	124,245	122,043	119,841
Dispositions - misdemeanor	14,324	13,737	13,149
Dispositions - felony	8,452	8,565	8,677
Dispositions - orders of protection/injunctions	1,654	1,976	2,297

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	879,445	983,507	999,496
SUPPLIES AND SERVICES	337,445	240,325	248,005
CAPITAL OUTLAY	6,970	0	0
Total Program Expenditures	**1,223,860**	**1,223,832**	**1,247,501**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	135,810	283,320	254,009
CHARGES FOR SERVICES	30,849	31,539	57,466
MISCELLANEOUS	6,332	0	0
Operating Revenue Sub-Total	**172,991**	**314,859**	**311,475**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,050,869**	**908,973**	**936,026**

Program Summary

Department: JUSTICE COURTS TUCSON
Program: JUDICIAL OPERATIONS

Juvenile Court

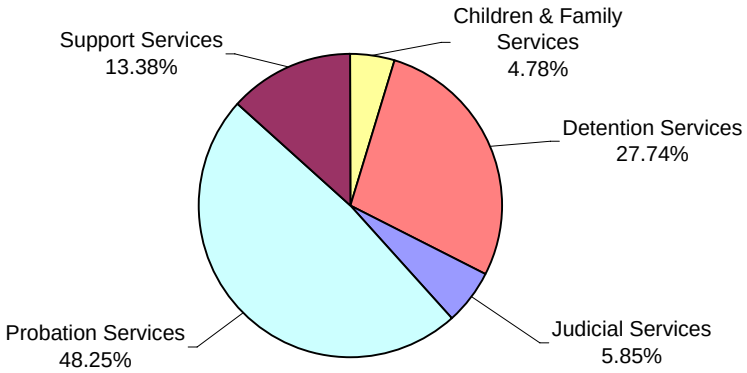
Expenditures: 34,878,022 **Revenues:** 12,072,467

FTEs 565.3

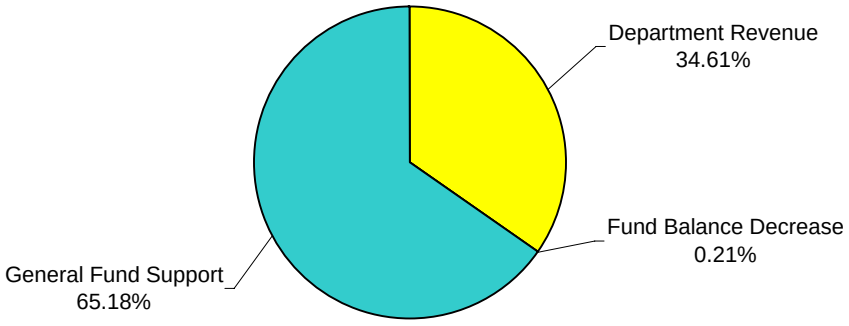
Function Statement: Exercise jurisdiction, under federal and state constitutions, laws, and Rules of the Court, over all children under the age of 18 years who are referred to the court for reasons of mental health, incorrigibility, or delinquency and for all families involved in matters of dependency, 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

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
CHILDREN & FAMILY SERVICES	1,611,404	1,659,050	1,666,646
DETENTION SERVICES	8,533,589	8,862,070	9,676,348
JUDICIAL SERVICES	1,703,070	1,716,119	2,040,926
PROBATION SERVICES	15,659,454	16,790,034	16,828,982
SUPPORT SERVICES	4,450,851	4,218,129	4,665,120
Total Expenditures	**31,958,368**	**33,245,402**	**34,878,022**
Funding by Source			
Revenues			
CHILDREN & FAMILY SERVICES	1,479,951	1,286,411	1,125,485
DETENTION SERVICES	611,272	311,910	459,140
PROBATION SERVICES	10,109,181	10,796,773	10,093,496
SUPPORT SERVICES	368,402	253,110	394,346
Total Revenues	**12,568,806**	**12,648,204**	**12,072,467**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(421,853)**	**25,535**	**74,840**
General Fund Support	**19,811,415**	**20,571,663**	**22,730,715**
Total Program Funding	**31,958,368**	**33,245,402**	**34,878,022**
Staffing (FTEs) by Program			
CHILDREN & FAMILY SERVICES	27.5	29.2	34.9
DETENTION SERVICES	211.6	209.0	208.3
JUDICIAL SERVICES	26.8	26.7	28.6
PROBATION SERVICES	240.0	243.8	246.0
SUPPORT SERVICES	52.4	51.5	47.6
Total Staffing (FTEs)	**558.4**	**560.1**	**565.3**

Program Summary

Department: JUVENILE COURT
Program: CHILDREN & FAMILY SERVICES

Function

Assist the court in complying with statutes governing dependency cases.

Description of Services

Manage all dependency cases through intake completion, case assignments, case flow management, volunteer advocate training, and rehabilitation programs for addicted parents.

Program Goals and Objectives

- Manage dependency and adoption cases in a manner which is in the best interest of the child, family, and community
- Maintain a public customer satisfaction rating of at least 90%
- Complete guardianship reviews on 100% of cases ordered by the court
- Mediate 100% of sessions requested by parties or ordered by the court
- Maintain a 40:1 ratio of volunteers to coordinators
- Recruit, train, mentor, and support volunteers
- Comply with state and national Court Appointed Special Advocate (CASA) regulations and guidelines
- Assess 100% of eligible clients for Family Drug Court as mandated by the Substance and Abuse Mental Health Services Administration (SAMHSA) grant
- Maintain an average participation rate per quarter of 25 parents in the Family Drug Court program as mandated by the SAMHSA grant
- Reduce contested dependency trial and contested termination hearings to 5% of all filings
- Comply with Federal Adoptions and Safe Families Act (ASFA) timelines in 100% of dependency cases
- Process 100% of eligible cases for adoption requests or certifications for adoption

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Ratio of volunteers to coordinators	40:1	40:1	40:1
CASA regulation compliance rate	100%	100%	100%
Eligible clients assessed for drug court	90%	95%	100%
Cases handled within ASFA timelines	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,142,539	1,262,454	1,468,032
SUPPLIES AND SERVICES	465,752	396,596	198,614
CAPITAL OUTLAY	3,113	0	0
Total Program Expenditures	**1,611,404**	**1,659,050**	**1,666,646**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	0	35,000	30,000
Operating Revenue Sub-Total	**0**	**35,000**	**30,000**
INTERGOVERNMENTAL	1,481,051	1,251,411	1,095,485
INTEREST	(1,213)	0	0
MISCELLANEOUS	113	0	0
Grant Revenue Sub-Total	**1,479,951**	**1,251,411**	**1,095,485**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(245,201)**	**0**	**(6,273)**
General Fund Support	**376,654**	**372,639**	**547,434**
Total Program Funding	**1,611,404**	**1,659,050**	**1,666,646**

Program Summary

Department: JUVENILE COURT
Program: CHILDREN & FAMILY SERVICES

Program Summary

Department: JUVENILE COURT
Program: DETENTION SERVICES

Function

Provide the community with a secure residential facility for juveniles who are pre-adjudicated pending placement, adjudicated probation violators, and courtesy holds for other juvenile justice jurisdictions.

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 and Objectives

- Provide detained juveniles a safe, structured, and healthy learning environment, and programs in a secure residential setting
- Reduce by 5% the number of mentally ill juveniles by utilizing community services and alternative placement

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Youth ordered to complete stabilization level	10%	85%	95%
Youth ordered to complete recognition level	5%	85%	95%
Youth ordered to complete assessment level	5%	85%	95%
Youth ordered to complete planning level	50%	85%	95%
Division reorganization plan achieved	25%	95%	100%
Transports without accident or escape	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	7,858,097	8,309,009	8,993,119
SUPPLIES AND SERVICES	670,221	553,061	683,229
CAPITAL OUTLAY	5,271	0	0
Total Program Expenditures	**8,533,589**	**8,862,070**	**9,676,348**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	264,235	220,000	225,000
CHARGES FOR SERVICES	333,239	91,910	92,162
FINES AND FORFEITS	11,727	0	0
MISCELLANEOUS	2,071	0	0
Operating Revenue Sub-Total	**611,272**	**311,910**	**317,162**
MISCELLANEOUS	0	0	141,978
Grant Revenue Sub-Total	**0**	**0**	**141,978**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**(518)**
General Fund Support	**7,922,317**	**8,550,160**	**9,217,726**
Total Program Funding	**8,533,589**	**8,862,070**	**9,676,348**
Program Staffing (FTEs)	**211.6**	**209.0**	**208.3**

Program Summary

Department: JUVENILE COURT
Program: JUDICIAL SERVICES

Function

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 and Objectives

- Provide the community with judicial services to ensure public safety
- Process at least 90% of all hearings held within the time frames mandated by ARS Title 8
- Reduce contested dependency trial and contested termination hearings to 25% of all filings
- Maintain at least a 90% very good to superior approval rating of all judicial officers as rated by the public

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Hearings held within legal time frames	n/a	n/a	90%
Hearings contested	n/a	27%	25%
Approval rating of judicial officers	n/a	98%	90%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,428,833	1,531,346	1,816,849
SUPPLIES AND SERVICES	274,237	184,773	224,077
Total Program Expenditures	**1,703,070**	**1,716,119**	**2,040,926**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,703,070**	**1,716,119**	**2,040,926**
Total Program Funding	**1,703,070**	**1,716,119**	**2,040,926**
Program Staffing (FTEs)	**26.8**	**26.7**	**28.6**

Program Summary

Department: JUVENILE COURT
Program: PROBATION SERVICES

Function

Provide community supervision services to juveniles referred to the court in accordance with state mandates and statutes.

Description of Services

Provide supervision, diversion, and treatment services for juveniles.

Program Goals and Objectives

- Ensure community safety by providing supervision and diversion services to court referred juveniles
- Hold juveniles accountable for their actions through sanctions and restitution requirements
- Provide mandated services in a fiscally responsible manner
- Ensure probationers' compliance with drug court conditions of probation
- Ensure probationers' successful completion of family counseling
- Ensure probationers' compliance with court-ordered restitution
- Ensure probationers' compliance with court-ordered community service
- Complete at least 90% of court reports within 24 hours
- Ensure 80% or more customer satisfaction rating by victims
- Ensure 80% of standard probationers successfully complete court ordered conditions of probation
- Ensure 75% of intensive probationers successfully complete court ordered conditions of probation
- Ensure 70% of juveniles successfully complete diversion consequences contracts within 90 days

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Successful completion of drug court	n/a	60%	60%
Successful completion of family counseling	80%	82%	84%
Juveniles complying with court ordered restitution	65%	68%	70%
Juveniles complying with court ordered community services	77%	80%	82%
Reports completed within 24 hours	85%	88%	90%
Victims satisfied with notification and service	95%	95%	95%
Successful completion of standard probation	73%	75%	80%
Successful completion of intensive probation	81%	85%	85%
Successful completion of consequences within 90 days	70%	74%	75%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	10,369,477	11,310,818	11,637,959
SUPPLIES AND SERVICES	5,254,631	5,479,216	5,191,023
CAPITAL OUTLAY	35,346	0	0
Total Program Expenditures	**15,659,454**	**16,790,034**	**16,828,982**
Program Funding by Source			
Revenues			
MISCELLANEOUS	15,600	0	0
Operating Revenue Sub-Total	**15,600**	**0**	**0**
CHARGES FOR SERVICES	365,425	381,500	391,748
FINES AND FORFEITS	9,687	10,000	10,500
INTEREST	4,586	4,800	4,900
MISCELLANEOUS	32,792	30,000	31,500
Special Programs Revenue Sub-Total	**412,490**	**426,300**	**438,648**
INTERGOVERNMENTAL	9,678,631	10,370,473	9,654,848
INTEREST	2,460	0	0
Grant Revenue Sub-Total	**9,681,091**	**10,370,473**	**9,654,848**
Net Operating Transfers In/(Out)	**0**	**0**	**0**

Program Summary

Department: JUVENILE COURT
Program: PROBATION SERVICES

Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(38,040)**	**25,535**	**82,433**
General Fund Support	**5,588,313**	**5,967,726**	**6,653,053**
Total Program Funding	**15,659,454**	**16,790,034**	**16,828,982**
Program Staffing (FTEs)	**240.0**	**243.8**	**246.0**

Supplemental Packages Approved

Supplemental Package E - NWJCC Lease Expenses - is associated with this program. Funding of this package provides $131,140 in supplies and services for operating expenses for the Northwest Juvenile Court Center. The data presented on the previous page includes $131,140 in additional expenditures.

Program Summary

Department: JUVENILE COURT
Program: SUPPORT SERVICES

Function

Provide the basic support services required to operate and manage the programs of the Juvenile Court.

Description of Services

Provide financial management, including budgeting, accounting, grant management, and fee collection functions. Provide information technology services, and manage court calendar and assessment functions. Maintain facility, warehousing, and motor pool operations.

Program Goals and Objectives

- Ensure equal justice for all children and families
- Comply with all pertinent laws and rules
- Ensure accountability of and effective management of public resources
- Effectively coordinate the work activity and all operations of multiple juvenile court divisions
- Maintain a public satisfaction rating of at least 90%
- Ensure compliance with federal, state, and County laws and ordinances pertaining to facility management and safety
- Submit financial reports within required time frames
- Ensure that Court expenditures do not exceed authorized budget allocation
- Process personnel action forms (PAF's) within time frames established by Pima County procedures
- Ensure computer infrastructure (AS400 and network servers) is operative 99% of the time

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Public satisfaction rating	n/a	n/a	90%
Compliance with applicable laws/rules	98%	99%	100%
Financial reports submitted within time frames	98%	99%	100%
Budget compliance	100%	100%	100%
PAFs processed within time frames	98%	99%	100%
Computer infrastructure is operative	95%	95%	99%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	2,215,332	2,514,982	2,448,313
SUPPLIES AND SERVICES	2,060,949	1,703,147	2,209,107
CAPITAL OUTLAY	174,570	0	7,700
Total Program Expenditures	**4,450,851**	**4,218,129**	**4,665,120**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	29,640	0	0
FINES AND FORFEITS	4,762	5,000	5,000
MISCELLANEOUS	8,482	10,000	10,000
Operating Revenue Sub-Total	**42,884**	**15,000**	**15,000**
INTERGOVERNMENTAL	296,887	238,110	371,646
MISCELLANEOUS	28,631	0	7,700
Grant Revenue Sub-Total	**325,518**	**238,110**	**379,346**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(138,612)**	**0**	**(802)**
General Fund Support	**4,221,061**	**3,965,019**	**4,271,576**
Total Program Funding	**4,450,851**	**4,218,129**	**4,665,120**
Program Staffing (FTEs)	**52.4**	**51.5**	**47.6**

Program Summary

Department: JUVENILE COURT
Program: SUPPORT SERVICES

Supplemental Packages Approved

Supplemental Package D - Courtroom Build Out Operating Expenses - is associated with this program. Funding of this package provides $54,362 in supplies and services for operating costs associated with the courtroom/chambers build out authorized by the Bond Election of May 18, 2004. The data presented on the previous page includes $54,362 in additional expenditures.

Office of Court Appointed Counsel

Expenditures: 9,804,274 **Revenues:** 648,000

FTEs 10.0

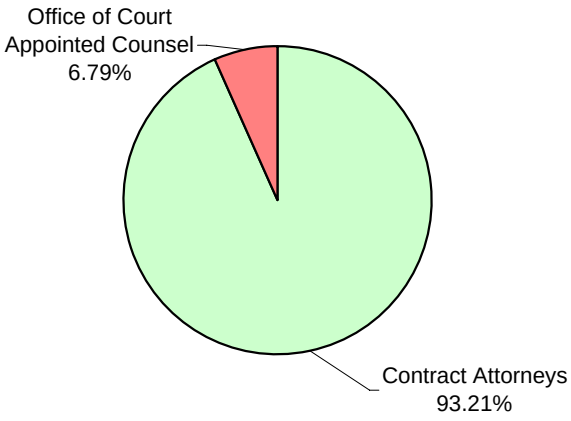
Function Statement:

Provide eligibility screening and recommend attorney assessments for legal representation of out-of-custody defendants charged with criminal offenses in the Superior and Justice Courts. Provide administrative support by reviewing contract compliance and review and processing of 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.

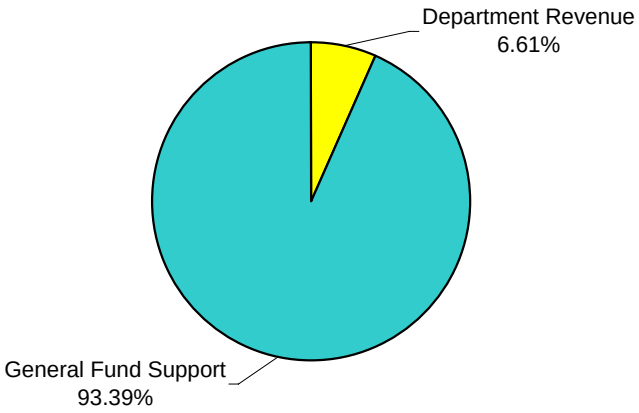
Mandates:

ARS Title 11, Chapter 3, Article 11: Public Defenders; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 14, Chapter 5: Protection of Persons Under Disability and Their Property

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: OFFICE OF COURT APPOINTED COUNSEL

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
CONTRACT ATTORNEYS	9,616,807	7,820,809	9,138,983
OFFICE OF COURT APPOINTED COUNSEL	0	0	665,291
Total Expenditures	**9,616,807**	**7,820,809**	**9,804,274**
Funding by Source			
Revenues			
CONTRACT ATTORNEYS	799,901	578,000	648,000
Total Revenues	**799,901**	**578,000**	**648,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**8,816,906**	**7,242,809**	**9,156,274**
Total Program Funding	**9,616,807**	**7,820,809**	**9,804,274**
Staffing (FTEs) by Program			
OFFICE OF COURT APPOINTED COUNSEL	0.0	0.0	10.0
Total Staffing (FTEs)	**0.0**	**0.0**	**10.0**

Note 1: As part of a fiscal year 2005/06 department reorganization, expenditures of $418,523 were transferred from the County Administrator's department to the newly created Office of Court Appointed Counsel department. The reorganization also included supplies and services increases and salary and benefit adjustments for the new department.

Note 2: Following the transfer of Kino Community Hospital to University Physicians, Incorporated (UPI), former Kino employees who wanted to continue as County employees were assigned to various County departments. A total of $85,338 and 2.0 FTEs were added to the Office of Court Appointed Counsel department's fiscal year 2005/06 budget for those former Kino employees assigned to County positions within the department.

Program Summary

Department: OFFICE OF COURT APPOINTED COUNSEL
Program: CONTRACT ATTORNEYS

Function

Provide representation through contracted private attorneys 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: misdemeanor, probation violation, appeals and other post conviction matters, mental health commitments, sexually violent persons, and witness representation, as well as juvenile proceedings for delinquency, dependency, severance, and mental health commitments.

Program Goals and Objectives

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
- 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 2005-2006

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Eligible individuals receiving qualified contract attorney representation for Title 36 mental health 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%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
SUPPLIES AND SERVICES	9,614,957	7,820,809	9,138,983
CAPITAL OUTLAY	1,850	0	0
Total Program Expenditures	**9,616,807**	**7,820,809**	**9,138,983**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	40,798	50,000	50,000
CHARGES FOR SERVICES	757,238	528,000	598,000
MISCELLANEOUS	1,865	0	0
Special Programs Revenue Sub-Total	**799,901**	**578,000**	**648,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**8,816,906**	**7,242,809**	**8,490,983**
Total Program Funding	**9,616,807**	**7,820,809**	**9,138,983**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: OFFICE OF COURT APPOINTED COUNSEL
Program: OFFICE OF COURT APPOINTED COUNSEL

Function

Provide administrative support for the contract attorney program and other ancillary functions in Pima County.

Description of Services

Screen Justice Court and Superior Court out-of-custody adult defendants to determine eligibility for court appointed counsel and make recommendations for attorney fee assessments in order to defray part of the cost of providing appointed counsel. Develop and update attorney misdemeanor, felony, murder, Title 36, appeals, Rule 32 conviction relief and juvenile contracts. Review invoice and additional compensation requests as submitted by contract attorneys, expert witnesses and other miscellaneous services, ensuring court orders or Office of Court Appointed Counsel (OCAC) approvals are attached to invoices when appropriate. Review and process all contract attorney, ancillary service provider, expert witness and other case specific payments. Manage the daily appointment of counsel for all indigent defendants charged with the commission of a felony offense.

Program Goals and Objectives

- Attend Justice Court and Superior Court arraignments Monday through Friday to screen all out-of-custody defendants that may require or request court appointed counsel and provide financial assessment recommendations to judges
- Enter current indigent appointments and assessments into the OCAC case management system on a daily basis
- Process all contract attorney claims and defense related expenses in a timely manner
- Provide information to indigent defendants regarding appointment of counsel and assessment payments
- Reduce the number of vendor claims returned by Finance as a result of mathematical errors
- Process at least 95% of vendor claims within 7 working days of receipt

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Appointment of counsel entered into data warehouse	n/a	95%	100%
Vendor claims processed within seven working days	n/a	90%	95%
Monthly case weighting data provided to Public Defender and Legal Defender	n/a	90%	100%
DUI and Domestic Violence misdemeanor defendants screened for eligibility of counsel	n/a	80%	85%
Felony indigents and quasi indigents screened for eligibility of counsel	95%	95%	95%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	0	0	642,289
SUPPLIES AND SERVICES	0	0	23,002
Total Program Expenditures	**0**	**0**	**665,291**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**0**	**0**	**665,291**
Total Program Funding	**0**	**0**	**665,291**
Program Staffing (FTEs)	**0.0**	**0.0**	**10.0**

Public Fiduciary

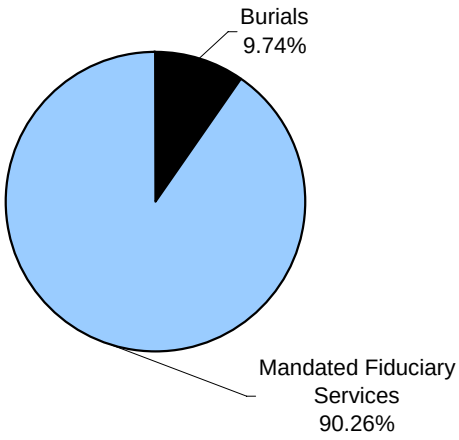
Expenditures: 2,251,486 **Revenues:** 446,120

FTEs 35.3

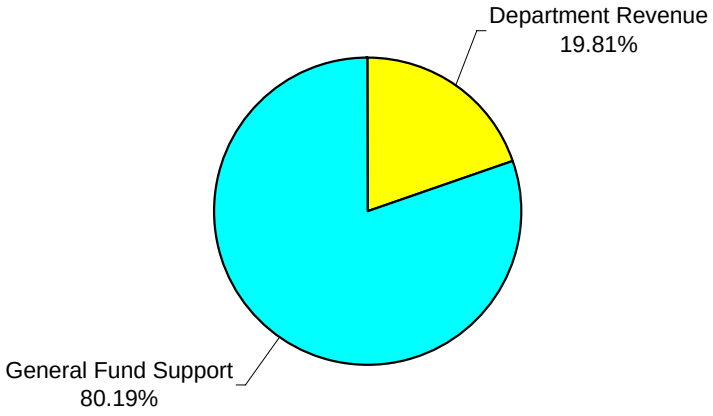
Function Statement: Accept appointment by the Superior Court to serve as conservator, guardian, or personal representative for individuals. Maintain and administer insurance benefits to meet estate planning needs. Maintain and liquidate securities. Prepare taxes. Determine eligibility of and provide burial for indigent persons.

Mandates: ARS Title 14, Chapter 5, Article 6: Public Fiduciary

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: PUBLIC FIDUCIARY

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
BURIALS	137,613	342,456	219,251
MANDATED FIDUCIARY SERVICES	1,731,924	1,737,509	2,032,235
Total Expenditures	**1,869,537**	**2,079,965**	**2,251,486**
Funding by Source			
Revenues			
BURIALS	11,748	15,000	15,000
MANDATED FIDUCIARY SERVICES	453,257	431,120	431,120
Total Revenues	**465,005**	**446,120**	**446,120**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,404,532**	**1,633,845**	**1,805,366**
Total Program Funding	**1,869,537**	**2,079,965**	**2,251,486**
Staffing (FTEs) by Program			
BURIALS	0.7	0.7	0.7
MANDATED FIDUCIARY SERVICES	32.7	32.8	34.6
Total Staffing (FTEs)	**33.4**	**33.5**	**35.3**

Note: Following the transfer of Kino Community Hospital to University Physicians, Incorporated (UPI), former Kino employees who wanted to continue as County employees were assigned to various County departments. A total of $177,344 and 3 FTEs were added to the Public Fiduciary department's fiscal year 2005/06 budget for those former Kino employees assigned to County positions within the department.

Program Summary

Department: PUBLIC FIDUCIARY
Program: BURIALS

Function

Provide burial for indigent persons.

Description of Services

Determine eligibility and arrange burial service for indigent persons.

Program Goals and Objectives

- Provide cost effective, respectful indigent burial services

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Cases closed within 60 days of date of interment	100%	100%	100%
Applications processed and eligibilty determined within 72 hours	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	0	26,084	27,879
SUPPLIES AND SERVICES	137,613	191,372	191,372
CAPITAL OUTLAY	0	125,000	0
Total Program Expenditures	**137,613**	**342,456**	**219,251**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	11,748	15,000	15,000
Operating Revenue Sub-Total	**11,748**	**15,000**	**15,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**125,865**	**327,456**	**204,251**
Total Program Funding	**137,613**	**342,456**	**219,251**
Program Staffing (FTEs)	**0.7**	**0.7**	**0.7**

Program Summary

Department: PUBLIC FIDUCIARY
Program: MANDATED FIDUCIARY SERVICES

Function

Accept Superior Court appointment to serve as conservator and/or guardian or personal representative when there is no person or corporation qualified or willing to act.

Description of Services

Receive and investigate referrals. Gather information and determine if an adjudication proceeding is warranted. Assume legal custody of wards upon court appointment. Ensure wards reside in the least restrictive environment available. Manage wards' income and disbursements. Seek income supplements and investigate the availability of public benefits on behalf of the ward. Monitor care and medical treatment of wards. File mandatory reports with the court. Maintain or liquidate estate assets.

Program Goals and Objectives

- Provide cost effective, quality, and humane service delivery
- Improve time keeping
- Reduce inappropriate referrals
- Minimize breaches of fiduciary duties

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Average caseload per case manager (National Guardianship caseload recommendation is 40)	69	65	55
Initial case staffing within 1 wk of appointment	80%	82%	82%
Annual reports (5) to Superior Court filed on time	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,646,280	1,681,861	1,954,171
SUPPLIES AND SERVICES	71,544	55,648	78,064
CAPITAL OUTLAY	14,100	0	0
Total Program Expenditures	**1,731,924**	**1,737,509**	**2,032,235**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	450,507	431,120	431,120
MISCELLANEOUS	2,750	0	0
Operating Revenue Sub-Total	**453,257**	**431,120**	**431,120**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,278,667**	**1,306,389**	**1,601,115**
Total Program Funding	**1,731,924**	**1,737,509**	**2,032,235**
Program Staffing (FTEs)	**32.7**	**32.8**	**34.6**

Sheriff

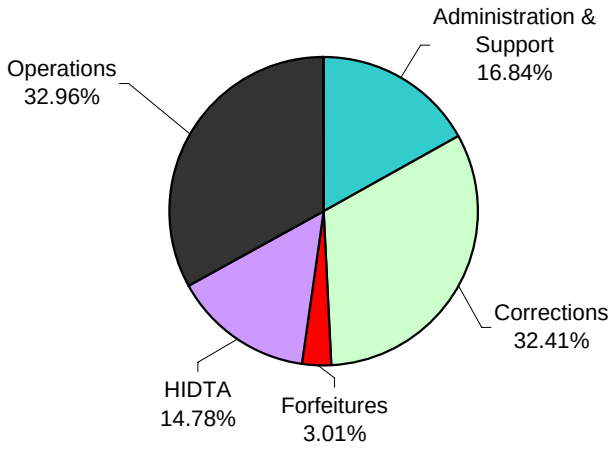
Expenditures: 117,354,811 **Revenues:** 27,461,929

FTEs 1,328.7

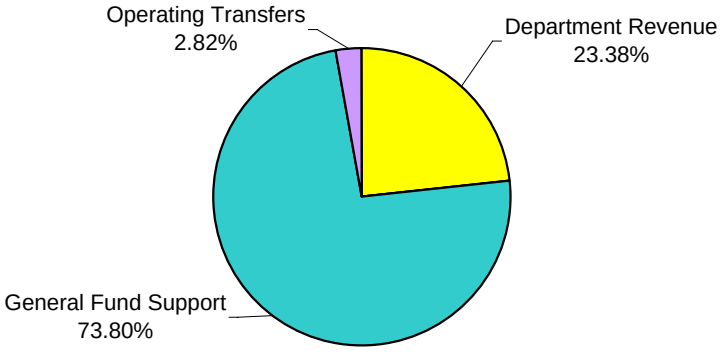
Function Statement: Provide law enforcement and public safety services for Pima County. Provide safe and secure detainment of inmates. Provide support services for law enforcement and corrections personnel.

Mandates: ARS Title 11, Chapter 3, Article 2: Sheriff; ARS Title 13: Criminal Code
ARS Title 31: Prisons and Prisoners

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: SHERIFF

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ADMINISTRATION & SUPPORT	18,306,077	18,005,411	19,762,005
CORRECTIONS	31,075,561	36,540,239	38,036,713
FORFEITURES	2,522,033	1,800,000	3,535,514
HIDTA	11,892,706	16,765,403	17,340,270
OPERATIONS	34,135,373	33,536,774	38,680,309
Total Expenditures	**97,931,750**	**106,647,827**	**117,354,811**
Funding by Source			
Revenues			
ADMINISTRATION & SUPPORT	1,207,437	884,048	1,043,466
CORRECTIONS	9,287,522	8,249,600	8,454,000
FORFEITURES	137,349	102,000	102,000
HIDTA	11,879,261	16,757,965	17,348,290
OPERATIONS	1,079,871	718,925	514,173
Total Revenues	**23,591,440**	**26,712,538**	**27,461,929**
Net Operating Transfers In/(Out)	**2,264,684**	**1,578,000**	**3,315,514**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(1,068,454)**	**498,609**	**(99,529)**
General Fund Support	**73,144,080**	**77,858,680**	**86,676,897**
Total Program Funding	**97,931,750**	**106,647,827**	**117,354,811**
Staffing (FTEs) by Program			
ADMINISTRATION & SUPPORT	244.5	246.0	249.5
CORRECTIONS	498.2	611.0	631.7
HIDTA	24.0	24.0	25.5
OPERATIONS	418.0	419.0	422.0
Total Staffing (FTEs)	**1,184.7**	**1,300.0**	**1,328.7**

Note: The increase in expenditures from fiscal year 2004/05 is partially the result of additional funding of $3,356,057 for a salary adjustment for deputies and sergeants approved by the Board of Supervisors on March 15, 2005; increased funding of $1,735,514 from antiracketeering seizures associated with the Metropolitan Area Narcotics Trafficking Interdiction Squad (MANTIS); the annualization of a fiscal year 2004/05 supplemental package for $1,018,212, representing 19.7 FTEs associated with the new 500 bed adult detention facility; and increased High Intensity Drug Trafficking Area (HIDTA) grant funding of $590,925.

Program Summary

Department: SHERIFF
Program: ADMINISTRATION & SUPPORT

Function

Provide administrative, technical, special investigations, and professional services in support of departmental missions.

Description of Services

Provide a comprehensive menu of administrative, technical, and professional services to support the missions of the Sheriff Department. These services are intended to address personnel needs, financial management, staff training and development, information technology, communications, forensics and evidence, information processing, court enforcement, behavioral sciences, internal investigations, and other related functions.

Program Goals and Objectives

FINANCIAL SERVICES
- Compile, process, and analyze the financial transactions including accounts payable, travel, petty cash, contracts, 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

PERSONNEL
- Handle personnel related actions including hiring, terminations, promotions, demotions, transfers, and pay adjustments while ensuring compliance with Equal Employment Opportunity requirements

TRAINING
- Provide basic, advanced, and in-service training for law enforcement, corrections, and civilian personnel

MATERIAL MANAGEMENT
- Provide control, distribution, and disposal of fixed assets
- Acquire, receive, distribute, and store consumable supplies
- Maintain reproduction equipment contracting and control
- 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

GRANTS & PLANNING
- Research, identify, and complete application of state and federal grants
- Update policies and procedures for departmental manual
- Conduct research to find and compare relevant statistics and data
- Prepare annual report for department

COMMUNITY SERVICES/DARE/SCHOOL RESOURCE OFFICERS
- Provide drug abuse resistance education to local schools through the DARE program
- Provide law enforcement services on school campuses
- Provide various services and resources to the community such as public information officer (PIO), educational programs, Sheriff auxiliary volunteers, off duty assignments, and extradition scheduling

HIDTA RANGE
-Coordinate all operational and training activities conducted at the HIDTA shooting range
-Maintain and upkeep the shooting range and other facilities

DATA SERVICES
- 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 of the department
- Maintain an interface to the Arizona Criminal Justice Information System (ACJIS) network to provide 24 hour access to the National Crime Information Center (NCIC) and the Arizona Crime Information Center (ACIC)
- Maintain and support the Spillman law enforcement software to provide 24 hour access for the 2,100 users
- Develop, maintain, and support the Sheriff's Managerial Administration Records Tracking System (SMART), which is used to support the personnel and financial information needs of the department
- Maintain and support the department's wide area network
- Maintain and support the department's three local area networks
- Maintain the department's web server and Internet services
- Maintain and support the department's nine-node telephone network and voice messaging systems
- Provide personal computer hardware and software support
- Provide user training and help desk support

RECORDS MAINTENANCE
- 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

Program Summary

Department: SHERIFF
Program: ADMINISTRATION & SUPPORT

- 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 (UCR) to Arizona Department of Public Safety (DPS)
- Provide customer service and information to the public and law enforcement personnel

FORENSICS
- Provide around the clock expert technical crime scene processing and evidence gathering services to support the department's law enforcement mission
- Provide electronic fingerprint identification services, on behalf of the state, for local law enforcement agencies to aid in the identification of suspects and prisoners
- Provide around the clock, highly technical, crime scene processing and evidence collection services for metropolitan and rural Pima County
- Meet departmental requests for public relations photography services
- Provide fingerprint services as an Arizona Automated Fingerprint Identification System (AZ AFIS), Full Access System Terminal (FAST) 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 in house photographic processing services in support of the department's law enforcement and other units
- Provide statutorily mandated sex offender registration services

TRANSCRIPTION
- Transcribe law enforcement reports, entering physical and out of custody arrest records into the Spillman Law Enforcement database and disseminate reports to law enforcement investigations and criminal justice processes
- Transcribe physical arrest reports so that the finished product is available to the court liaison prior to initial appearance (within 24 hours of arrest)
- Transcribe case reports requested by Homicide, Internal Affairs, and other criminal investigation units where an arrest is eminent
- Transcribe all other reports within three days of receipt
- Provide instructional services for new employee introduction to the dictation system
- Perform quality control and make corrections to incident reports per deputy instructions

TERMINAL OPERATIONS
- Enter and remove arrest warrants, court orders, stolen/stored vehicles, missing persons, and stolen property into the data base (employees must respond to requests for confirmations of computer entries within designated time frames established by National Crime Information Center policies)
- 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
- Maintain 100% accuracy of all computer entries
- Enter arrest warrant data within the following time lines: felony warrants and court orders within 6 hours of receipt, misdemeanor warrants within two weeks of receipt
- Successfully pass annual records audits by the FBI and AZ DPS
- Absorb all of the extradition coordination and management responsibilities of the department into the functions of the unit

EVIDENCE
- Support the department's law enforcement function and provide a service to the public by maintaining a system of secure, safe, efficient storage of property and evidence coming into possession of the department, providing laboratory evidence analysis services, maintaining accurate records, allowing lawful access to evidence and providing for lawful disposal of unneeded property
- Provide timely customer service to internal and external clients either by appointment, or at the public counter
- 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
- Reduce the volume of manual records associated with the chain-of-custody with automated, electronic records. The availability of electronic records will allow faster, more convenient review of evidence item descriptions.
- Identify and dispose of all evidence associated with misdemeanor cases no longer needed for criminal prosecution
- Dispose of unnecessary marijuana inventory
- Develop and implement a new 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. Said policy 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
- Provide crime lab services in support of the department's criminal investigation function

COMMUNICATIONS
- 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 (the Telephone Reporting Center (TRC) provides the citizens of Pima County with an avenue to report non-priority civil and criminal activity without direct intervention of a peace officer)

Program Summary

Department: SHERIFF
Program: ADMINISTRATION & SUPPORT

- Answer all 9-1-1 calls within six seconds and all other calls within 18 seconds
- Dispatch all priority one calls within two minutes of receipt and all other calls as soon as field resources are available
- Contact complainants filing telephonic reports within two hours of their complaint
- Maintain records of unit activities that reflect the services requested and the services deployed in response
- Establish a public safety 9-1-1 communicator classification and hire staff into the newly created positions
- Provide comprehensive training to new staff to develop highly skilled public safety telecommunications specialists

GOVERNMENT BUILDING SECURITY
- Provide building security services for Pima County government buildings and physical facilities
- Provides management oversight of contract security services
- Provides for County departments and assists with development of building security plans as requested by County facilities
- Conduct background screening of security guard applicants and private contractors/employees
- Liaison with Office of Emergency Services and Homeland Security and other governmental entities
- Provide security surveys for Pima County government buildings and physical facilities

COURT ENFORCEMENT
- Carry out the statutory mandates imposed on the Sheriff by ARS 11-441, 11-446, and 11-447 to serve process and notices in the manner prescribed by law
- Enforce the statutory obligations assessed to the Sheriff by ARS 42-19108 through 42-19118 regarding the collection of delinquent personal property taxes (all personnel in carrying out this mission will apply the principles of "Due Diligence")
- Serve or return to the court common legal process (summons, subpoena, citation, order, notice, etc.) that is received by the Sheriff for service within ten judicial days after date of receipt
- Complete 90% of all Writs of Restitution within eight judicial days after receipt
- Collect delinquent tax or appropriately clear at least 90% of all delinquent tax warrants issued to the Sheriff for collection within a calendar year

EMPLOYEE SUPPORT & ASSESSMENT
- Provide pre-employment psychological evaluations on applicants for designated County positions
- Provide crisis intervention and short-term personal assistance services to employees
- Provide expeditious and accurate processing of complaints pertaining to members of the department

OFFICE OF SPECIAL INVESTIGATIONS
- Conduct thorough, unbiased investigations of all complaints that the Bureau Chiefs 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
- Maintain a system for secure storage of internal affairs records and periodically purge said files according to established criteria
- Provide quarterly and annual statistical reports to the Bureau Chiefs, to 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 reasonableness and compliance
- Review the means of safeguarding assets and verifying their existence
- Review the reliability and integrity of financial information
- Audit financial records to assess accuracy, completeness, and propriety
- Prevent fraud or illegal acts
- Provide financial or operating data to management for decision making purposes

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Employees hired	202	250	275
Vouchers processed	10,660	11,800	13,000
ACJIS transactions completed	1,317,780	1,400,000	1,500,000
Users/locations supported	2,100/36	2,100/36	2,100/36
Telephone extensions/locations supported	2,600/8	2,700/9	2,750/9
Personal computers supported	850	900	950
Access to law enforcement database	24hrs/7 days	24hrs/7 days	24hrs/7 days
Telephone services for HQ, HIDTA Information Ctr, Jail, Ajo, Foothills, GV, SX, & Rincon offices	24hrs/7 days	24hrs/7 days	24hrs/7 days
Database access uptime	99.5%	99.7%	99.7%
Telephone service availability	99.9%	99.9%	99.9%
Requests for records and information	50,024	50,500	52,000
Documents received, processed, and distributed	40,801	41,100	36,400

Program Summary

Department: SHERIFF
Program: ADMINISTRATION & SUPPORT

Requests responded to weekly	962	970	1,000
Documents processed weekly	784	790	700
Criminal and traffic requests completed within mandated time frames	100%	100%	100%
Phone requests satisfied within 4 hrs of receipt	90%	95%	95%
Traffic reports entered within 5 working days of receipt	50%	40%	40%
UCR reports submitted within 4 weeks of months end	70%	80%	80%
Film rolls processed	21,004	22,500	22,500
Color prints processed	219,608	220,000	220,500
Latent fingerprints processed	1,152	1,900	1,900
ID tech field calls	2,956	3,200	3,500
ID work orders: criminal	349	500	575
ID work orders: non-criminal public relations	101	90	90
AZ AFIS transactions	17,537	18,500	18,500
Sex offender registrations	965	1,100	1,100
AZ AFIS quality control corrections	1,462	618	500
Pieces of property/evidence received	41,063	41,100	49,275
Pieces of property/evidence disposed of	12,597	13,790	15,493
Marijuana burned (pounds)	9,462	20,000	20,000
Laboratory services provided: blood & urine	1,686	2,060	2,472
Laboratory services provided: drug analysis	610	257	308
Laboratory services provided: all others	489	737	884
Laboratory turn around time for blood analysis	1.4 weeks	3.0 weeks	3.0 weeks
Property damage claims paid by County	0	0	0
Property returned to owner or lawful custodian	1,714	1,505	1,806
Dictated calls	83,923	84,700	86,200
Average dictated calls per day	229	232	236
Average transcribed calls per day	233	232	236
Communications logged calls for service	165,015	168,698	170,460
9-1-1 calls	230,333	237,000	244,360
9-1-1 calls from cellular source	101,514	108,840	116,673
TRC calls	12,620	13,600	14,500
Subpoenas received for distribution	19,712	19,900	20,100
Average pre-dispatch time on priority one calls	35 seconds	35 seconds	34 seconds
Ring time: 9-1-1 calls	9 seconds	9 seconds	9 seconds
Court documents processed: writs	374	303	340
Court documents processed: domestic	940	679	700
Court documents processed: protection orders	834	1,148	1,180
Court documents processed: mental health orders	1,946	1,940	1,950
Court documents processed: other papers	1,707	2,112	2,200
Court documents processed: subpoenas	20,327	587	612
Annual average number of documents processed per employee: deputies	339	296	302
Annual average number of documents processed per employee: process servers	1,190	1,102	1,180
Writs of restitution completed within 8 judicial days of receipt	99%	99%	99%
Delinquent tax warrants resolved	97%	97%	97%
Civil & license fees collected	$113,775	$107,356	$112,000
Restitution realized on behalf of plaintiff's via property auctions	$541,470	$413,720	$500,000
Annual tax collections: bills collected	10,500	12,256	13,000
Annual tax collections: seizure & bad check fees collected	$48,300	$151,449	$150,000
Annual tax collections: total	$4,489,805	$5,121,522	$5,300,000
Radio transmissions	19,403,808	18,433,618	19,250,000

Program Summary

Department: SHERIFF
Program: ADMINISTRATION & SUPPORT

ACJIS transactions from the MDCs	690,804	725,000	760,000
Core DARE classes taught	171	202	207
Core DARE students served	4,448	5,176	5,301
Other students served	14,927	15,424	15,424
Other DARE special events	29	25	5
General orders - research & publish	20	25	25
Annexations researched	8	10	10
Forms/publications (reviewed & published)	35	40	40
Research requests	18	20	20
Students served	18,489	19,054	19,366
School contacts with parents/teachers/students	3,889	3,500	3,700
Law related cases	20	20	24
Grant applications	16	18	15
Grant awards	15	15	16
Grants maintained	35	30	36
Crime prevention presentations	51	60	75
Recruitment events	9	5	12
Community connection published	8	4	4
Annual report produced	1	1	1
E-mail inquiries	1,200	1,525	2,000
Fairs/events/community meetings	35	40	50
Public Information Officer page requests	3,879	3,205	4,200
PIO crime scene responses	238	184	300
Media releases	128	116	150
Warrants received	22,043	24,400	24,500
Warrants deleted	16,786	17,000	17,200
Domestic violence orders processed	5,886	6,600	6,700
Fugitive extraditions	2,324	2,400	2,450
Hot file confirmations	17,269	18,000	18,200
Teletype messages sent	10,938	11,200	11,200
10 minute warrant confirmations	99.9%	99.9%	99.9%
Average elapsed time for felony warrant entry	6 hours	6 hours	6 hours
Average elapsed time for misdemeanor warrant entry	7 weeks	7 weeks	7 weeks
Average number of AFIS records processed per fingerprint technician per day	10.67	12.00	12.00
Avg. time elapsing between dictation and transcription - Priority 1 calls	12 hrs	9 hrs	9 hrs
Priority 1 calls dispatched in less than 2 minutes	97.4%	96.7%	97.5%
Ratio of TRC calls to total calls for service	7.7%	8.1%	8.0%
Ratio of transcribed tapes/cases	4,117/1,884	4,100/1,914	4,200/2,000
Ring time: all other calls	14 seconds	14 seconds	14 seconds
Students trained	3,471	3,105	3,500
Students trained/using range	8,680	9,500	10,000
Investigation and written responses	27	28	30
Training sessions	15	16	17
EEO cases monitored	14	15	16
Formal internal affairs complaints processed	80	60	80
Division/district level complaints processed	250	163	225
Background investigations completed	1	1	1
Public records requests completed	400	207	315
Personnel action forms processed	2,104	4,500	5,000
Law enforcement reports disseminated	26,347	26,700	27,000
Number of cassette tapes transcribed	4,117	4,100	4,200
Safety inspections	32	320	400
Hours of training	20	400	450
Investigations	17	65	75

Program Summary

Department: SHERIFF
Program: ADMINISTRATION & SUPPORT

Average length of time : 9-1-1 calls	108 seconds	108 seconds	108 seconds
Internal audits/reviews	26	17	17
Field release publications	4	4	4
Off duty jobs filled	383	350	350
Coordinate specialty extraditions	19	15	15
Total number of security clearances/screenings	n/a	170	180
Invoices processed for guard services	n/a	425	450
BOS meetings-security coordination	n/a	45	45
Site/post inspections	n/a	1,300	1,350
Guard force staff meetings/client service reviews	n/a	75	80
Security surveys	n/a	4	6

Program Expenditures by Object	**FY2003/04 Actual**	**FY2004/05 Adopted**	**FY2005/06 Adopted**
PERSONAL SERVICES	12,709,848	13,043,740	14,776,780
SUPPLIES AND SERVICES	5,093,618	4,711,671	4,735,225
CAPITAL OUTLAY	502,611	250,000	250,000
Total Program Expenditures	**18,306,077**	**18,005,411**	**19,762,005**
Program Funding by Source			
Revenues			
TAXES	26,077	25,000	20,000
LICENSES & PERMITS	16,588	9,500	13,500
CHARGES FOR SERVICES	144,925	149,500	150,200
MISCELLANEOUS	47,397	20,000	20,000
Operating Revenue Sub-Total	**234,987**	**204,000**	**203,700**
INTERGOVERNMENTAL	943,304	673,803	830,449
INTEREST	1,274	0	9,317
MISCELLANEOUS	27,872	6,245	0
Grant Revenue Sub-Total	**972,450**	**680,048**	**839,766**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**104,935**	**0**	**(12,237)**
General Fund Support	**16,993,705**	**17,121,363**	**18,730,776**
Total Program Funding	**18,306,077**	**18,005,411**	**19,762,005**
Program Staffing (FTEs)	**244.5**	**246.0**	**249.5**

Supplemental Packages Approved

Supplemental Package G - Funding for COPS in Schools '02 Grant - is associated with this program. Funding of this package provides $99,524 for personal services for Pima County's annual matching requirement for four deputies for the COPS in Schools '02 grant. The data presented on this page includes $99,524 in additional expenditures.

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, and in-custody inmate waiting transfer to their institutions or remanded to Pima County. Services in this program include: transportation of inmates to and from court appearances and other institutions; the care and custody of those inmates while outside the confines of bureau facilities; providing necessary sustenance; meeting basic human needs; maintaining the rights of each prisoner; and maintaining safety and security at the Superior Court.

Program Goals and Objectives

- Provide custodial care of pretrial adult male and female inmates, juvenile male and female inmates, and male and female inmates on suicide watches and/or diagnosed as mentally ill
- Provide safe and secure housing of inmates
- Provide timely and effective initial classification, reclassification, and counseling of inmates
- Provide scheduled and special visits for inmates with their families and friends
- Facilitate professional contact visitation between inmates and their attorneys, officers of the courts, health or mental care professional, and representatives of any law enforcement agencies on an "as requested" basis
- Facilitate delivery of three meals a day, access to medical and psychiatric care, access to recreational activities, and scheduled programs to inmates
- Facilitate inmate court attendance
- Facilitate juvenile inmate attendance at Court Alternative Program for Education (CAPE) classes and activities conducted in the juvenile housing unit
- Provide custodial care of sentenced adult male and female inmates who are part of the Work Furlough/Work Release programs
- Provide placement into court ordered treatment programs or participation in release programs
- Provide inmate labor for kitchen, sanitation, landscaping, material management, supply, and laundry sections, as well as special work crews as required
- Provide job skill training to inmates who are sentenced to working in the community in cooperation with community agencies and Adult Probation department
- Provide custodial care of pretrial adult male inmates and any adult male inmate on a disciplinary or administrative segregation status
- Process all new arrests through a photo and fingerprint identification system
- Process all book ID release inmates as ordered through the courts
- Process all sentenced inmates as ordered through the courts
- Provide a safe and secure setting for the staff, inmates, and public while at the Pima County Detention Center
- Provide good customer service to visitors who come to the facilities
- Provide liaison and helpful information that result in a safer environment
- Investigate security matters within the Corrections Bureau including criminal and in-house activities that warrant investigation
- Gather intelligence information on gangs and security threat groups to be shared/disseminated with other law enforcement agencies
- Safeguard inmate property and evidence within the facilities
- Ensure that mail with the facilities are screened for contraband items and drugs
- Provide firearms training and coordination for Corrections Bureau personnel
- Provide safe and secure transportation of inmates to and from their court appearances as scheduled
- Provide safe and secure transportation of inmates to the Arizona State Department of Corrections intake center after they have been sentenced to prison
- Provide law enforcement basic training for new corrections officer recruits
- Provide managerial and administrative oversight for activities within the program
- Provide food services for all inmates in the corrections facilities
- Maintain and provide the necessary supplies for all inmates and staff (items provided to inmates include bedding, uniforms, towels, and sanitation goods)
- Perform all duties associated with booking, inmate records, and classification records
- Process all bookings, court paperwork from multiple jurisdictions, sentence computations, wants and warrant checks, and inmate releases
- Maintain custody files on every inmate in custody including all booking and court information as well as internally generated documents
- Perform daily sanitation procedures on the corrections facilities and grounds
- Oversee improvement projects, handle fire and occupational safety issues, and liaison with Facilities Management on maintenance and construction projects
- Handle grievances, hearings, policy and procedures, statistics, information gathering, and special reports for the Corrections Bureau
- Staff employees to operate the commissary and other inmate programs (revenue generated from the sale of goods are transferred to the General Fund to pay for the personnel costs)
- Provide managerial and administrative oversight for activities within the program

Program Summary

Department: SHERIFF
Program: CORRECTIONS

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Inmates booked	34,688	38,000	41,000
Average daily inmate population	1,634	1,820	1,928
Inmate court transports	21,032	24,256	28,000
Escapes (not failures to return)	0	1	0
Serious injuries to staff	2	0	0
Suicides	0	1	0
Erroneous releases	0	2	0
Failures to release (cases)	0	1	0
Inmate grievances	4,818	5,200	5,460

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	24,846,195	28,630,999	30,556,495
SUPPLIES AND SERVICES	6,030,366	7,409,240	7,280,218
CAPITAL OUTLAY	199,000	500,000	200,000
Total Program Expenditures	**31,075,561**	**36,540,239**	**38,036,713**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	6,173,446	6,305,000	6,310,000
MISCELLANEOUS	187,988	1,000	1,000
Operating Revenue Sub-Total	**6,361,434**	**6,306,000**	**6,311,000**
INTERGOVERNMENTAL	395,207	400,000	400,000
CHARGES FOR SERVICES	1,015,936	940,000	1,100,000
INTEREST	20,681	0	3,000
MISCELLANEOUS	1,371,163	535,000	540,000
Special Programs Revenue Sub-Total	**2,802,987**	**1,875,000**	**2,043,000**
INTERGOVERNMENTAL	123,101	68,600	100,000
Grant Revenue Sub-Total	**123,101**	**68,600**	**100,000**
Net Operating Transfers In/(Out)	**(120,000)**	**(120,000)**	**(120,000)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(1,181,642)**	**491,171**	**(76,194)**
General Fund Support	**23,089,681**	**27,919,468**	**29,778,907**
Total Program Funding	**31,075,561**	**36,540,239**	**38,036,713**
Program Staffing (FTEs)	**498.2**	**611.0**	**631.7**

Supplemental Packages Approved

Supplemental Package F - Additional Supplies and Services for New Jail - is associated with this program. Funding of this package provides $200,000 for supplies and services for the new 500 bed adult detention facility. The data presented on this page includes $200,000 in additional expenditures.

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, Sheriff RICO Funds, and Sheriff Antiracketeering Fund 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 and Objectives

- Enhance law enforcement and public safety services through the use of forfeiture proceeds

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
n/a			

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	202,938	0	0
SUPPLIES AND SERVICES	1,671,037	1,800,000	3,535,514
CAPITAL OUTLAY	648,058	0	0
Total Program Expenditures	**2,522,033**	**1,800,000**	**3,535,514**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	100,000	100,000	100,000
FINES AND FORFEITS	1,090	0	0
INTEREST	7,712	2,000	2,000
MISCELLANEOUS	28,547	0	0
Special Programs Revenue Sub-Total	**137,349**	**102,000**	**102,000**
Net Operating Transfers In/(Out)	**2,384,684**	**1,698,000**	**3,435,514**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**(2,000)**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**2,522,033**	**1,800,000**	**3,535,514**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: SHERIFF
Program: HIDTA

Function

Administer High Intensity Drug Trafficking Areas (HIDTA) grants awarded by the federal government.

Description of Services

The Sheriff Department is the administrator of HIDTA funds. These funds are distributed to different law enforcement agencies to combat drug trafficking in the southwest borders.

Program Goals and Objectives

- Receive and administer the HIDTA grants
- Account for and disburse pass-through funds to other law enforcement agencies
- Pay for overtime, law enforcement equipment, and other investigative costs with grant funds allocated to the Sheriff department

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
n/a			

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,380,197	1,424,184	1,635,298
SUPPLIES AND SERVICES	10,413,951	15,236,579	15,316,489
CAPITAL OUTLAY	98,558	104,640	388,483
Total Program Expenditures	**11,892,706**	**16,765,403**	**17,340,270**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	11,879,261	16,757,965	17,348,290
Grant Revenue Sub-Total	**11,879,261**	**16,757,965**	**17,348,290**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**13,445**	**7,438**	**(8,020)**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**11,892,706**	**16,765,403**	**17,340,270**
Program Staffing (FTEs)	**24.0**	**24.0**	**25.5**

Program Summary

Department: SHERIFF
Program: OPERATIONS

Function

Provide emergency, non-emergency, criminal investigations, and other public safety services to the unincorporated areas of Pima County.

Description of Services

This program consists of two divisions, Criminal Investigations and Uniform Operations.

Criminal Investigations provides investigative services for deaths, murders, sex crimes, robberies, assaults, domestic violence, economic crimes, arson, misdemeanors, narcotics offenses, and other illegal activities.

Uniform Operations deploys personnel to preserve the peace, arrest criminals, and prevent/suppress breaches of the peace. This division implements community policing initiatives to improve interaction with the service population, identifying problem areas, and responding accordingly. Included in this program are specially trained officers to serve in Special Weapons and Tactics (SWAT), motorcycle enforcement (ME), traffic investigations, K-9, air operations, and explosive ordinance disposal.

Program Goals and Objectives

CRIMINAL INVESTIGATIONS
- 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), targeted offenders, intelligence and crime analysis, and gangs
- Work with other law enforcement agencies to identify offenders who have committed major narcotics related offenses
- Provide investigative services for arson, auto theft, elderly abuse, fraud, RICO, crimes against children, burglary, domestic violence, sexual assault, and community problems

UNIFORM OPERATIONS
- Perform special functions to meet law enforcement needs (these units include SWAT, Traffic/DUI, K-9, Air Operations, Explosive Ordinance Disposal, Motorcycle Enforcement, Hostage Negotiations, and Safe Streets)
- Patrol districts to answer emergency and non-emergency calls for services from the public
- Investigate all traffic incidents
- Enforce Arizona State laws and County ordinances
- Conduct a proactive patrol 24 hours a day, seven days a week
- Facilitate a safe environment and improve the quality of life for the citizens of Pima County, in part, through active community policing
- Provide law enforcement basic training for new deputy recruits

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Misdemeanor DUI arrests	1,459	1,500	1,500
Felony DUI arrests	190	175	175
Hazardous citations issued (ME)	19,711	20,000	20,000
Non-hazardous citations issued (ME)	16,181	15,000	15,000
Collisions investigated (ME)	4,464	4,500	4,500
Barricaded subjects	7	15	17
Hostage situations	5	5	8
Hazardous citations issued (traffic)	3,122	4,000	4,000
Non-hazardous citations issued (traffic)	706	1,000	1,000
Collisions investigated (traffic)	291	300	300
Responses for backup (K-9)	2,300	1,700	2,400
Explosive ordinance disposal missions	137	140	150
Misdemeanor arrests (Safe Streets)	718	800	800
Felony arrests (Safe Streets)	149	200	800
Calls for service	154,900	159,028	163,321
Arrests	18,677	19,232	19,803
On-site activity	28,471	28,135	27,237
Response times (minutes): priority one calls	7:17	7:23	7:28
Burglary unit: cases assigned	1,504	1,900	2,300

Program Summary

Department: SHERIFF
Program: OPERATIONS

Burglary unit: cases unassigned	723	1,250	1,600
Burglary unit: cases cleared	200	175	150
Burglary unit: detectives assigned	7	5	5
Burglary unit: cases per detective	215	380	460
Adult Sex Crimes unit: cases assigned	203	214	228
Adult Sex Crimes unit: cases unassigned	37	40	35
Adult Sex Crimes unit: cases cleared	166	174	193
Adult Sex Crimes unit: detectives assigned	2	2	2
Adult Sex Crimes unit: cases per detectives	83	87	96
Community problems unit: cases assigned	18,180	20,000	22,500
Community problems unit: cases unassigned	11,509	12,600	14,175
Community problems unit: cases cleared	1,787	1,960	2,205
Community problems unit: detectives assigned	9	9	10
Community problems unit: cases per detective	2,020	2,222	2,250
Economic crimes unit: cases assigned	2,997	5,044	8,490
Economic crimes unit: cases unassigned	1,439	1,901	2,510
Economic crimes unit: cases cleared	2,476	3,037	3,126
Economic crimes unit: detectives assigned	11	11	11
Economic crimes unit: cases per detective	272	459	771
Crimes against children: cases assigned	2,363	2,813	4,165
Crimes against children: cases unassigned	209	290	323
Crimes against children: cases cleared	2,154	2,523	3,842
Crimes against children: detectives assigned	8	8	8
Crimes against children: cases per detective	269	315	480
Homicide unit: cases assigned	819	950	975
Homicide unit: cases unassigned	352	400	450
Homicide unit: cases cleared	467	500	550
Homicide unit: detectives assigned	7	7	8
Homicide unit: cases per detective	68	71	68
Robbery/assault unit: cases assigned	573	601	631
Robbery/assault unit: cases unassigned	29	0	0
Robbery/assault unit: cases cleared	544	601	601
Robbery/assault unit: detectives assigned	6	6	6
Robbery/assault unit: cases/detective	55	58	61
Fugitive unit: cases assigned	2,735	2,871	3,014
Fugitive unit: cases unassigned	826	867	910
Fugitive unit: cases cleared	1,403	1,473	1,546
Fugitive unit: detectives assigned	5	5	5
Fugitive unit: cases/detective	547	574	602
Gang & Targeted Offenders unit: cases assigned	481	505	530
Gang & Targeted Offenders unit: detectives assigned	2	2	2
Gang & Targeted Offenders unit: cases/detective	240	252	265
Domestic Violence unit: cases assigned	4,014	4,250	4,426
Domestic Violence unit: cases unassigned	22	0	0
Domestic Violence unit: cases cleared	3,992	4,215	4,426
Domestic Violence: detectives assigned	6	5	6
Domestic Violence unit: cases/detective	669	843	738
Gang & Targeted Offenders unit: cases cleared	481	505	530
Night squad detectives unit: cases investigated	734	844	970
Night squad detectives unit: cases assigned	260	312	376
Night squad detectives unit: cases unassigned	474	532	594
Night squad detectives assigned	8	8	8
Night squad detectives unit: cases per detective	33	39	47
Gang & Targeted Offenders: cases unassigned	0	0	0

Program Summary

Department: SHERIFF
Program: OPERATIONS

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	28,170,494	28,300,842	33,040,374
SUPPLIES AND SERVICES	5,728,142	5,231,127	5,639,935
CAPITAL OUTLAY	236,737	4,805	0
Total Program Expenditures	**34,135,373**	**33,536,774**	**38,680,309**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	250	0	0
CHARGES FOR SERVICES	1,707	0	0
FINES AND FORFEITS	10,108	10,000	5,300
MISCELLANEOUS	4,924	0	0
Operating Revenue Sub-Total	**16,989**	**10,000**	**5,300**
INTERGOVERNMENTAL	1,053,578	708,925	508,873
INTEREST	10	0	0
MISCELLANEOUS	9,294	0	0
Grant Revenue Sub-Total	**1,062,882**	**708,925**	**508,873**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(5,192)**	**0**	**(1,078)**
General Fund Support	**33,060,694**	**32,817,849**	**38,167,214**
Total Program Funding	**34,135,373**	**33,536,774**	**38,680,309**
Program Staffing (FTEs)	**418.0**	**419.0**	**422.0**

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Superior Court

Expenditures: 42,796,112 **Revenues:** 12,692,044

FTEs 647.2

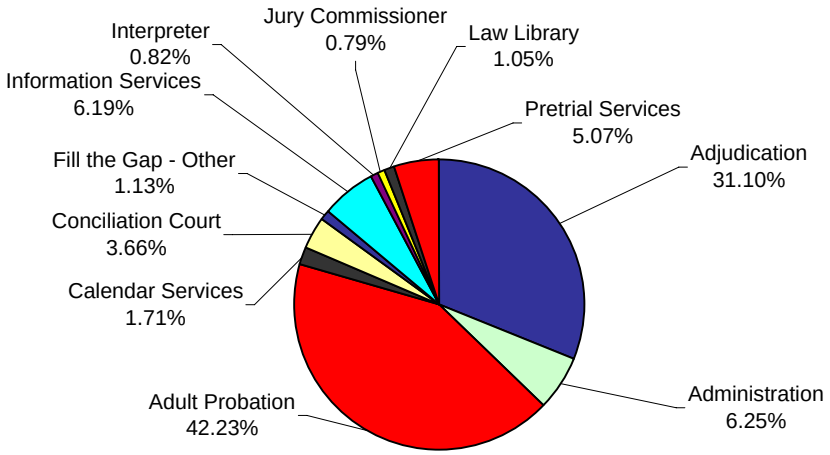
Function Statement:

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 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.

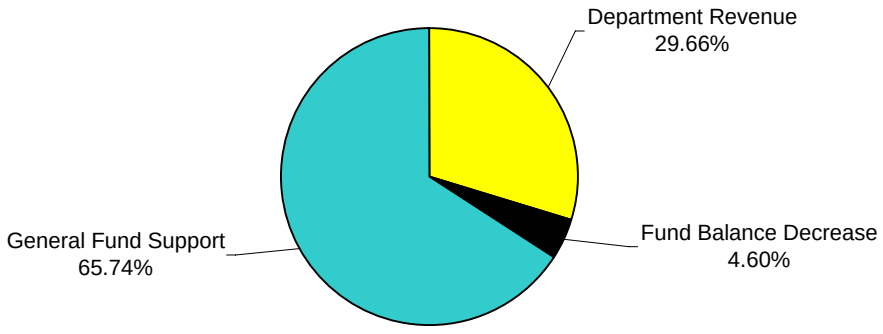
Mandates:

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

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ADJUDICATION	11,650,809	12,046,222	13,309,441
ADMINISTRATION	1,818,699	1,927,762	2,674,217
ADULT PROBATION	15,893,178	16,956,212	18,069,648
CALENDAR SERVICES	671,279	688,991	731,369
CONCILIATION COURT	1,196,193	1,539,217	1,567,739
FILL THE GAP - OTHER COURT DEPARMENTS	310,104	342,182	483,080
INFORMATION SERVICES	1,966,471	2,349,108	2,649,896
INTERPRETER	309,607	329,808	352,413
JURY COMMISSIONER	299,807	315,603	339,882
LAW LIBRARY	385,165	418,886	449,286
PRETRIAL SERVICES	1,904,936	2,069,795	2,169,141
Total Expenditures	**36,406,248**	**38,983,786**	**42,796,112**
Funding by Source			
Revenues			
ADJUDICATION	1,943,000	887,099	1,563,339
ADMINISTRATION	4,315	0	0
ADULT PROBATION	9,923,965	9,609,108	9,641,835
CONCILIATION COURT	512,269	561,000	510,328
INFORMATION SERVICES	436,454	409,000	770,200
INTERPRETER	70	0	0
LAW LIBRARY	206,297	202,380	206,342
PRETRIAL SERVICES	1,650	0	0
Total Revenues	**13,028,020**	**11,668,587**	**12,692,044**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(1,010,975)**	**1,585,186**	**1,970,516**
General Fund Support	**24,389,203**	**25,730,013**	**28,133,552**
Total Program Funding	**36,406,248**	**38,983,786**	**42,796,112**
Staffing (FTEs) by Program			
ADJUDICATION	170.9	164.4	171.4
ADMINISTRATION	29.3	31.3	43.8
ADULT PROBATION	314.3	300.9	302.0
CALENDAR SERVICES	18.0	18.0	18.0
CONCILIATION COURT	18.0	19.0	19.0
FILL THE GAP - OTHER COURT DEPARMENTS	0.0	7.0	9.2
INFORMATION SERVICES	28.5	28.5	25.5
INTERPRETER	6.0	6.0	6.0
JURY COMMISSIONER	8.0	8.0	8.0
LAW LIBRARY	4.0	4.0	4.0
PRETRIAL SERVICES	40.0	43.5	40.3

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 $5,000 or more, and criminal felony and misdemeanor cases not otherwise provided for by law. Ensure the security of citizens and staff occupying or visiting court facilities.

Program Goals and 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
- Ensure safety of public and employees occupying court facilities and safeguard all physical assets

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Population served	910,950	931,210	943,795
Total cases filed	23,135	22,176	22,815
Total cases pending	29,142	29,448	29,906
Public security screened entering building	685,543	689,986	710,000

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	9,531,617	9,820,390	10,775,221
SUPPLIES AND SERVICES	2,027,481	2,225,832	2,469,620
CAPITAL OUTLAY	91,711	0	64,600
Total Program Expenditures	**11,650,809**	**12,046,222**	**13,309,441**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	340,185	240,000	262,000
CHARGES FOR SERVICES	128,209	125,023	125,023
MISCELLANEOUS	11,802	10,000	10,000
Operating Revenue Sub-Total	**480,196**	**375,023**	**397,023**
INTERGOVERNMENTAL	984,173	100,000	720,000
CHARGES FOR SERVICES	64,108	56,840	62,160
INTEREST	17,491	203	10,197
Special Programs Revenue Sub-Total	**1,065,772**	**157,043**	**792,357**
INTERGOVERNMENTAL	397,309	355,033	373,959
INTEREST	(277)	0	0
Grant Revenue Sub-Total	**397,032**	**355,033**	**373,959**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(415,451)**	**450,934**	**(58,814)**
General Fund Support	**10,123,260**	**10,708,189**	**11,804,916**
Total Program Funding	**11,650,809**	**12,046,222**	**13,309,441**
Program Staffing (FTEs)	**170.9**	**164.4**	**171.4**

Program Summary

Department: SUPERIOR COURT
Program: ADJUDICATION

Supplemental Package B - Maintenance of Judicial Capacity - is associated with this program. Funding of this package provides $220,020 for personal services, $23,432 for supplies and services, and $64,600 for capital in order to establish two new divisions of the Superior Court, which are mandated by Arizona Revised Statutes based on Pima County population figures. The data presented on the previous page includes $308,052 in additional expenditures.

Program Summary

Department: SUPERIOR COURT
Program: ADMINISTRATION

Function

Provide administrative services to the court and its departments.

Description of Services

Services provided by this division include human resources management, training and education, facility and resource management, and financial management.

Program Goals and Objectives

- 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
- Ensure adequate security
- Enhance the responsiveness to the needs of the judicial divisions
- Ensure that all employees achieve mandatory training requirements
- Maintain suitable facilities in which to hold court

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Court staff supported	637	631	635
Job applicants processed	1,100	1,568	1,800
Funds administered	$36,406,248	$38,983,786	$42,796,112
Building visitors	685,543	689,986	710,000
Grants/state programs managed	20	20	20

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,599,429	1,804,685	2,474,193
SUPPLIES AND SERVICES	209,457	123,077	200,024
CAPITAL OUTLAY	9,813	0	0
Total Program Expenditures	**1,818,699**	**1,927,762**	**2,674,217**
Program Funding by Source			
Revenues			
MISCELLANEOUS	4,315	0	0
Operating Revenue Sub-Total	**4,315**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,814,384**	**1,927,762**	**2,674,217**
Total Program Funding	**1,818,699**	**1,927,762**	**2,674,217**
Program Staffing (FTEs)	**29.3**	**31.3**	**43.8**

Program Summary

Department: SUPERIOR COURT
Program: ADULT PROBATION

Function

Serve the court, actively promote community safety, facilitate positive behavioral change in probationers and promote victim rights.

Description of Services

Provide the court with the highest quality information available to assist in judicial decisions. Assess defendants' risk to the community, identify and address their needs by implementing outcome-based supervision plans designed to bring about lasting behavioral change. Seek victims' input and facilitate their involvement in the restoration process. Monitor and facilitate probationer compliance with court orders and laws, reward progress, and respond appropriately to violations. Participate in the research, development and advancement of community supervision.

Program Goals and Objectives

- Support the Drug and Mental Health Court models that address specific offender populations
- Continue to provide specialized services that address specific offender populations, including 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
- Implement the Adult Probation Enterprise Tracking System (APETS)
- Promote the development of motivational interviewing skills for line staff
- Increase participation in the Literacy Education and Resource Network (LEARN) which provides the opportunity to earn a high school equivalency diploma
- Continue to promote the Safe Neighborhood program
- Continue association with the Fugitive Investigative Strike Team and improve the apprehension of absconders
- Continue involvement with the Animal Cruelty Task force of Southern Arizona
- Continue community service involvement with three neighborhood Weed and Seed Projects, which attempt to reduce crime in targeted areas

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Probationers supervised	7,842	8,012	8,186
Reports written prior to sentencing	3,662	3,944	4,540
Jail days reduced by accelerated sentencings	4,875	3,800	3,300
Savings generated by avoiding jail time	$268,180	$244,000	$245,000
Community service hours completed	189,594	213,461	226,897
Probation fees collected	$1,295,259	$1,353,075	$1,400,316
Probationers enrolled in adult education	1,030	900	1,000
GEDs awarded	95	95	90
Negative drug tests	94%	94%	94%
Absconders apprehended	758	780	785
Probationers successfully terminated	65%	68%	70%
Violators brought before court	1,162	1,200	1,313

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	13,005,575	14,188,809	15,346,591
SUPPLIES AND SERVICES	2,848,705	2,767,403	2,723,057
CAPITAL OUTLAY	38,898	0	0
Total Program Expenditures	**15,893,178**	**16,956,212**	**18,069,648**
Program Funding by Source			
Revenues			
MISCELLANEOUS	44	0	0
Operating Revenue Sub-Total	**44**	**0**	**0**
CHARGES FOR SERVICES	1,332,358	1,257,820	1,400,316
INTEREST	23,060	22,600	29,450
MISCELLANEOUS	187	0	0
MEMO REVENUE	950	0	0
Special Programs Revenue Sub-Total	**1,356,555**	**1,280,420**	**1,429,766**

Program Summary

Department: SUPERIOR COURT
Program: ADULT PROBATION

INTERGOVERNMENTAL	8,564,425	8,328,688	8,212,069
INTEREST	2,941	0	0
Grant Revenue Sub-Total	**8,567,366**	**8,328,688**	**8,212,069**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(411,253)**	**456,530**	**1,231,611**
General Fund Support	**6,380,466**	**6,890,574**	**7,196,202**
Total Program Funding	**15,893,178**	**16,956,212**	**18,069,648**
Program Staffing (FTEs)	**314.3**	**300.9**	**302.0**

Program Summary

Department: SUPERIOR COURT
Program: CALENDAR SERVICES

Function

Provide general information to the public regarding the court and specific case information. Work with divisions in assuring cases comply with court rules and procedures.

Description of Services

Provide printed and online calendaring information. Manage data base used for reports and statistics. Review cases for compliance.

Program Goals and Objectives

- Provide increased assistance to pro per litigants
- Increase automation capabilities
- Work with division staff to improve case management

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Cases filed	23,135	22,176	22,815
Cases disposed	22,946	21,870	21,802
Population served	910,950	931,210	943,795

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	645,294	673,512	715,890
SUPPLIES AND SERVICES	21,254	15,479	15,479
CAPITAL OUTLAY	4,731	0	0
Total Program Expenditures	**671,279**	**688,991**	**731,369**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**671,279**	**688,991**	**731,369**
Total Program Funding	**671,279**	**688,991**	**731,369**
Program Staffing (FTEs)	**18.0**	**18.0**	**18.0**

Program Summary

Department: SUPERIOR COURT
Program: CONCILIATION COURT

Function

Provide alternatives to costly litigation, including: custody/parenting time mediations, evaluations, and conciliation counseling by order of the court and as provided by statute. Administer the judicial supervision program, parent information program and payments for professional services through the expedited child support and parenting fund. Serve as special masters in family law cases.

Description of Services

Provide mandatory mediation, custody and access evaluations, and conciliation counseling as direct mandated services. Provide Special Master services to the court, administer and monitor the Mandatory Parent Information Program, Judicial Supervision Program, Limited Child Custody Evaluation Panel, and Contract Court/Community Services.

Program Goals and Objectives

- Provide mandated child and family services for the family law division of the Superior Court
- Survey mandatory parent divorce education programs and judicial supervision clients
- Complete analysis of domestic violence screening results and present findings with policy recommendations
- Initiate program evaluation of special master program

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Mediation cases processed	1,303	1,325	1,360
Custody evaluation cases reviewed	69	70	70
Parent education clients educated	4,242	4,500	4,610
Conciliation case counseling provided	112	100	100
Judicial supervision of cases involving children	185	185	185
Expedited Fund cases reviewed	73	115	115
Special Master cases active	1	5	10
Non-petitioned counseling cases	20	20	20

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	766,991	970,290	1,037,437
SUPPLIES AND SERVICES	429,202	566,527	530,302
CAPITAL OUTLAY	0	2,400	0
Total Program Expenditures	**1,196,193**	**1,539,217**	**1,567,739**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	505,279	540,000	480,100
INTEREST	6,782	0	6,500
MISCELLANEOUS	208	0	0
Special Programs Revenue Sub-Total	**512,269**	**540,000**	**486,600**
INTERGOVERNMENTAL	0	21,000	23,728
Grant Revenue Sub-Total	**0**	**21,000**	**23,728**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(60,437)**	**204,630**	**297,000**
General Fund Support	**744,361**	**773,587**	**760,411**
Total Program Funding	**1,196,193**	**1,539,217**	**1,567,739**
Program Staffing (FTEs)	**18.0**	**19.0**	**19.0**

Program Summary

Department: SUPERIOR COURT
Program: FILL THE GAP - OTHER COURT DEPARMENTS

Function

Provide case processing assistance to participating courts in Pima County.

Description of Services

The Superior Court in Pima County, on behalf of the Clerk of the Superior Court and the Justice Courts proposes to continue the Criminal Case Reduction and Process Improvement Project that was funded by Fill The Gap in fiscal year 2001/02 and fiscal year 2002/03. This project is a multifaceted approach to improving criminal case processing and to streamlining workflow. (Note: This program code contains Fill the Gap budgets for all courts except Superior Court. The Superior Court Fill The Gap budget is included in the Adjudication program.)

Program Goals and Objectives

- Improve probation collections as a result of continuation of noticing project
- Cost savings from utilizing electronic means of document/minute entry distribution
- Probation supervision provided for Justice Courts
- Automated data transfer for weekend cases from Tucson to Ajo Justice Court
- Improved criminal case flow practices

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
n/a			

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	263,325	292,902	415,440
SUPPLIES AND SERVICES	38,008	49,280	39,340
CAPITAL OUTLAY	8,771	0	28,300
Total Program Expenditures	**310,104**	**342,182**	**483,080**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**310,104**	**342,182**	**483,080**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**310,104**	**342,182**	**483,080**
Program Staffing (FTEs)	**0.0**	**7.0**	**9.2**

Program Summary

Department: SUPERIOR COURT
Program: INFORMATION SERVICES

Function

Provide coordinated long range information technology system analysis, planning, and design services in support of all court programs. Provide maintenance and technical assistance for all court technology infrastructure and equipment. For each bench of the Superior Court, produce management and statistical information reports, which are used for evaluating existing and projected demands for services, case flow analysis, management, and quality control. Produce monthly Supreme Court Report for the Arizona Superior Court in Pima County and for the Consolidated Justice Courts.

Description of Services

Conduct day to day system and equipment installation, maintenance, operation, and administrative support for the court's data networking systems, personal computers, and software application programs. Coordinate and provide technology related purchasing advice, troubleshooting, maintenance, desktop application support, and the court's presence on the Internet. Record, maintain, and report all relevant statistical data needed to comply with federal and state reporting requirements; monitor and establish quality control policies and procedures to insure the Court Automated Case Tracking Information System is managed effectively; design and conduct qualitative and quantitative research necessary to measure the effectiveness and efficiencies of various court departments; and construct criminal, civil, family law (domestic), probate, and arbitration research projects/reports.

Program Goals and Objectives

- Provide reliable, effective, and consistent high quality technology systems and services to the Court in a timely manner
- Enable and enhance public access to court information

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Complete design and development, and report projects within deadlines	n/a	96%	96%
Help Desk calls resolved:			
During the initial call	n/a	25%	33%
During the same day	n/a	60%	62%
Within 24 hours	n/a	85%	87%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,529,888	1,626,726	1,688,598
SUPPLIES AND SERVICES	292,353	264,978	732,298
CAPITAL OUTLAY	144,230	457,404	229,000
Total Program Expenditures	**1,966,471**	**2,349,108**	**2,649,896**
Program Funding by Source			
Revenues			
MISCELLANEOUS	537	0	0
Operating Revenue Sub-Total	**537**	**0**	**0**
CHARGES FOR SERVICES	407,932	384,000	384,000
INTEREST	2,985	0	6,000
Special Programs Revenue Sub-Total	**410,917**	**384,000**	**390,000**
INTERGOVERNMENTAL	25,000	25,000	380,200
Grant Revenue Sub-Total	**25,000**	**25,000**	**380,200**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(398,576)**	**117,240**	**(6,192)**
General Fund Support	**1,928,593**	**1,822,868**	**1,885,888**
Total Program Funding	**1,966,471**	**2,349,108**	**2,649,896**

Program Summary

Department: SUPERIOR COURT
Program: INTERPRETER

Function

Provide court interpreting service to non-English speaking defendants, witnesses, and victims who are unable to understand the proceedings. The court interpreter is the language conduit which allows the defendant, witness, and victim to be linguistically and cognitively present in the courtroom.

Description of Services

Provide interpreting services to non-English speaking and hearing impaired defendants, witnesses, and victims who are unable to understand court proceedings.

Program Goals and Objectives

- Provide effective coverage to the courts with minimal utilization of per diem interpreters
- Ensure effective communication services for the monolingual and deaf
- Recruit additional uncommon language interpreters
- Provide enhanced training and workshops to maintain a base of court trained uncommon language interpreters

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Hearings interpreted	4,849	5,286	5,761

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	298,490	317,140	339,745
SUPPLIES AND SERVICES	11,117	12,668	12,668
Total Program Expenditures	**309,607**	**329,808**	**352,413**
Program Funding by Source			
Revenues			
MISCELLANEOUS	70	0	0
Operating Revenue Sub-Total	**70**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**309,537**	**329,808**	**352,413**
Total Program Funding	**309,607**	**329,808**	**352,413**
Program Staffing (FTEs)	**6.0**	**6.0**	**6.0**

Program Summary

Department: SUPERIOR COURT
Program: JURY COMMISSIONER

Function

Provide qualified jurors to serve on trials in the Superior Court, Pima County Consolidated Justice Courts, Tucson City Court, and on state and county grand juries.

Description of Services

Maintain and update the Pima County master jury list from Pima County registered voters and persons licensed by the Arizona Department of Transportation. Summon and qualify prospective jurors. Track and facilitate payment of jurors.

Program Goals and Objectives

- Continue to address jurors who fail to report to jury service
- Work with state legislators to revise recently enacted legislation which overburdens jurors legitimately eligible to be excused from jury service

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Jurors summoned	112,320	112,000	112,000
Population served	910,950	931,210	943,795
Undeliverable summonses	13,798	15,700	15,700
Jurors who fail to appear	10,692	12,490	12,000
Jurors reporting for service	30,262	31,500	31,500

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	273,372	307,402	326,415
SUPPLIES AND SERVICES	22,397	8,201	13,467
CAPITAL OUTLAY	4,038	0	0
Total Program Expenditures	**299,807**	**315,603**	**339,882**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**299,807**	**315,603**	**339,882**
Total Program Funding	**299,807**	**315,603**	**339,882**
Program Staffing (FTEs)	**8.0**	**8.0**	**8.0**

Program Summary

Department: SUPERIOR COURT
Program: LAW LIBRARY

Function

Provide access to current legal materials and information per ARS 12-305.

Description of Services

Provide a variety of constituents with a collection of legal material and assistance in the retrieval of information.

Program Goals and Objectives

- Add library and research information to the Superior Court Law Library website
- Enrich and monitor law library's practice materials within budget (filing fees)
- Continue respectful and beneficial customer service

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Books circulated	1,773	1,866	1,959
Library users	11,328	12,212	12,913
Reference interviews	1,892	1,952	2,010
Telephone inquiries	1,578	1,452	1,548
Reference materials added or deleted	10,039	8,458	9,428
Invoices paid	855	652	748
Releases, pocket supplements filed	6,139	5,228	6,034
Books returned to shelves	4,004	8,030	6,452

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	153,803	188,142	204,419
SUPPLIES AND SERVICES	228,421	230,744	244,867
CAPITAL OUTLAY	2,941	0	0
Total Program Expenditures	**385,165**	**418,886**	**449,286**
Program Funding by Source			
Revenues			
Operating Revenue Sub-Total	**0**	**0**	**0**
CHARGES FOR SERVICES	197,483	196,108	198,210
INTEREST	1,158	1,297	1,453
MISCELLANEOUS	7,656	4,975	6,679
Special Programs Revenue Sub-Total	**206,297**	**202,380**	**206,342**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(35,362)**	**13,670**	**23,831**
General Fund Support	**214,230**	**202,836**	**219,113**
Total Program Funding	**385,165**	**418,886**	**449,286**
Program Staffing (FTEs)	**4.0**	**4.0**	**4.0**

Program Summary

Department: SUPERIOR COURT
Program: PRETRIAL SERVICES

Function

Provide the court with timely information related to statutory release criteria in order to ensure each felony pretrial defendant and county misdemeanor arrestee is afforded the right to be considered for release under the least onerous conditions. Actively address court ordered conditions of release and other defendant identified needs for those defendants released 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 databases for felony charged defendants (National Crime Information Center, Arizona Crime Information Center, Interstate Identification Index, County Attorney's Prosecutor System, Case Automated Tracking System, Juvenile On Line Tracking System, and the Sheriff Department's Inmate Tracking System). Research databases for misdemeanor charged defendants (Justice Court system, City Court system, Department of Motor Vehicles, and the Sheriff Department's Inmate Tracking System). Contact other third parties who might have information relevant to the release decision (Child Protection Services, parole/probation officers, alleged victims, out of state jurisdictions). Assess each defendant's risk for failure to appear and re-arrest, if released. Prepare a written, succinct 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. Provide follow-up contact with those pre-released misdemeanor arrestees to remind them of their court date, and if a defendant failed to appear, follow-up contact is required to arrange for voluntary surrender. Reinvestigate those felony defendants held on bond to determine, with additional information, if the defendant would now be suitable for non-financial release. Initiate the setting of a review hearing with Superior Court, if there is a change in the defendant's circumstances that now warrant a rehearing on conditions of release. Prepare for the court an updated report and recommendation on all motions to modify conditions of release initiated by the defense attorney. Monitor compliance of conditions of release for each defendant released into the custody of this department and notify the court in a timely manner if a defendant is out of compliance. Identify appropriate referrals for each defendant based on court ordered conditions of release and any defendant identified needs. Minimize the issuance of warrants out of the arraignment court. Arrange for the self-surrender in Superior Court for those cases where warrants issued and the failure to appear does not seem intentional. Maintain an automated data system that is used to track demographic, case, and performance information on each felony pretrial defendant. Compile information related to staff workload and performance measurements.

Program Goals and Objectives

- Reduce unnecessary pretrial detention by identifying defendants appropriate for non-financial release
- Provide release alternatives to the court
- Provide assurance to the court that conditions of release are being observed on defendants supervised by this department
- Maintain an automated data system that captures relevant information pertaining to defendants and their cases, as well as information on staff workload measurements

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Felony initial appearance reports	8,757	8,940	9,110
Felony cases supervised	2,582	2,600	2,626
Reports submitted to Superior Court	1,626	1,800	1,890
Reduction in arraignment warrants	50%	50%	50%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,825,805	2,002,199	2,101,545
SUPPLIES AND SERVICES	68,165	67,596	67,596
CAPITAL OUTLAY	10,966	0	0
Total Program Expenditures	**1,904,936**	**2,069,795**	**2,169,141**
Program Funding by Source			
Revenues			
MISCELLANEOUS	1,650	0	0
Operating Revenue Sub-Total	**1,650**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,903,286**	**2,069,795**	**2,169,141**
Total Program Funding	**1,904,936**	**2,069,795**	**2,169,141**

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SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Enterprise Funds	Total Expenditures
MEDICAL SERVICES				
INSTITUTIONAL HEALTH				
HEALTH CARE FINANCING	68,318,200			68,318,200
INSTITUTIONAL HEALTH	13,845,909			13,845,909
KINO - UPI	19,791,667			19,791,667
TOTAL INSTITUTIONAL HEALTH	101,955,776			101,955,776
PIMA HEALTH SYSTEM & SERVICES				
AMBULATORY PROGRAM			105,626,618	105,626,618
CLAIMS PROCESSING SERVICES			97,718	97,718
COMMUNITY SERVICES SYSTEM			4,994,846	4,994,846
LONG TERM CARE PROGRAM			158,393,425	158,393,425
TOTAL PIMA HEALTH SYSTEM & SERVICES			269,112,607	269,112,607
PUBLIC HEALTH				
ADMINISTRATIVE SERVICES		581,881		581,881
COMMUNITY HEALTH & DIETETIC SERVICES		3,826,870		3,826,870
CONSUMER HEALTH & FOOD SAFETY		1,445,394		1,445,394
DIRECTOR'S OFFICE		194,278		194,278
DISEASE CONTROL		4,024,450		4,024,450
EMERGENCY MGT/HOMELAND SECURITY		2,614,334		2,614,334
FAMILY PLANNING		1,913,163		1,913,163
MOBILE SERVICES		115,813		115,813
ONE PERCENT FOR YOUTH		100,000		100,000
PIMA ANIMAL CARE CENTER		4,187,783		4,187,783
PUBLIC HEALTH NURSING		4,463,609		4,463,609
TOBACCO PREVENTION & CONTROL		1,353,868		1,353,868
VITAL REGISTRATION		415,139		415,139
TOTAL PUBLIC HEALTH		25,236,582		25,236,582
TOTAL MEDICAL SERVICES	**101,955,776**	**25,236,582**	**269,112,607**	**396,304,965**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Enterprise Funds	Total Revenues
MEDICAL SERVICES				
INSTITUTIONAL HEALTH				
INSTITUTIONAL HEALTH	69,765			69,765
TOTAL INSTITUTIONAL HEALTH	69,765			69,765
PIMA HEALTH SYSTEM & SERVICES				
AMBULATORY PROGRAM			105,086,765	105,086,765
CLAIMS PROCESSING SERVICES			97,718	97,718
COMMUNITY SERVICES SYSTEM			4,308,130	4,308,130
LONG TERM CARE PROGRAM			159,983,785	159,983,785
TOTAL PIMA HEALTH SYSTEM & SERVICES			269,476,398	269,476,398
PUBLIC HEALTH				
COMMUNITY HEALTH & DIETETIC SERVICES		2,743,410		2,743,410
CONSUMER HEALTH & FOOD SAFETY		1,132,830		1,132,830
DISEASE CONTROL		2,711,611		2,711,611
EMERGENCY MGT/HOMELAND SECURITY		2,302,362		2,302,362
FAMILY PLANNING		968,317		968,317
PIMA ANIMAL CARE CENTER		3,000,776		3,000,776
PUBLIC HEALTH NURSING		1,444,996		1,444,996
TOBACCO PREVENTION & CONTROL		1,355,637		1,355,637
VITAL REGISTRATION		860,000		860,000
TOTAL PUBLIC HEALTH		16,519,939		16,519,939
TOTAL MEDICAL SERVICES	**69,765**	**16,519,939**	**269,476,398**	**286,066,102**

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
MEDICAL SERVICES	
INSTITUTIONAL HEALTH	
HEALTH CARE FINANCING	16.0
INSTITUTIONAL HEALTH	2.0
TOTAL INSTITUTIONAL HEALTH	18.0
PIMA HEALTH SYSTEM & SERVICES	
ADMINISTRATION	114.4
COMMUNITY SERVICES SYSTEM	8.3
HEALTH MANAGEMENT	54.6
LONG TERM CARE PROGRAM	762.7
TOTAL PIMA HEALTH SYSTEM & SERVICES	939.9
PUBLIC HEALTH	
ADMINISTRATIVE SERVICES	23.2
COMMUNITY HEALTH & DIETETIC SERVICES	73.5
CONSUMER HEALTH & FOOD SAFETY	27.3
DIRECTOR'S OFFICE	4.2
DISEASE CONTROL	45.7
EMERGENCY MGT/HOMELAND SECURITY	9.4
FAMILY PLANNING	23.7
MOBILE SERVICES	1.7
PIMA ANIMAL CARE CENTER	69.5
PUBLIC HEALTH NURSING	66.0
TOBACCO PREVENTION & CONTROL	5.2
VITAL REGISTRATION	9.0
TOTAL PUBLIC HEALTH	358.3
TOTAL MEDICAL SERVICES	**1,316.2**

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

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Institutional Health

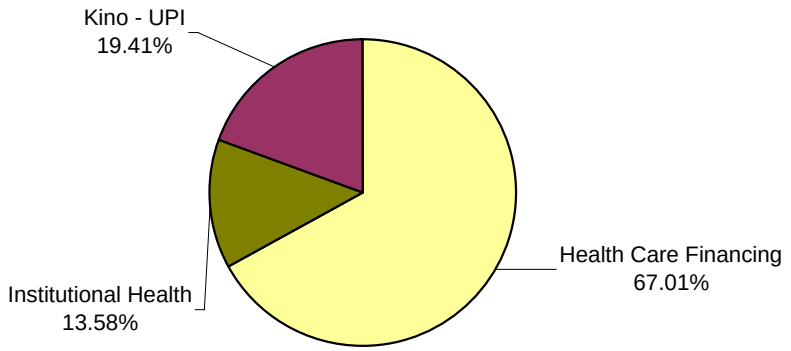
Expenditures: 101,955,776 **Revenues:** 69,765

FTEs 18.0

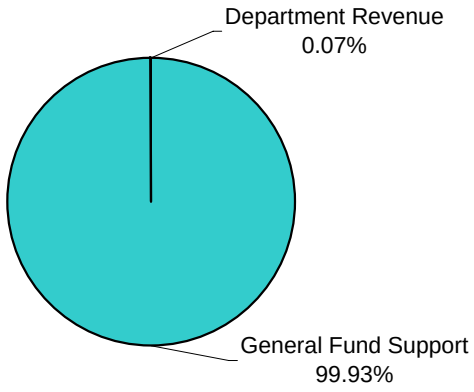
Function Statement: Oversee the health care services provided to the populations at the County's Adult and Juvenile detention centers by monitoring the performance of health care providers under contract to provide such services, ensuring the provision of quality health care and the reduction of County liability. Ensure the County's compliance with statutory obligations regarding health care and mental health care by funding the County's mandated contributions to state health care delivery systems and 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 University Physicians Healthcare Hospital at Kino, formerly known as Kino Community 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; ARS Title 31, Chapter 1: Jails, Article 4: Inmate Health Care; Title 36, Chapter 5: Mental Health Services

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: INSTITUTIONAL HEALTH

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
HEALTH CARE FINANCING	58,265,126	64,341,776	68,318,200
INSTITUTIONAL HEALTH	7,259,322	7,429,669	13,845,909
KINO - UPI	0	24,791,667	19,791,667
Total Expenditures	**65,524,448**	**96,563,112**	**101,955,776**
Funding by Source			
Revenues			
HEALTH CARE FINANCING	27,141	10,000	0
INSTITUTIONAL HEALTH	331,306	59,765	69,765
Total Revenues	**358,447**	**69,765**	**69,765**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**65,166,001**	**96,493,347**	**101,886,011**
Total Program Funding	**65,524,448**	**96,563,112**	**101,955,776**
Staffing (FTEs) by Program			
HEALTH CARE FINANCING	8.0	10.0	16.0
INSTITUTIONAL HEALTH	4.0	3.0	2.0
Total Staffing (FTEs)	**12.0**	**13.0**	**18.0**

Note: Following the transfer of Kino Community Hospital to University Physicians, Incorporated (UPI), former Kino employees who wanted to continue as County employees were assigned to various County departments. A total of $209,761 and 4 FTEs were added to the Institutional Health Department's fiscal year 2005/06 budget for those former Kino employees assigned to County positions within the department.

Program Summary

Department: INSTITUTIONAL HEALTH
Program: HEALTH CARE FINANCING

Function

Fund and administer the County's contributions to state health care programs and Title 36 behavioral health care mandates to the eligible populations.

Description of Services

Pay the County's contribution of $14,951,786 to the Arizona Health Care Cost Containment System (AHCCCS) and $41,127,000 to the Arizona Long Term Care System (ALTCS) programs, as well as $2,109,974 in additional contributions resulting from the implementation of Proposition 204. Contract for and fund $8,970,282 for the County's mandated responsibilities for mental health services. (Note: These four items do not add exactly to the $67,324,423 in budgeted supplies and services because there are other budgeted items in this number.)

Program Goals and Objectives

- Avoid sanctions and penalties through timely payment of the County's contributions to state health care delivery systems
- Limit the County's liability by aggressively reviewing mental health care related claims submitted for payment and paying in a timely manner to realize quick pay discounts and exclude payments for unqualified patients

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Timely payment of all contributions	100%	100%	100%
Behavioral health claims monitored for quick pay discount	95%	95%	95%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	530,409	693,614	993,777
SUPPLIES AND SERVICES	57,726,526	63,643,362	67,324,423
CAPITAL OUTLAY	8,191	4,800	0
Total Program Expenditures	**58,265,126**	**64,341,776**	**68,318,200**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	21,385	2,000	0
MISCELLANEOUS	5,756	8,000	0
Operating Revenue Sub-Total	**27,141**	**10,000**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**58,237,985**	**64,331,776**	**68,318,200**
Total Program Funding	**58,265,126**	**64,341,776**	**68,318,200**
Program Staffing (FTEs)	**8.0**	**10.0**	**16.0**

Program Summary

Department: INSTITUTIONAL HEALTH
Program: INSTITUTIONAL HEALTH

Function

Oversee and fund the County's obligation to provide health care to inmates at County correctional facilities. Provide technical assistance and analysis of the County's health care components to County administration.

Description of Services

Monitor, audit, and fund the provision of quality correctional health care at the Adult Detention Center and the Juvenile Detention Center. Evaluate and audit the County's health care components and report findings and make recommendations to County administration to improve efficiency, maximize revenues, and minimize expenses to the degree prudent.

Program Goals and Objectives

- Research and publish a complete Request for Proposal (RFP) to solicit comprehensive health care services at Pima County correctional facilities during the current contract period
- Provide meaningful and accurate data to County administration regarding health care practices and trends in the County, state, and nation as pertains to the health care services provided to County residents
- Minimize County liability through aggressive efforts in finding alternate payer sources for service previously funded by the County

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
New vendor in place by March 1, 2006	n/a	n/a	yes
Inpatient inmates reviewed for AHCCCS eligibility	n/a	n/a	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	112,871	191,018	166,880
SUPPLIES AND SERVICES	7,139,366	7,238,651	13,679,029
CAPITAL OUTLAY	7,085	0	0
Total Program Expenditures	**7,259,322**	**7,429,669**	**13,845,909**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	229,667	0	0
MISCELLANEOUS	101,639	59,765	69,765
Operating Revenue Sub-Total	**331,306**	**59,765**	**69,765**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**6,928,016**	**7,369,904**	**13,776,144**
Total Program Funding	**7,259,322**	**7,429,669**	**13,845,909**
Program Staffing (FTEs)	**4.0**	**3.0**	**2.0**

Program Summary

Department: INSTITUTIONAL HEALTH
Program: KINO - UPI

Function

Administer the County's contract with University Physicians, Inc. (UPI) for the lease and operation of University Physicians Heathcare Hospital (UPHH), previously known as Kino Community Hospital.

Description of Services

Monitor and/or audit the lease contract between Pima County and UPI for compliance to terms of the lease and related contract payments, including expenses incurred, revenues generated, staffing levels, compliance with laws and regulations, and other terms and conditions expressed in the contract.

Program Goals and Objectives

- Ensure compliance with terms of the lease contract to maximize the potential benefit of the hospital to the residents in the vicinity
- Monitor and facilitate, as possible, UPI's progress in restoring the facility to a full service hospital to promote greater accessibility to health care on Tucson's southside
- Verify, through monitoring and audit, UPI's expenses, revenues, and staffing levels to ensure that County funding levels are appropriate and in the best interest of the community

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Contractor in compliance with terms of lease	n/a	yes	yes
Specialty services added to UPHH	n/a	6	6
UPHH revenue collection rate	n/a	75%	75%
UPHH staffing level	n/a	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
SUPPLIES AND SERVICES	0	24,791,667	19,791,667
Total Program Expenditures	**0**	**24,791,667**	**19,791,667**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**0**	**24,791,667**	**19,791,667**
Total Program Funding	**0**	**24,791,667**	**19,791,667**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

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Pima Health System & Services

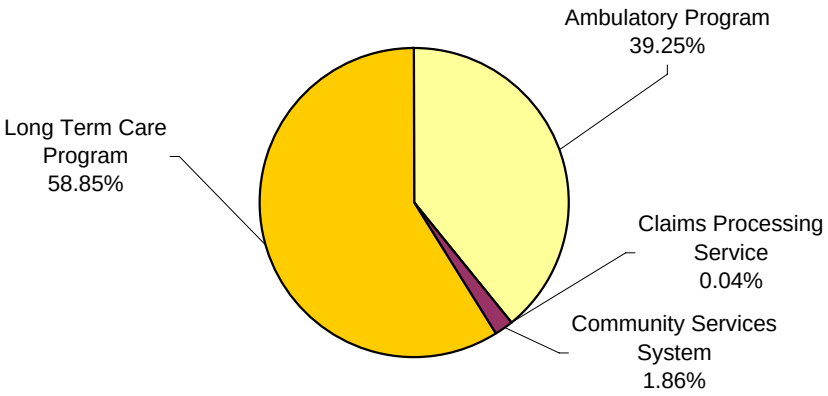
Expenditures: 269,112,607 **Revenues:** 269,476,398

FTEs 939.9

Function Statement: Operate an acute/ambulatory health plan for the Arizona Health Care Cost Containment System (AHCCCS) and administer a long term care program for the Arizona Long Term Care System (ALTCS).

Mandates: ARS Title 36, Chapter 29: Arizona Health Care Cost Containment System Administration, Article 1: Arizona Health Care Cost Containment System and Article 2: Arizona Long-Term Care System

Expenditures by Program



Sources of All Funding

Department Summary by Program

Department: PIMA HEALTH SYSTEM & SERVICES

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ADMINISTRATION	8,265,608	0	0
AMBULATORY PROGRAM	57,318,157	89,302,969	105,626,618
CLAIMS PROCESSING SERVICES	(183,091)	58,631	97,718
COMMUNITY SERVICES SYSTEM	6,180,606	4,770,214	4,994,846
HEALTH MANAGEMENT	2,349,120	0	0
LONG TERM CARE PROGRAM	142,949,415	148,546,353	158,393,425
Total Expenditures	**216,879,815**	**242,678,167**	**269,112,607**
Funding by Source			
Revenues			
ADMINISTRATION	50,625	0	0
AMBULATORY PROGRAM	67,363,670	91,181,335	105,086,765
CLAIMS PROCESSING SERVICES	0	58,631	97,718
COMMUNITY SERVICES SYSTEM	4,519,594	4,080,902	4,308,130
LONG TERM CARE PROGRAM	138,147,562	148,891,825	159,983,785
Total Revenues	**210,081,451**	**244,212,693**	**269,476,398**
Net Operating Transfers In/(Out)	**(3,500,000)**	**(3,000,000)**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**10,298,364**	**1,465,474**	**(363,791)**
Total Program Funding	**216,879,815**	**242,678,167**	**269,112,607**
Staffing (FTEs) by Program			
ADMINISTRATION	103.6	102.1	114.4
COMMUNITY SERVICES SYSTEM	6.8	7.3	8.3
HEALTH MANAGEMENT	47.1	48.6	54.6
LONG TERM CARE PROGRAM	758.5	736.1	762.7
Total Staffing (FTEs)	**916.0**	**894.0**	**939.9**

Note 1: Following the transfer of Kino Community Hospital to University Physicians, Incorporated (UPI), former Kino employees who wanted to continue as County employees were assigned to various County departments. A total of $1,333,416 and 31.4 FTEs were added to the Pima Health System & Services' fiscal year 2005/06 budget for those former Kino employees assigned to County positions within the department.

Note 2: The increase in expenditures over FY 2004/05 is due to an increase in annual enrollment, a higher medical inflation rate, and an increase in anticipated grant funding.

Program Summary

Department: PIMA HEALTH SYSTEM & SERVICES
Program: ADMINISTRATION

Function

Carry salary, benefit, supply, and service expenses relating to Pima Health System (PHS) central services divisions (PHS Administrative Services, PHS & S Administrative Services, Medical Claims Adjudication, Financial Services, Information Services, Provider Services/Contracts, Grievance & Appeals, and Member Services).

Description of Services

Perform overall administration and the following functions for PHS: Medical Claims Adjudication, Financial Management & Reporting, Information Systems Management, Maintenance & Reporting, Contract Maintenance & Negotiations, Provider Services & Relations Activities, Grievances & Appeals, and Member Services. (Note: The FY 2004/05 and FY 2005/06 Adopted expenditures for this program are allocated out in full to the Ambulatory Program, Long Term Care Program (ALTCS), Community Services System (CSS), and Claims Processing Services.)

Program Goals and Objectives

- Provide quality administrative services to ensure all programs provide superior healthcare services
- Ensure the Ambulatory and ALTCS programs meet mandated AHCCCS operating and financial requirements
- Continue to develop new services that provide a positive impact for communities that Pima Health System serves

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Vital written materials translated	100%	100%	100%
Full compliance with Cultural Competency Program	yes	yes	yes
Full compliance with Corp. Comp./Grievance Pgrm.	yes	yes	yes
Current funding maintained w/no Gen Fund Support	yes	yes	yes
Accts. Pyble. & Procurement meet all requirements	yes	yes	yes
Claims paid within 30 days	90%	90%	90%
Claims paid within 90 days	99%	99%	99%
AHCCCS contract awarded	yes	n/a	n/a
Submit quarterly reports within 60 days of qtr end	yes	yes	yes
Annual fin. audit with no internal control issues	yes	yes	yes
Unscheduled database server downtime per month	10 min	1 hour	1 hour
Unsched. system & apps. server downtime per yr	1 hour	4 hours	4 hours
HIPAA compliance deadline met	yes	yes	yes
Response to provider satisfaction survey	30.5%	50%	50%
PCP appointments scheduled within 21 days	100%	100%	100%
Days to schedule specialist appointments	within 45 days	within 45 days	within 45 days
Specific medical svcs available within 5 mile radius	yes	yes	yes

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	3,607,720	0	0
SUPPLIES AND SERVICES	4,599,670	0	0
CAPITAL OUTLAY	58,218	0	0
Total Program Expenditures	**8,265,608**	**0**	**0**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	47,733	0	0
MISCELLANEOUS	2,892	0	0
Operating Revenue Sub-Total	**50,625**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**8,214,983**	**0**	**0**
Total Program Funding	**8,265,608**	**0**	**0**

Program Summary

Department: PIMA HEALTH SYSTEM & SERVICES
Program: AMBULATORY PROGRAM

Function

Provide quality, cost effective ambulatory/acute medical services to members enrolled in the PHS Arizona Health Care Cost Containment System (AHCCCS) Ambulatory Program in Pima and Santa Cruz counties.

Description of Services

Provide a variety of medical services to qualified members of AHCCCS's ambulatory program. These categories of service include inpatient, emergency, physician, laboratory, radiology, pharmacy, behavioral health, transportation, and other ancillary medical services.

Program Goals and Objectives

- Improve the quality of services provided to members
- Continue to grow in membership

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Medical expense as a percent of operating revenue	88%	86%	94%
Administrative expense as percent of operating revenue	7%	9%	5%
Enrolled membership at year end	25,403	28,832	29,585

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	134,522	5,374,371	3,105,918
SUPPLIES AND SERVICES	57,183,635	83,842,029	102,492,740
CAPITAL OUTLAY	0	86,569	27,960
Total Program Expenditures	**57,318,157**	**89,302,969**	**105,626,618**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	67,167,994	91,006,335	104,792,301
INTEREST	195,676	175,000	294,464
Operating Revenue Sub-Total	**67,363,670**	**91,181,335**	**105,086,765**
Net Operating Transfers In/(Out)	**(3,000,000)**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(7,045,513)**	**(1,878,366)**	**539,853**
Total Program Funding	**57,318,157**	**89,302,969**	**105,626,618**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: PIMA HEALTH SYSTEM & SERVICES
Program: CLAIMS PROCESSING SERVICES

Function

Provide support to the Department of Institutional Health (General Fund) for their Title 36 and correctional health responsibilities by performing coordination of benefits and claims processing/payment functions. Provide utilization management for Title 36 claims.

Description of Services

Use Pima Health System (PHS) utilization management personnel to manage the placement of Title 36 patients in community hospitals and validate the County's liability to ensure proper payment. Use PHS claims and financial personnel to coordinate benefits and ensure timely payment of medical claims.

Program Goals and Objectives

- Minimize administrative and financial burdens to the Department of Institutional Health for their Title 36 and correctional health care responsibilities

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Timely payments to hospitals & other medical providers to obtain quick pay discount	100%	100%	100%
Payments within contract provisions	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	2,102	35,307	57,696
SUPPLIES AND SERVICES	(185,193)	23,324	39,488
CAPITAL OUTLAY	0	0	534
Total Program Expenditures	**(183,091)**	**58,631**	**97,718**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	0	0	97,718
MISCELLANEOUS	0	58,631	0
Operating Revenue Sub-Total	**0**	**58,631**	**97,718**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(183,091)**	**0**	**0**
Total Program Funding	**(183,091)**	**58,631**	**97,718**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: PIMA HEALTH SYSTEM & SERVICES
Program: COMMUNITY SERVICES SYSTEM

Function

Provide grant funded non-medical in-home and community-based services to frail elderly and younger, physically disabled Pima County residents.

Description of Services

Provide personal care, home nursing, attendant care service, adult day health care, home repair and adaptation, emergency response system, shopper service, sheltered employment, caregiver education and support program, housekeeping, in-home respite, and facility respite services to the residents of Pima County. The system utilizes a case management model to evaluate client needs, authorize and monitor services, and control costs.

Program Goals and Objectives

- Assist low income elderly and younger disabled residents of Pima County in remaining independent as long as possible in the community setting, enhancing the individual's quality of life and avoiding premature, more costly institutionalization

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Clients served	1,822	2,600	2,500
Average case levels maintained by case mgrs	61.4%	90.0%	90.0%
Housekeeping allocation utilized	100%	99.9%	99.9%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	352,680	389,870	465,947
SUPPLIES AND SERVICES	5,827,926	4,380,344	4,528,899
Total Program Expenditures	**6,180,606**	**4,770,214**	**4,994,846**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	47,967	0	0
CHARGES FOR SERVICES	87,673	0	0
MISCELLANEOUS	0	100	300
Operating Revenue Sub-Total	**135,640**	**100**	**300**
INTERGOVERNMENTAL	4,335,446	4,080,802	4,307,830
CHARGES FOR SERVICES	48,508	0	0
Grant Revenue Sub-Total	**4,383,954**	**4,080,802**	**4,307,830**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**1,661,012**	**689,312**	**686,716**
Total Program Funding	**6,180,606**	**4,770,214**	**4,994,846**
Program Staffing (FTEs)	**6.8**	**7.3**	**8.3**

Program Summary

Department: PIMA HEALTH SYSTEM & SERVICES
Program: HEALTH MANAGEMENT

Function

The Health Management program includes salary and benefit expenses relating to mandated health management activities required by both of the Arizona Health Care Cost Containment System (AHCCCS) contracts for the Arizona Long Term Care System (ALTCS) and the Ambulatory Program. The specific services included are: Office of Medical Management, Preventative Health, Maternal & Child Health, Quality Management, Pharmacy Benefit Management, and Utilization Management.

Description of Services

Provide medical claims, authorization review, pharmacy benefit management, maternal and child health care, early and periodic screening, diagnosis and treatment (EPSDT), provider credentialing, fraud/abuse monitoring, and concurrent review. (Note: The FY 2004/05 and FY 2005/06 Adopted expenditures for this program are allocated out in full to other department programs, and therefore net to zero.)

Program Goals and Objectives

- Align the efforts of Pima Health System's medical staff within a distinct program so these personnel can focus on improving the medical care provided to members

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Med. Dir. reviews/signs all denied prior auths	yes	yes	yes
Days to review all non-formulary requests	7	7	7
1st trimester pregnant members administered prenatal care	60%	60%	60%
EPSDT Well-Child visits completed	75%	80%	80%
Adult women members receiving mammography screening	78%	70%	66%
All required providers utilized are credentialed	yes	yes	yes
Complaints investigated for vailidity	100%	100%	100%
All at-risk member cases reassessed every 30 days or less	yes	yes	yes
Prior auth issues resolved within 30 days	yes	yes	yes

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	2,331,949	0	0
SUPPLIES AND SERVICES	17,171	0	0
Total Program Expenditures	**2,349,120**	**0**	**0**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**2,349,120**	**0**	**0**
Total Program Funding	**2,349,120**	**0**	**0**
Program Staffing (FTEs)	**47.1**	**48.6**	**54.6**

Program Summary

Department: PIMA HEALTH SYSTEM & SERVICES
Program: LONG TERM CARE PROGRAM

Function

Serve as the Arizona Long Term Care System program contractor for Title XIX services in Pima and Santa Cruz counties.

Description of Services

Provide a complement of services in the Long Term Care program to better serve the medical needs of qualified residents of Pima and Santa Cruz counties to include institutional, home and community based services (HCBS), medical services, behavioral health services, and case management. The operating costs of Posada del Sol are included in the Long Term Care program.

Program Goals and Objectives

- Continue to provide medical care that is both fiscally responsible and respectful towards the needs of its members
- Anticipate a continuing increase in membership, thereby allowing PHS to make a positive impact on the health of more qualified residents of both Pima and Santa Cruz counties

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Medical expense as a % of operating revenue	88%	93%	91%
Administrative expense as % of operating revenue	9%	5%	5%
Enrolled membership at year end	3,904	3,902	4,209
Annual licensing of Adult Foster Care (AFC) homes	yes	yes	yes
Quarterly AFC home visit for periodic monitoring	yes	yes	yes
Asstd Living Homes/Center residents surveyed	20%	20%	20%
Days Attend. Care Worker (ACW) referral to assign	14	14	14
Days from ACW assignment to 1st client meeting	7	7	7
Annual evaluation of behavioral health providers	yes	yes	yes
Avail. behavioral hlth svcs fully AHCCCS compliant	yes	yes	yes
Well-Child EPSDT screened for behav needs	100%	100%	100%
Case mgr intensive training within 45 days of hire	yes	yes	yes
Annual cost effective study for each HCBS member	yes	yes	yes
Level of care (LOC) assessment-HCBS members	every 90 days	every 90 days	every 90 days
LOC assessment for institutionalized members	every 180 days	every 180 days	every 180 days
Maintain behavioral health licensure	yes	yes	yes
Maintain licensure w/positive ADHS & Med. Reviews	yes	yes	yes

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	25,043,717	26,198,959	32,203,034
SUPPLIES AND SERVICES	117,897,338	122,320,963	126,140,785
CAPITAL OUTLAY	8,360	26,431	49,606
Total Program Expenditures	**142,949,415**	**148,546,353**	**158,393,425**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	137,991,247	148,640,825	159,804,295
INTEREST	143,940	200,000	163,490
MISCELLANEOUS	12,375	51,000	16,000
Operating Revenue Sub-Total	**138,147,562**	**148,891,825**	**159,983,785**
Net Operating Transfers In/(Out)	**(500,000)**	**(3,000,000)**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**5,301,853**	**2,654,528**	**(1,590,360)**
Total Program Funding	**142,949,415**	**148,546,353**	**158,393,425**

Public Health

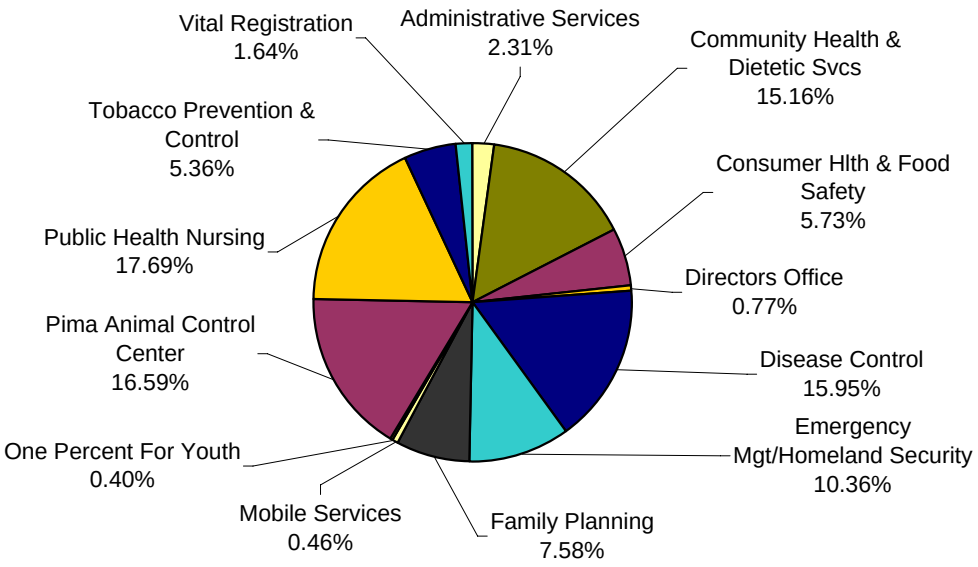
Expenditures: 25,236,582 **Revenues:** 16,519,939

FTEs 358.3

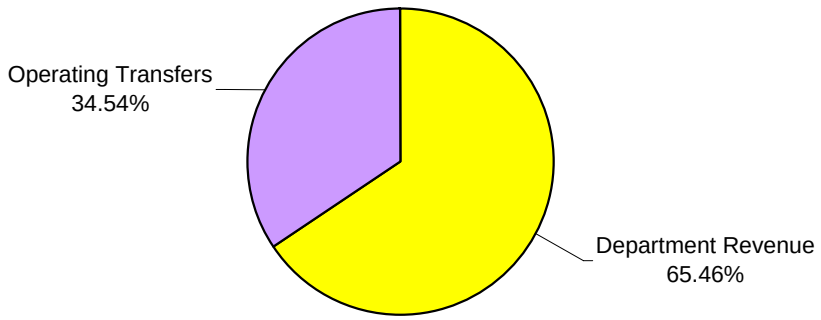
Function Statement: Monitor the County's health by conducting and coordinating a balanced program of primary, secondary, and tertiary prevention aimed at health promotion, disease prevention, and prompt medical treatment. Provide animal control and emergency management services.

Mandates: ARS Title 11, Chapter 7: Intergovernmental Operations, Article 6: Animal Control; Title 26, Chapter 2: Emergency Management; Title 36, Chapter 1: State and Local Boards and Departments of Health, Chapter 3: Vital Statistics and Chapter 6: Public Health Control; Pima County Code, Title 6: Animals, Title 8: Health and Safety and Title 9: Public Peace, Morals and Welfare; Superfund Amendments and Reauthorization Act Title III: Emergency Planning and Community Right-To-Know

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: PUBLIC HEALTH

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ADMINISTRATIVE SERVICES	327,827	322,842	581,881
COMMUNITY HEALTH & DIETETIC SERVICES	3,457,400	3,325,532	3,826,870
CONSUMER HEALTH & FOOD SAFETY	1,342,368	1,341,775	1,445,394
DIRECTOR'S OFFICE	363,957	359,871	194,278
DISEASE CONTROL	4,721,885	4,264,850	4,024,450
EMERGENCY MGT/HOMELAND SECURITY	1,922,411	2,613,503	2,614,334
FAMILY PLANNING	1,314,237	1,363,486	1,913,163
MOBILE SERVICES	103,884	111,960	115,813
ONE PERCENT FOR YOUTH	87,837	100,000	100,000
PIMA ANIMAL CARE CENTER	3,451,693	3,486,182	4,187,783
PUBLIC HEALTH NURSING	4,480,337	4,541,604	4,463,609
TOBACCO PREVENTION & CONTROL	1,358,004	1,800,000	1,353,868
VITAL REGISTRATION	383,800	386,193	415,139
Total Expenditures	**23,315,640**	**24,017,798**	**25,236,582**
Funding by Source			
Revenues			
ADMINISTRATIVE SERVICES	435	500	0
COMMUNITY HEALTH & DIETETIC SERVICES	2,523,718	2,471,979	2,743,410
CONSUMER HEALTH & FOOD SAFETY	1,017,676	1,132,830	1,132,830
DIRECTOR'S OFFICE	762	0	0
DISEASE CONTROL	3,128,928	2,597,864	2,711,611
EMERGENCY MGT/HOMELAND SECURITY	1,869,984	2,379,929	2,302,362
FAMILY PLANNING	1,035,379	952,994	968,317
MOBILE SERVICES	11,837	3,000	0
ONE PERCENT FOR YOUTH	7,000	0	0
PIMA ANIMAL CARE CENTER	2,732,817	2,654,940	3,000,776
PUBLIC HEALTH NURSING	1,831,526	1,878,398	1,444,996
TOBACCO PREVENTION & CONTROL	1,206,462	1,800,000	1,355,637
VITAL REGISTRATION	864,392	755,000	860,000
Total Revenues	**16,230,916**	**16,627,434**	**16,519,939**
Net Operating Transfers In/(Out)	**6,883,945**	**6,616,866**	**8,782,212**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**200,779**	**773,498**	**(65,569)**
Total Program Funding	**23,315,640**	**24,017,798**	**25,236,582**
Staffing (FTEs) by Program			
ADMINISTRATIVE SERVICES	21.8	21.8	23.2
COMMUNITY HEALTH & DIETETIC SERVICES	83.1	81.2	73.5
CONSUMER HEALTH & FOOD SAFETY	24.0	26.0	27.3
DIRECTOR'S OFFICE	4.0	4.0	4.2
DISEASE CONTROL	48.5	50.1	45.7

Department Summary by Program

Department: PUBLIC HEALTH

EMERGENCY MGT/HOMELAND SECURITY	5.8	6.7	9.4
FAMILY PLANNING	21.2	20.1	23.7
MOBILE SERVICES	1.7	1.7	1.7
PIMA ANIMAL CARE CENTER	61.6	63.6	69.5
PUBLIC HEALTH NURSING	66.1	63.9	66.0
TOBACCO PREVENTION & CONTROL	5.8	6.8	5.2
VITAL REGISTRATION	9.0	9.0	9.0
Total Staffing (FTEs)	**352.5**	**354.8**	**358.3**

Note 1: A portion of the Fund Balance Increase for FY 2005/06 is due to changing the ASRS retirement rate from 8.25% to 7.4% in the Financial Planning System for Public Health Grants (32,658).

Note 2: Following the transfer of Kino Community Hospital to University Physicians, Incorporated (UPI), former Kino employees who wanted to continue as County employees were assigned to various County departments. A total of $210,147 was added to Public Health department's fiscal year 2005/06 budget, which included 3 FTEs and adjustments for incremental salary differences, for those former Kino employees assigned to County positions within the department.

Program Summary

Department: PUBLIC HEALTH
Program: ADMINISTRATIVE SERVICES

Function

Administer and coordinate all County public health services. Provide administrative services and financial support to all programs.

Description of Services

Manage human resources, finance, inventory supply, information systems, administration, budgetary control, health planning, mobile services, and youth services.

Program Goals and Objectives

- Provide all health department programs with efficient support services to enhance the delivery of all services rendered to the residents of Pima County

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Contracts managed	230	240	243
Personnel managed	352	355	358
Facilities managed	24	24	24
Grants managed	35	39	36

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	140,126	85,739	287,716
SUPPLIES AND SERVICES	178,446	201,103	247,365
CAPITAL OUTLAY	9,255	36,000	46,800
Total Program Expenditures	**327,827**	**322,842**	**581,881**
Program Funding by Source			
Revenues			
MISCELLANEOUS	435	500	0
Operating Revenue Sub-Total	**435**	**500**	**0**
Net Operating Transfers In/(Out)	**248,525**	**260,165**	**557,620**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**78,867**	**62,177**	**24,261**
Total Program Funding	**327,827**	**322,842**	**581,881**
Program Staffing (FTEs)	**21.8**	**21.8**	**23.2**

Program Summary

Department: PUBLIC HEALTH
Program: COMMUNITY HEALTH & DIETETIC SERVICES

Function

Protect and promote the health of Pima County residents through the administration of programs providing supplemental food, nutrition education, breastfeeding education, cardiovascular disease prevention, breast & cervical cancer screening & detection, and folate education.

Description of Services

Screen, determine eligibility, and enroll low income clients in the Commodity Supplemental Food Program (CSFP/FOOD Plus), AZ Farmer's Market Program, Special Supplemental Nutrition Program for Women, Infants & Children (WIC) and/or Folate Program. Assess health risks, including growth monitoring, then provide client nutrition, breastfeeding, general health, high risk, and/or other education. Issue redeemable food instruments or certification cards to qualified, low income families to be used to obtain nutrient rich food through local vendors. Implement and evaluate heart disease prevention program that promotes physical activity among low income, primarily minority, grade school students. Screen, refer, and case manage uninsured and underinsured women (over 40 years of age) for breast and cervical cancer. Provide folate program education and multivitamin distribution to childbearing aged women to reduce neurotube birth defects.

Program Goals and Objectives

- Distribute AZ Farmer's Market 12 month coupon booklets to a minimum of 2,200 low income families
- Complete at least 54,600 certifications of low income women, infants, children and seniors for WIC and CSFP/FOOD Plus
- Provide folate program education, intervention and multivitamin distribution to no less than 5,000 limited income women in their childbearing years
- Enroll at least 3,200 grade school students in a physical activity program to reduce heart disease
- Provide a minimum of 100,000 WIC and CSFP/FOOD Plus client nutrition and health education interventions
- Provide no less than 1,700 un- or under-insured women with breast and cervical cancer screening, referral and case management services
- Provide at least 209,400 WIC food packages redeemed through local grocery stores

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
AZ Farmer's Market food packages issued	5,412	2,500	2,200
CSFP/FOOD Plus food packages issued	53,469	56,000	54,600
Folate program participants	4,565	5,000	5,000
Heart disease prevention students	2,691	3,200	3,200
Nutrition education interventions	118,617	100,000	100,000
Well Woman program participants	1,770	1,000	1,700
WIC food packages issued	201,571	206,000	209,400

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	2,509,408	2,714,009	2,999,313
SUPPLIES AND SERVICES	891,124	597,523	815,057
CAPITAL OUTLAY	56,868	14,000	12,500
Total Program Expenditures	**3,457,400**	**3,325,532**	**3,826,870**
Program Funding by Source			
Revenues			
MISCELLANEOUS	368	0	0
Operating Revenue Sub-Total	**368**	**0**	**0**
INTERGOVERNMENTAL	2,523,350	2,471,979	2,743,410
Grant Revenue Sub-Total	**2,523,350**	**2,471,979**	**2,743,410**
Net Operating Transfers In/(Out)	**768,513**	**727,893**	**1,038,412**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**165,169**	**125,660**	**45,048**
Total Program Funding	**3,457,400**	**3,325,532**	**3,826,870**

Program Summary

Department: PUBLIC HEALTH
Program: COMMUNITY HEALTH & DIETETIC SERVICES

Supplemental Packages Approved

Supplemental Package B - Folic Acid Program - is associated with this program. Funding of this package provides $44,630 for personal services and $54,570 for supplies and services to continue this mandated program that no longer receives state funding. The data presented on the preceeding page includes $99,200 in additional expenditures.

Program Summary

Department: PUBLIC HEALTH
Program: CONSUMER HEALTH & FOOD SAFETY

Function

Enforce environmental health laws pertaining to food, recreational health (public and semi-public pools and spas), the housing sector, and public health nuisances.

Description of Services

Inspect food service establishments, swimming pools, spas, motels, hotels, and mobile home parks.

Program Goals and Objectives

- Comply with all mandated functions and duties delegated in agreement with Arizona Department of Health Services (ADHS)
- Ensure commercial food establishments maintain environments that are in compliance with food service standards, thereby protecting the community from food borne illness

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Food service inspections completed	7,702	7,800	8,800
Swimming pool inspections completed	3,841	4,600	5,300
Housing inspections completed	787	950	1,200
Plan reviews (food, housing, and pools)	289	325	330
Certifications issued (food and pools)	1,625	2,300	2,300
Public nuisance complaints investigated	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,140,700	1,209,479	1,314,547
SUPPLIES AND SERVICES	183,439	127,121	130,847
CAPITAL OUTLAY	18,229	5,175	0
Total Program Expenditures	**1,342,368**	**1,341,775**	**1,445,394**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	1,003,196	1,132,830	1,132,830
INTERGOVERNMENTAL	2,000	0	0
CHARGES FOR SERVICES	11,984	0	0
MISCELLANEOUS	496	0	0
Operating Revenue Sub-Total	**1,017,676**	**1,132,830**	**1,132,830**
Net Operating Transfers In/(Out)	**160,303**	**178,184**	**299,568**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**164,389**	**30,761**	**12,996**
Total Program Funding	**1,342,368**	**1,341,775**	**1,445,394**
Program Staffing (FTEs)	**24.0**	**26.0**	**27.3**

Program Summary

Department: PUBLIC HEALTH
Program: DIRECTOR'S OFFICE

Function

Ensure compliance and provision of statutorily mandated services. Enforce any law or ordinance enacted or adopted by the respective jurisdiction relating to public health. Administer and coordinate all County public health services. Ensure compliance and provision of all Board of Supervisors mandated services and policies. Set policy for the Health Department. Establish overall operational objectives. Ensure performance measures are met. Set department-wide goals. Provide administrative direction to all programs. Serve as secretary for the Pima County Board of Health as mandated by ARS 36-186.

Description of Services

Administrative and fiscal responsibility for 358.3 FTEs and $25,236,582 budget. Respond to inquiries and requests from members and staff of the Board of Supervisors, County and Deputy County Administrators, and the public. Services provided to the public through the Health Department include, but are not limited to, Disease Control, Family Planning, HIV/AIDS counseling and testing, WIC, Immunizations, Public Health Nursing, Tuberculosis (TB) Control, Animal Control, Consumer Heath and Food Safety, Emergency Management and Homeland Security.

Program Goals and Objectives

- Provide the administrative support necessary to ensure all Health Department program services are delivered as efficiently and as effectively as possible
- Ensure the demonstration of fiscal and management responsibility for services provided through all grants, including but not limited to, Health Start, Title V, research on infant mortality in the Native American and African American communities, Family Planning, Preventive Health, and the Tobacco Program
- Continue to address staffing, equipment, and response issues concerning potential terrorists threats and biological/chemical agent incidents

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Programs directed	13	13	13
Program service sites	25	25	25
Grants managed	35	34	36
Public Health expenditures per capita	$24.71	$25.79	$26.18
General Fund subsidy per capita	$7.93	$7.94	$9.12

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	293,558	288,121	112,428
SUPPLIES AND SERVICES	68,346	71,750	81,850
CAPITAL OUTLAY	2,053	0	0
Total Program Expenditures	**363,957**	**359,871**	**194,278**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	750	0	0
CHARGES FOR SERVICES	12	0	0
Operating Revenue Sub-Total	**762**	**0**	**0**
Net Operating Transfers In/(Out)	**327,166**	**306,891**	**186,200**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**36,029**	**52,980**	**8,078**
Total Program Funding	**363,957**	**359,871**	**194,278**
Program Staffing (FTEs)	**4.0**	**4.0**	**4.2**

Program Summary

Department: PUBLIC HEALTH
Program: DISEASE CONTROL

Function

Limit morbidity/mortality of infectious and chronic diseases and public health emergencies in Pima County through prevention, intervention, investigation, surveillance, education, immunization, screening, and treatment.

Description of Services

Perform community health assessment and prevention planning. Provide 24/7 phone coverage to receive triage and evaluate disease reports. Collect, evaluate, investigate, and report all appropriate cases of disease in Pima County. Investigate disease outbreaks and disease clusters. Apply appropriate disease interventions including medication, immunization and contact notification. Provide examination, testing and treatment for sexually transmitted disease. Provide anonymous counseling and testing for HIV. Evaluate and enforce daycare and school compliance with state immunization rules. Provide the public and health professionals with infectious disease training and education. Ensure compliance with laboratory regulations and procedures. Plan Public Health emergency responses per Arizona Department of Health Services protocols. These services are provided by HIV/STD programs, vaccine preventable disease program, disease control management, and the bioterrorism program.

Program Goals and Objectives

- Conduct passive and active surveillance and disease specific and population specific screening and treatment activities on an ongoing basis to identify disease and other health threats to residents of Pima County
- Conduct timely and thorough investigations of all cases of reportable disease received to identify source of infection and threat of transmission
- Implement disease specific and population specific prevention and education activities based on findings of surveillance and investigation activities
  . Provide information regarding disease reporting rules to at least 600 health care providers
  . Provide education to at least 85% of reported cases of enteric disease
  . Provide targeted, disease-specific prevention activities to at least 85% of target population
- Plan and implement interventions as directed by Chief Medical Officer to control spread of disease based on findings of surveillance and investigation activities
- Maintain quality programs in compliance with state and federal regulations

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
24/7 telephone coverage	yes	yes	yes
Priority cases investigated within timelines	n/a	100%	100%
Health education/prevention encounters	8,000	8,000	8,000
Assess quality of education/prevention presentations	n/a	n/a	100%
Required audits/monitors completed within timelines	85%	85%	100%
Health care providers receiving disease reporting rules information	n/a	400	600
Prevention education to reported cases of enteric disease	n/a	80%	85%
Targeted, disease-specific prevention activities to target population	n/a	n/a	85%
Communicable disease newsletter produced	n/a	yes	yes
Pima County Health Status Report produced	n/a	yes	yes

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	2,612,232	2,769,696	2,541,394
SUPPLIES AND SERVICES	2,037,244	1,458,454	1,472,556
CAPITAL OUTLAY	72,409	36,700	10,500
Total Program Expenditures	**4,721,885**	**4,264,850**	**4,024,450**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	151,513	131,000	157,000
MISCELLANEOUS	4,642	0	0
Operating Revenue Sub-Total	**156,155**	**131,000**	**157,000**
INTERGOVERNMENTAL	2,962,723	2,461,864	2,554,611
MISCELLANEOUS	10,050	5,000	0

Program Summary

Department: PUBLIC HEALTH
Program: DISEASE CONTROL

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Net Operating Transfers In/(Out)	1,579,364	1,421,572	1,258,253
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	13,593	245,414	54,586
Total Program Funding	4,721,885	4,264,850	4,024,450
Program Staffing (FTEs)	48.5	50.1	45.7

Supplemental Packages Approved

Supplemental Package C - Disease Outbreak Management - is associated with this program. Funding of this package provides $71,236 for personal services and $141,486 for supplies and services to handle non routine disease outbreaks. The data presented on the preceeding page includes $212,722 in additional expenditures.

Program Summary

Department: PUBLIC HEALTH
Program: EMERGENCY MGT/HOMELAND SECURITY

Function

Prevent or mitigate the loss of life and reduce property damage to the citizens of Pima County from both human and natural disasters in accordance with ARS Title 26 and Pima County Code Title 9.

Description of Services

Provide professional emergency management services to include planning, mitigation, response and recovery activities, and training to protect lives, property, and the environment in the event of a disaster. Develop County emergency response and mitigation plans and assist municipalities and local governments in developing their plans to ensure the highest level of individual and agency preparedness to respond and recover from a disaster. Perform all emergency management tasks required by law and local mandate.

Program Goals and Objectives

- Reduce response and recovery costs to the County by providing comprehensive response plans and ongoing mitigation projects to prevent or diminish the loss of life and extent of damage incurred during a disaster
- Provide a state of the art emergency operations center to ensure County and local jurisdictions have the ability to communicate and operate with local emergency response agencies, other County, state and federal response organizations, as well as the public
- Maintain a comprehensive County emergency response plan that provides for the survival of the maximum number of people living in Pima County in the event of a natural or human caused disaster
- Assist each municipality in developing and maintaining an emergency response plan
- Coordinate and conduct regular, realistic emergency response exercises for County agencies and local jurisdictions
- Assist County agencies in maintaining a multi-hazard mitigation plan that guides local programs to eliminate or reduce the effects of potential disaster on the life and property of County residents, businesses, and public entities
- Provide quality recurring emergency management training to County and municipal departments and to local emergency response agencies
- Facilitate attendance for local responders at every opportunity to Federal and State emergency management training courses

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Exercises conducted	14	24	30
Community Emergency Response Team (CERT) classes	15	10	33
Citizens trained in CERT	300	600	1000
Business presentations	12	10	25
Civic presentations	20	10	25
Neighborhood presentations	30	120	100
Schools receiving consultation/training	37	24	30
Events for community planning and preparedness activities and exercises	100	120	120
Tier II data entry completed within thirty days of receipt	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	373,007	390,222	588,909
SUPPLIES AND SERVICES	1,193,675	2,223,281	1,972,425
CAPITAL OUTLAY	355,729	0	53,000
Total Program Expenditures	**1,922,411**	**2,613,503**	**2,614,334**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	274,255	90,000	116,000
MISCELLANEOUS	1,253	10,000	0
Operating Revenue Sub-Total	**275,508**	**100,000**	**116,000**
INTERGOVERNMENTAL	1,594,476	2,279,929	2,186,362
Grant Revenue Sub-Total	**1,594,476**	**2,279,929**	**2,186,362**

Program Summary

Department: PUBLIC HEALTH
Program: EMERGENCY MGT/HOMELAND SECURITY

Net Operating Transfers In/(Out)	202,533	199,187	299,001
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(150,106)	34,387	12,971
Total Program Funding	1,922,411	2,613,503	2,614,334
Program Staffing (FTEs)	5.8	6.7	9.4

Program Summary

Department: PUBLIC HEALTH
Program: FAMILY PLANNING

Function

Provide individuals with information and means to exercise personal choice in determining the number and spacing of their children.

Description of Services

Provide birth control education, counseling, and methods. Provide reproductive health exams, Pap smears, and pregnancy testing. Provide testing and treatment for sexually transmitted diseases. Provide HIV counseling and testing. Provide colposcopy examination and treatment for the follow-up of abnormal Pap smears. Provide community education/outreach. Provide referrals to agencies for tubal ligations, vasectomies, and for other medical care needs of clients.

Program Goals and Objectives

- Provide family planning clinic services to at least 7,250 clients
- Provide a minimum of 800 colposcopy clinic encounters
- Provide family planning education to at least 2,000 individuals in the community
- Continue to expand services, targeting teens, by providing family planning services to Kino Teen Center, the Mobile Clinic, the Homeless Outreach Project and the Juvenile Detention Center
- Provide HIV counseling and testing to at least 600 Family Planning clients

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Family planning clinic clients served	7,267	7,512	7,250
Family planning clinic encounters	14,420	14,500	13,775
Family planning education encounters	4,301	2,500	2,000
Colposcopy clinic encounters	766	800	800
HIV counseling and testing encounters	n/a	800	600

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	841,332	889,125	1,413,993
SUPPLIES AND SERVICES	465,602	472,141	499,170
CAPITAL OUTLAY	7,303	2,220	0
Total Program Expenditures	**1,314,237**	**1,363,486**	**1,913,163**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	132,405	120,000	120,000
MISCELLANEOUS	156	0	0
Operating Revenue Sub-Total	**132,561**	**120,000**	**120,000**
INTERGOVERNMENTAL	902,758	832,994	848,317
MISCELLANEOUS	60	0	0
Grant Revenue Sub-Total	**902,818**	**832,994**	**848,317**
Net Operating Transfers In/(Out)	**409,380**	**350,059**	**905,561**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(130,522)**	**60,433**	**39,285**
Total Program Funding	**1,314,237**	**1,363,486**	**1,913,163**
Program Staffing (FTEs)	**21.2**	**20.1**	**23.7**

Program Summary

Department: PUBLIC HEALTH
Program: MOBILE SERVICES

Function

Maintain and operate a mobile health clinic for use in providing health services to rural sites. Maintain an education van for use in providing education and screening services in designated community sites. Maintain and operate a health clinic vehicle for use in providing health services to designated sites. Maintain and operate a dental clinic vehicle for use in providing dental services in designated sites.

Description of Services

Conduct routine and scheduled vehicle maintenance and coordinate repairs with in-house and outside vendors. Maintain supply inventory and maintenance logs. Operate mobile health clinic to designated clinic sites and during clinic operation.

Program Goals and Objectives

- Ensure vehicles are maintained and operational for use in providing health services, education, and screenings at designated sites

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Number of times health vehicle used	170	148	200
Number of times education van used	199	129	155
Number of times dental vehicle used	43	106	80

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	75,921	75,243	79,027
SUPPLIES AND SERVICES	27,963	36,717	31,786
CAPITAL OUTLAY	0	0	5,000
Total Program Expenditures	**103,884**	**111,960**	**115,813**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	6,820	3,000	0
MISCELLANEOUS	5,017	0	0
Operating Revenue Sub-Total	**11,837**	**3,000**	**0**
Net Operating Transfers In/(Out)	**97,092**	**92,919**	**110,998**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(5,045)**	**16,041**	**4,815**
Total Program Funding	**103,884**	**111,960**	**115,813**
Program Staffing (FTEs)	**1.7**	**1.7**	**1.7**

Program Summary

Department: PUBLIC HEALTH
Program: ONE PERCENT FOR YOUTH

Function

Use funds available through the program to provide additional health and human services to the target age group of youth (ages 0-19) and young parents.

Description of Services

Support initiatives and programs directed at improving emotional and physical health of youth living in stressed areas of Pima County through Community Development & Neighborhood Conservation.

Program Goals and Objectives

- Provide support to community based programs that address health related issues for youth
- Provide support to initiatives directed at reducing impact of poverty on youth in distressed areas

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Young parents provided support	200	250	300
Youth provided support in school programs	405	390	400

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	35,001	0	0
SUPPLIES AND SERVICES	52,836	100,000	100,000
Total Program Expenditures	**87,837**	**100,000**	**100,000**
Program Funding by Source			
Revenues			
MISCELLANEOUS	7,000	0	0
Operating Revenue Sub-Total	**7,000**	**0**	**0**
Net Operating Transfers In/(Out)	**100,000**	**100,000**	**100,000**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(19,163)**	**0**	**0**
Total Program Funding	**87,837**	**100,000**	**100,000**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: PUBLIC HEALTH
Program: PIMA ANIMAL CARE CENTER

Function

Educate the public and enforce the law on two different but complementary aspects. Protect the public health and safety through enforcement of animal control laws and ordinances. Protect the welfare of animals through enforcement of the control laws and ordinances, enforcing animal welfare and cruelty ordinances, and sheltering abandoned animals.

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 control issues.

Program Goals and Objectives

- Reduce the spread of zoonotic diseases and injuries caused by wild and domestic animals
- Ensure that care of all companion animals meet community standards
- Mitigate the impact of companion animals on urban lifestyle

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Licenses issued per capita	0.1209	0.1132	0.1125
Enforcement calls per capita	0.0418	0.0394	0.0400
Animal rabies cases identified	22	24	24
Animal bites per capita	0.0077	0.0029	0.0030
Dog bites at large per capita	0.0027	0.0007	0.0007
Animals handled per capita	0.0192	0.0189	0.0190
Animals returned to owner/adopted	36%	37%	37%
Education presentations	100	112	100
Licenses issued per capita (Ajo)	0.078	0.083	0.083
Enforcement calls per capita (Ajo)	0.095	0.098	0.083
Animals handled per capita (Ajo)	0.095	0.099	0.099
Animals returned to owner/adopted (Ajo)	38%	39%	40%
Total licenses issued	110,051	105,794	110,000

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	2,522,759	2,681,865	3,059,425
SUPPLIES AND SERVICES	881,260	755,117	1,030,678
CAPITAL OUTLAY	47,674	49,200	97,680
Total Program Expenditures	**3,451,693**	**3,486,182**	**4,187,783**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	1,098,340	1,045,546	1,348,000
INTERGOVERNMENTAL	846,500	857,925	857,925
CHARGES FOR SERVICES	526,914	533,110	536,590
FINES AND FORFEITS	191,543	162,993	205,801
MISCELLANEOUS	65,780	55,366	52,460
Operating Revenue Sub-Total	**2,729,077**	**2,654,940**	**3,000,776**
LICENSES & PERMITS	(184)	0	0
INTEREST	588	0	0
MISCELLANEOUS	3,336	0	0
Grant Revenue Sub-Total	**3,740**	**0**	**0**

Program Summary

Department: PUBLIC HEALTH
Program: PIMA ANIMAL CARE CENTER

Net Operating Transfers In/(Out)	593,440	708,867	1,133,495
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	125,436	122,375	53,512
Total Program Funding	3,451,693	3,486,182	4,187,783
Program Staffing (FTEs)	61.6	63.6	69.5

Supplemental Packages Approved

Supplemental Package D - PACC Enforcement - is associated with this program. Funding of this package provides $64,744 for personal services for one dispatcher and one animal care officer, and $120,000 in fine/fee revenue. The data presented on the preceeding page includes $64,744 in additional expenditures and $120,000 in revenue.

Program Summary

Department: PUBLIC HEALTH
Program: PUBLIC HEALTH NURSING

Function

Promote health programs and protect the health of identified vulnerable populations. Implement effective and efficient preventive nursing interventions that have a beneficial impact on the population's health status in collaboration with departmental interdisciplinary teams, community groups, and relevant neighborhood leaders.

Description of Services

Support and carry out mandated programs to prevent communicable diseases. Provide preventive, well child services to the underinsured and uninsured. Implement disease and injury prevention services in homes, schools, child care programs, and neighborhoods of at-risk populations. Provide health promotion and education activities to vulnerable populations and initiate services designed to prevent and control communicable diseases. Perform community assessment at the neighborhood level. Support bioterrorism preparedness activities of the department to reduce the impact of terrorist attack by biological or chemical agents.

Program Goals and Objectives

- Improve access to health care and health related services through direct provision of services, referral to health care and service programs, identification of at risk individuals and families and amelioration of socioeconomic, psychosocial or health issues that create barriers to health
- Serve as the community liaison to establish a public health perspective in program planning and service delivery
- Reduce health disparities among at risk populations
- Establish community links with health care organizations to facilitate timely and effective referral of individuals needing health related services
- Assess and interpret the community's maternal child health status and implement health promotion and education programs based on identified need
- Provide current effective treatment for TB disease to prevent the spread of disease through testing and treatment to decrease the pool of disease through surveillance and treatment of latent TB infection of high risk populations
- Provide efficient cost-effective community services that address target population needs

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Health promotion activities	269	222	275
Childcare consultations/trainings	302	317	300
Nursing case management clients	5,193	5,000	6,000
Improved client outcomes	n/a	n/a	70%
Immunization visits	33,814	37,000	38,300

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	2,852,350	3,111,992	3,314,894
SUPPLIES AND SERVICES	1,470,230	1,415,241	1,129,929
CAPITAL OUTLAY	157,757	14,371	18,786
Total Program Expenditures	**4,480,337**	**4,541,604**	**4,463,609**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	407,567	400,000	550,000
MISCELLANEOUS	493	0	0
Operating Revenue Sub-Total	**408,060**	**400,000**	**550,000**
INTERGOVERNMENTAL	1,425,799	1,478,398	894,996
CHARGES FOR SERVICES	(4,076)	0	0
MISCELLANEOUS	1,743	0	0
Grant Revenue Sub-Total	**1,423,466**	**1,478,398**	**894,996**
Net Operating Transfers In/(Out)	**2,397,629**	**2,271,129**	**2,893,104**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**251,182**	**392,077**	**125,509**
Total Program Funding	**4,480,337**	**4,541,604**	**4,463,609**

Program Summary

Department: PUBLIC HEALTH
Program: TOBACCO PREVENTION & CONTROL

Function

Administer Tobacco-Free Ways, Pima County's local project for tobacco education and prevention, funded by the Arizona Department of Health Services.

Description of Services

Comprehensive tobacco education and prevention services for Pima County residents.

Program Goals and Objectives

- Decrease initiation of tobacco use among Pima County residents
- Provide tobacco cessation classes in health care settings, work places and in the community
- Reduce exposure to second-hand smoke (SHS) among adults and youth

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Number of schools implementing prevention education	125	211	135
Number of prevention events and activities	26	166	35
Number of tobacco cessation classes	99	48	47
Number of sites disseminating SHS information	n/a	104	107

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	231,616	297,558	267,651
SUPPLIES AND SERVICES	1,126,388	1,502,442	1,086,217
Total Program Expenditures	**1,358,004**	**1,800,000**	**1,353,868**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	1,206,462	1,800,000	1,355,637
Grant Revenue Sub-Total	**1,206,462**	**1,800,000**	**1,355,637**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**151,542**	**0**	**(1,769)**
Total Program Funding	**1,358,004**	**1,800,000**	**1,353,868**
Program Staffing (FTEs)	**5.8**	**6.8**	**5.2**

Program Summary

Department: PUBLIC HEALTH
Program: VITAL REGISTRATION

Function

Record births and deaths in Pima County and provide County residents with timely and accurate birth and death certificates.

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 certificates to County residents.

Program Goals and Objectives

- Register all births and deaths that occur in Pima County
- Issue burial transit permits to funeral homes and hospitals for disposal of human remains
- Assist Pima County residents with paternity affidavits and affidavits to correct their vital records

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Certificates issued	95,480	100,537	105,000
Certificates registered by each FTE	10,609	11,171	11,667

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	334,618	334,209	349,326
SUPPLIES AND SERVICES	49,182	51,984	44,813
CAPITAL OUTLAY	0	0	21,000
Total Program Expenditures	**383,800**	**386,193**	**415,139**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	450	0	0
CHARGES FOR SERVICES	853,446	755,000	860,000
MISCELLANEOUS	10,496	0	0
Operating Revenue Sub-Total	**864,392**	**755,000**	**860,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(480,592)**	**(368,807)**	**(444,861)**
Total Program Funding	**383,800**	**386,193**	**415,139**
Program Staffing (FTEs)	**9.0**	**9.0**	**9.0**

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Capital Projects Fund	Enterprise Funds	Total Expenditures
PUBLIC WORKS					
CAPITAL PROJECTS					
CAPITAL PROJECTS			143,776,950		143,776,950
TOTAL CAPITAL PROJECTS			143,776,950		143,776,950
DEVELOPMENT SERVICES					
PERMITTING				6,871,678	6,871,678
PLANNING				2,442,724	2,442,724
SUBDIVISION AND DEVELOPMENT REVIEW				1,523,203	1,523,203
SUPPORT				2,580,906	2,580,906
TOTAL DEVELOPMENT SERVICES				13,418,511	13,418,511
ENVIRONMENTAL QUALITY					
ADMINISTRATION		44,215			44,215
AIR		2,853,007			2,853,007
WASTE		288,512			288,512
WATER		706,724			706,724
TOTAL ENVIRONMENTAL QUALITY		3,892,458			3,892,458
FACILITIES MANAGEMENT					
ADMINISTRATION	552,054				552,054
CONSTRUCTION MANAGEMENT SERVICES	188,117				188,117
DESIGN	822,314				822,314
MAINTENANCE & OPERATIONS	11,553,434	1,300,548			12,853,982
PARKING GARAGES				1,356,340	1,356,340
PLANNING	323,746				323,746
TOTAL FACILITIES MANAGEMENT	13,439,665	1,300,548		1,356,340	16,096,553
NATURAL RESOURCES, PARKS & RECREATION					
DEPARTMENTAL SERVICES	1,458,417				1,458,417
NATURAL RESOURCE PARKS	2,077,956	95,000			2,172,956
PLANNING & DEVELOPMENT	147,614	55,000			202,614
RECREATION	2,744,993				2,744,993
URBAN PARK OPERATIONS	6,707,711				6,707,711
TOTAL NATURAL RESOURCES, PARKS & RECREATION	13,136,691	150,000			13,286,691
PUBLIC WORKS ADMINISTRATION					
ADMINISTRATION	0				0
CULTURAL RESOURCES	100,000				100,000
IMPROVEMENT DISTRICTS FORMATION FUND		25,000			25,000
REAL PROPERTY	0				0
TOTAL PUBLIC WORKS ADMINISTRATION	100,000	25,000			125,000
REGIONAL FLOOD CONTROL DISTRICT					
FLOOD CONTROL SUPPORT		3,983,902			3,983,902
FLOOD PREVENTION		2,172,990			2,172,990
INFRASTRUCTURE		1,901,147			1,901,147
RIPARIAN PROTECTION		1,282,658			1,282,658
TOTAL REGIONAL FLOOD CONTROL DISTRICT		9,340,697			9,340,697
SOLID WASTE MANAGEMENT					
COMMUNITY SERVICES		381,631			381,631
DEVELOPMENT, CLOSURE, AND REMEDIATION		93,357			93,357
RESOURCE MANAGEMENT		751,688			751,688
WASTE MANAGEMENT		7,118,240			7,118,240
TOTAL SOLID WASTE MANAGEMENT		8,344,916			8,344,916

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Capital Projects Fund	Enterprise Funds	Total Expenditures
TRANSPORTATION					
DIRECTOR'S OFFICE AND SUPPORT SVCS		8,893,573			8,893,573
OPERATIONS AND MAINTENANCE		31,181,709			31,181,709
TRANSPORTATION INFRASTRUCTURE		2,501,827			2,501,827
TOTAL TRANSPORTATION		42,577,109			42,577,109
WASTEWATER MANAGEMENT					
CONVEYANCE MAINTENANCE & DEVELOPMENT				17,866,698	17,866,698
RESEARCH GRANTS				550,720	550,720
TREATMENT OPERATIONS				32,058,698	32,058,698
WASTEWATER MANAGEMENT ADMINISTRATION				49,993,916	49,993,916
TOTAL WASTEWATER MANAGEMENT				100,470,032	100,470,032
TOTAL PUBLIC WORKS	**26,676,356**	**65,630,728**	**143,776,950**	**115,244,883**	**351,328,917**
INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY					
FLEET SERVICES					
COMMUNICATION EQUIPMENT MAINTENANCE					535,485
FLEET MANAGEMENT					1,855,682
FUEL SERVICE					3,345,788
OFF-ROAD EQUIPMENT MAINTENANCE					1,538,200
ON-ROAD EQUIPMENT MAINTENANCE					3,352,188
VEHICLE REPLACE/DEPRECIATE					2,470,388
TOTAL FLEET SERVICES					13,097,731
GRAPHIC SERVICES					
GRAPHIC SERVICES					1,811,457
TOTAL INTERNAL SERVICE - PUBLIC WORKS					**14,909,188**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Capital Projects Fund	Enterprise Funds	Total Revenues
PUBLIC WORKS					
CAPITAL PROJECTS					
CAPITAL PROJECTS			24,148,950		24,148,950
TOTAL CAPITAL PROJECTS			24,148,950		24,148,950
DEVELOPMENT SERVICES					
PERMITTING				12,841,327	12,841,327
PLANNING				451,573	451,573
SUBDIVISION AND DEVELOPMENT REVIEW				731,048	731,048
SUPPORT				151,696	151,696
TOTAL DEVELOPMENT SERVICES				14,175,644	14,175,644
ENVIRONMENTAL QUALITY					
ADMINISTRATION		14,150			14,150
AIR		2,161,780			2,161,780
WASTE		163,350			163,350
WATER		995,320			995,320
TOTAL ENVIRONMENTAL QUALITY		3,334,600			3,334,600
FACILITIES MANAGEMENT					
ADMINISTRATION	96,858				96,858
MAINTENANCE & OPERATIONS	917,749	1,998,827			2,916,576
PARKING GARAGES				1,503,040	1,503,040
TOTAL FACILITIES MANAGEMENT	1,014,607	1,998,827		1,503,040	4,516,474
NATURAL RESOURCES, PARKS & RECREATION					
DEPARTMENTAL SERVICES	116,388				116,388
NATURAL RESOURCE PARKS	184,375	100,000			284,375
PLANNING & DEVELOPMENT	2,600	55,000			57,600
RECREATION	204,600				204,600
URBAN PARK OPERATIONS	158,700				158,700
TOTAL NATURAL RESOURCES, PARKS & RECREATION	666,663	155,000			821,663
PUBLIC WORKS ADMINISTRATION					
IMPROVEMENT DISTRICTS FORMATION FUND		500			500
TOTAL PUBLIC WORKS ADMINISTRATION		500			500
REGIONAL FLOOD CONTROL DISTRICT					
FLOOD CONTROL SUPPORT		19,840,939			19,840,939
RIPARIAN PROTECTION		33,600			33,600
TOTAL REGIONAL FLOOD CONTROL DISTRICT		19,874,539			19,874,539
SOLID WASTE MANAGEMENT					
RESOURCE MANAGEMENT		40,000			40,000
WASTE MANAGEMENT		6,506,000			6,506,000
TOTAL SOLID WASTE MANAGEMENT		6,546,000			6,546,000
TRANSPORTATION					
DIRECTOR'S OFFICE AND SUPPORT SVCS		55,283,056			55,283,056
OPERATIONS AND MAINTENANCE		1,407,837			1,407,837
TRANSPORTATION INFRASTRUCTURE		735,000			735,000
TOTAL TRANSPORTATION		57,425,893			57,425,893

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Capital Projects Fund	Enterprise Funds	Total Revenues
WASTEWATER MANAGEMENT					
RESEARCH GRANTS				551,368	551,368
WASTEWATER MANAGEMENT ADMINISTRATION				119,203,496	119,203,496
TOTAL WASTEWATER MANAGEMENT				119,754,864	119,754,864
TOTAL PUBLIC WORKS	**1,681,270**	**89,335,359**	**24,148,950**	**135,433,548**	**250,599,127**
INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY					
FLEET SERVICES					
COMMUNICATION EQUIPMENT MAINTENANCE					543,561
FLEET MANAGEMENT					1,859,027
FUEL SERVICE					3,380,965
OFF-ROAD EQUIPMENT MAINTENANCE					1,547,710
ON-ROAD EQUIPMENT MAINTENANCE					3,383,515
VEHICLE REPLACE/DEPRECIATE					3,030,888
TOTAL FLEET SERVICES					13,745,666
GRAPHIC SERVICES					
GRAPHIC SERVICES					1,490,270
TOTAL INTERNAL SERVICE - PUBLIC WORKS					**15,235,936**

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
PUBLIC WORKS	
CAPITAL PROJECTS	
CAPITAL PROJECTS	7.3
TOTAL CAPITAL PROJECTS	7.3
DEVELOPMENT SERVICES	
PERMITTING	100.0
PLANNING	23.8
SUBDIVISION AND DEVELOPMENT REVIEW	24.7
SUPPORT	21.5
TOTAL DEVELOPMENT SERVICES	170.0
ENVIRONMENTAL QUALITY	
ADMINISTRATION	9.0
AIR	31.9
WASTE	6.0
WATER	7.0
TOTAL ENVIRONMENTAL QUALITY	53.9
FACILITIES MANAGEMENT	
ADMINISTRATION	7.8
CONSTRUCTION MANAGEMENT SERVICES	5.8
DESIGN	15.5
MAINTENANCE & OPERATIONS	119.8
PARKING GARAGES	3.0
PLANNING	5.8
TOTAL FACILITIES MANAGEMENT	157.7
NATURAL RESOURCES, PARKS & RECREATION	
DEPARTMENTAL SERVICES	20.0
NATURAL RESOURCE PARKS	35.0
PLANNING & DEVELOPMENT	10.0
RECREATION	76.3
URBAN PARK OPERATIONS	105.6
TOTAL NATURAL RESOURCES, PARKS & RECREATION	246.9
PUBLIC WORKS ADMINISTRATION	
ADMINISTRATION	6.0
CULTURAL RESOURCES	5.0
REAL PROPERTY	21.5
TOTAL PUBLIC WORKS ADMINISTRATION	32.5
REGIONAL FLOOD CONTROL DISTRICT	
FLOOD CONTROL SUPPORT	4.0
FLOOD PREVENTION	28.5
INFRASTRUCTURE	13.5
RIPARIAN PROTECTION	14.8
TOTAL REGIONAL FLOOD CONTROL DISTRICT	60.8
SOLID WASTE MANAGEMENT	
RESOURCE MANAGEMENT	14.0
WASTE MANAGEMENT	38.5
TOTAL SOLID WASTE MANAGEMENT	52.5

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
TRANSPORTATION	
DIRECTOR'S OFFICE AND SUPPORT SVCS	76.6
OPERATIONS AND MAINTENANCE	231.1
TRANSPORTATION INFRASTRUCTURE	109.8
TOTAL TRANSPORTATION	417.5
WASTEWATER MANAGEMENT	
CONVEYANCE MAINTENANCE & DEVELOPMENT	169.8
RESEARCH GRANTS	2.0
TREATMENT OPERATIONS	267.5
WASTEWATER MANAGEMENT ADMINISTRATION	92.5
TOTAL WASTEWATER MANAGEMENT	531.8
TOTAL PUBLIC WORKS	**1,730.8**
INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY	
FLEET SERVICES	
COMMUNICATION EQUIPMENT MAINTENANCE	5.5
FLEET MANAGEMENT	5.5
FUEL SERVICE	2.0
OFF-ROAD EQUIPMENT MAINTENANCE	10.0
ON-ROAD EQUIPMENT MAINTENANCE	23.5
VEHICLE REPLACE/DEPRECIATE	13.0
TOTAL FLEET SERVICES	59.5
GRAPHIC SERVICES	
GRAPHIC SERVICES	20.5
TOTAL INTERNAL SERVICE PUBLIC WORKS	80.0

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

Capital Projects

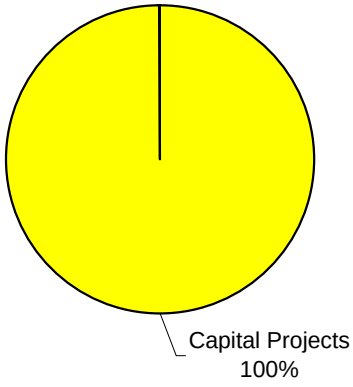
Expenditures: 143,776,950 **Revenues:** 24,148,950

FTEs 7.3

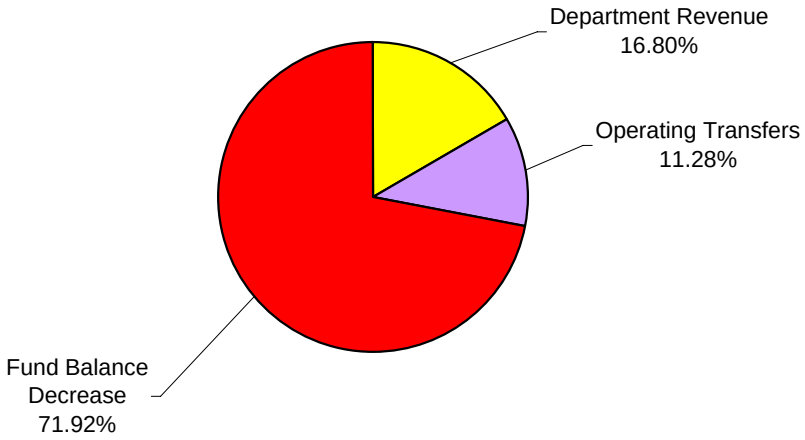
Function Statement: The Capital Projects budget reflects anticipated funding for the construction of Pima County capital improvement projects valued at $100,000 or more (excluding Wastewater Management Enterprise Fund projects), as detailed in the proposed Fiscal Year 2006/10 Five Year Capital Improvement Plan.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: CAPITAL PROJECTS

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
CAPITAL PROJECTS	103,166,637	132,118,337	143,776,950
Total Expenditures	**103,166,637**	**132,118,337**	**143,776,950**
Funding by Source			
Revenues			
CAPITAL PROJECTS	29,030,708	23,443,856	24,148,950
Total Revenues	**29,030,708**	**23,443,856**	**24,148,950**
Net Operating Transfers In/(Out)	**23,772,940**	**11,171,248**	**16,220,596**
Other Funding Sources	**65,000,000**	**96,000,000**	**0**
Fund Balance Decrease/(Increase)	**(14,637,011)**	**1,503,233**	**103,407,404**
Total Program Funding	**103,166,637**	**132,118,337**	**143,776,950**
Staffing (FTEs) by Program			
CAPITAL PROJECTS	7.0	7.0	7.3
Total Staffing (FTEs)	**7.0**	**7.0**	**7.3**

Program Summary

Department: CAPITAL PROJECTS
Program: CAPITAL PROJECTS

Function

The Capital Projects budget reflects anticipated funding for the construction of Pima County funded capital projects valued at $100,000 or more (excluding Wastewater Management Enterprise Fund projects), as detailed in the five year Capital Improvement Plan. These projects are primarily funded through bond sales. The balance of the funding comes from Capital Projects revenue and operating transfers from other County departments.

Description of Services

The budgeted amount of $143,776,950 has been developed based upon the following:

Facilities Management	$34,159,949
Transportation	56,480,917
Flood Control District	20,249,835
Natural Resources, Parks and Recreation	14,542,719
Open Space	9,138,000
Neighborhood Reinvestment	1,187,667
Solid Waste	2,296,000
Cultural Resources	5,143,722
CIP Administration	578,141
Total CIP	$143,776,950

Program Goals and Objectives

- Complete on time and at or below projected cost all capital projects as detailed in the proposed fiscal year 2006/10 Pima County Capital Improvement Plan
- Meet the reporting requirements of the County's Truth in Bonding Ordinance
- Obtain additional outside funds to offset the cost of capital projects to County taxpayers

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Bonds sold (excludes sewer revenue bonds)	$65,000,000	$116,200,000	$0
Outside revenue sources	$29,030,708	$36,524,899	$24,148,950

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	0	415,024	432,326
SUPPLIES AND SERVICES	0	37,239	136,815
CAPITAL OUTLAY	103,166,637	131,666,074	143,207,809
Total Program Expenditures	**103,166,637**	**132,118,337**	**143,776,950**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	16,855,166	18,887,581	14,997,572
CHARGES FOR SERVICES	9,536,768	2,492,520	7,235,700
INTEREST	996,627	2,000,000	581,423
MISCELLANEOUS	1,642,147	63,755	1,334,255
Operating Revenue Sub-Total	**29,030,708**	**23,443,856**	**24,148,950**
Net Operating Transfers In/(Out)	**23,772,940**	**11,171,248**	**16,220,596**
Other Funding Sources	**65,000,000**	**96,000,000**	**0**
Fund Balance Decrease/(Increase)	**(14,637,011)**	**1,503,233**	**103,407,404**
Total Program Funding	**103,166,637**	**132,118,337**	**143,776,950**
Program Staffing (FTEs)	**7.0**	**7.0**	**7.3**

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2005/06

For a comprehensive list of the active and new projects comprising the fiscal year 2006/10 Pima County Capital Improvement Plan refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects* .

Department/Program		FY 2005/06 Adopted
Facilities Management		
FM-04-201	Kino Public Health Center	15,455,574
FM-04-302	Justice Court/Municipal Court Complex	4,050,000
FM-04-306	Juvenile Court Build-Out	1,892,859
FM-04-206	Green Valley Performing Arts Center Phase 2	1,144,000
FM-04-304	Corrections Jail Security Project	1,100,972
FM-04-445	Oro Valley Library Expansion	1,100,000
FM-95-055	Downtown Complex	1,055,147
FM-04-214	Pima Air and Space Museum - Hangar	999,346
FM-04-212	Arizona Sonora Desert Museum - Auditorium	995,000
FM-04-301	Regional Public Safety Communications System	936,000
FM-97-010	City of Tucson Midtown Library	900,235
FM-04-202	Psychiatric Hospital	848,000
FM-97-019	Kino Hospital Repair	692,554
FM-04-444	Marana Continental Ranch New Library	545,000
FM-95-027	Fire Sprinkler/Asbestos Removal - Legal Services Building	489,000
FM-05-001	WIC Program Modular Building	415,000
FM-04-002	97 East Congress Street Building	400,000
FM-95-011	Improve Disabled Access	294,371
FM-03-001	Flowing Wells Community Center	229,000
FM-04-213	Arizona Sonora Desert Museum - Gray Water	200,000
FM-04-207	Mt. Lemmon Community Center	198,889
FM-97-004	Sheriff Maximum Security Detention	84,002
FM-04-204	Animal Care Center	63,000
FM-02-005	Forensic Science Center Expansion	60,000
FM-04-203	Theresa Lee Health Clinic	10,000
FM-04-305	Interagency Victim Advocacy Center	2,000
	Facilities Management Total:	**34,159,949**
Transportation		
TR-98-001	River Road, Campbell Avenue to Alvernon Way	9,166,618
TR-97-019	Craycroft Road, River Road to Sunrise Drive	7,488,000
TR-98-030	Valencia Road, Mission Road to Interstate-19	5,866,700
TR-97-018	Cortaro Farms Road, Union Pacific RR Crossing to Thornydale	4,759,000
TR-97-013	Alvernon Way, Ft Lowell Road to River Road	4,095,200
TR-93-002	Veterans Memorial Overpass	2,995,619
TR-98-025	S. 12th Ave, 38th Street to Los Reales	2,246,700
TR-98-038	Safety Improvements	2,012,501
TR-05-006	Transportation Overlay Project	2,000,000
TR-97-034	Valencia Road, Mark Road to Camino De La Tierra	1,743,000
TR-98-028	Sunrise Drive, Craycroft Road to Kolb Road	1,712,000
TR-03-002	Colossal Cave Road: Camino Loma Alta to Vail Road	1,678,000
TR-98-045	Catalina Highway, Tanque Verde Road to Houghton Road	1,400,000
TR-03-004	Edwin Road	1,260,000
TR-93-011	Wetmore Rd and Ruthrauff Rd, La Cholla Blvd to Fairview	1,253,100
TR-98-037	Broadway Boulevard, Euclid Avenue to Campbell	1,200,000
TR-05-003	Kino Parkway Overpass at 22nd Street	1,200,000
TR-98-006	Country Club Road, 36th Street to Milbur	1,024,000
TR-98-023	Neighborhood Transportation Improvements	1,000,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2005/06

For a comprehensive list of the active and new projects comprising the fiscal year 2006/10 Pima County Capital Improvement Plan refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects* .

Department/Program		FY 2005/06 Adopted
TR-98-032	La Cañada/Las Quintas Highway Drainage Improvements	508,301
TR-98-010	Interstate 19 Southbound Frontage Rd at Continental Rd	405,200
TR-05-005	Houghton Road and Sahuarita Road	367,000
TR-97-033	Colossal Cave Rd: Acacia School to Old Vail Road	254,000
TR-04-001	Hayhook Ranch Road Improvement District	226,000
TR-98-035	Mt. Lemmon Shuttle	200,000
TR-97-026	La Canada: River Rd to Ina Road	155,000
TR-97-054	Aviation/ Golf Links Bike Path Connection	86,600
TR-05-002	Dodge Blvd: Ft Lowell Rd to River Rd Bike Lanes and Sidewalks	70,000
TR-98-027	La Cholla Boulevard, River Road to Magee Road	51,500
TR-03-003	Pelican Crossing: 6th Avenue at 26th Street	46,878
TR-98-015	Kolb Road, Sabino Canyon Road to Sunrise Drive	8,000
TR-98-026	Orange Grove Road, Thornydale Road to Oracle Road	2,000
	Transportation Total:	**56,480,917**
Regional Flood Control District		
FC-97-025	Earp Wash Detention Basin - City of Tucson	2,200,000
FC-03-002	Urban Drainage	2,000,000
FC-92-005	Arroyo Chico Detention Basin (USACOE)	1,500,000
FC-04-501	Floodprone and Riparian Land Acquisition	1,100,000
FC-04-508	Rillito River Linear Park, Alvernon to Craycroft	1,100,000
FC-04-001	Canada del Oro Flood Hazard Mitigation Project	1,050,000
	Various Additional Mt. Lemmon Projects	1,020,596
FC-04-509	Santa Cruz River Linear Park - Continental Ranch	1,020,000
FC-97-028	Mission Wash	1,000,000
FC-04-505	Black Wash Urban Drainage Flood Control Improvements	978,000
FC-04-502	Urban Drainage Infrastructure Program	950,000
FC-93-004	Santa Cruz River Bank Stabilization: Grant to Ft. Lowell	755,801
FC-04-504	Tohono O'Odham Nation Drainage Improvements	750,000
FC-87-046	Floodprone Land Acquisition Program	500,000
FC-03-004	Massingale Detention Basin	500,000
FC-97-030	Tucson Diversion Channel Drainage Improvements	499,938
FC-97-015	Holladay and Forrest Drainage Improvements	375,000
FC-00-004	Santa Cruz River: Cortaro Mesquite Bosque	350,000
FC-04-503	City of South Tucson Urban Drainage	327,500
FC-98-006	Ajo Detention Basin Wetlands (USACOE)	320,000
FC-04-507	Santa Cruz River, Grant Road to Camino del Cerro	300,000
FC-87-001	Agua Caliente Wash at Tanque Verde Road	275,000
FC-92-004	Highlands Wash	250,000
FC-98-003	Santa Cruz River: Paseo de Las Iglesias Restoration (USACOE)	250,000
FC-00-003	Tres Rios del Norte (USACOE Study)	200,000
FC-03-003	Oro Valley Flood Control District Levy Drainage	160,000
FC-97-009	Tanque Verde Creek: Sabino Canyon to Craycroft (USACOE)	150,000
FC-03-001	El Rio Medio (USACOE Study)	150,000
FC-03-007	Camino Verde/Valencia Box Culvert	100,000
FC-98-005	Rillito/Swan Wetlands (USACOE)	50,000
FC-04-510	Canada del Oro River Park, Thornydale to Magee	40,000
FC-04-506	Santa Cruz River Flood & Erosion Control, Linear Park	28,000
	Regional Flood Control District Total:	**20,249,835**

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2005/06

For a comprehensive list of the active and new projects comprising the fiscal year 2006/10 Pima County Capital Improvement Plan refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects* .

Department/Program		FY 2005/06 Adopted
Natural Resources, Parks & Recreation		
PR-04-418	Flowing Wells Community Center	1,742,000
PR-04-424	Brandi Fenton Memorial Park (River Bend)	1,670,500
P-57	Quincie Douglas Park Pool	1,505,000
PR-04-434	Julian Wash Linear Park	1,505,000
PR-04-436	Atturbury Wash Sanctuary	1,005,000
PR-04-428	Feliz Paseos Universal Access Park 2004 Authorization	912,000
P-46	Columbus Park	796,000
PR-04-429	Picture Rocks Pool	771,500
P-31	Rillito River Park - Campbell to Alvernon	615,542
P-34	Oro Valley Cañada Del Oro River Park	607,000
PR-04-439	Marana Cultural and Heritage Park	470,000
PR-04-433	Houghton Greenway	405,000
P-11	Yaqui Park Improvements	398,000
P-32	Rillito Park at Columbus Boulevard District Park	385,933
PR-04-421	Curtis Park - Flowing Wells East	320,920
P-05	Tucson Athletic and Play Field Improvements	310,000
T-23	Various Trail Acquisitions	205,235
PR-04-437	Pantano River Park, 22nd Street to Michael Perry Park	199,000
P-56	Thomas Jay Community Center	160,000
PR-04-438	Rio Vista Natural Resource Park	150,000
T-19	36th Street Trailhead	137,916
PR-04-422	Catalina Community Park	131,500
P-51	Lawrence Community Center	104,000
T-21	Various Trailhead Parking/Staging	24,773
PR-04-419	Southeast Regional Park/Shooting Range - Phase II	10,900
	Natural Resources, Parks & Recreation Total:	**14,542,719**
Open Space		
OS-04-107	Canoa Ranch Parcels	2,975,000
OS-04-124	Avra Valley Project Area	2,150,000
OS-04-114	Tucson Mountain Park - South Corridor	1,925,000
OS-04-109	Tortolita Mountain Park - Carpenter Ranch	980,000
OS-04-102	Tucson Mountain Park - Camino de Oeste	698,000
OS-04-123	Altar Valley Project Area	410,000
	Open Space Total:	**9,138,000**
Neighborhood Housing/Conservation		
NR-1	Neighborhood Conservation	1,187,667
	Neighborhood Housing/Conservation Total:	**1,187,667**
Cultural Resources		
HP-04-404	Fort Lowell Acquisition & San Pedro Chapel	1,000,000
HP-04-411	Honey Bee Village Site Acquisition	940,000
HP-04-403	Juan Bautista de Anza National Historic Trail	779,722
HP-97-007	Anza National Trail and Campsites	750,000
HP-04-407	Binghampton Historic Buildings Rehabilitation	750,000
HP-97-006	Canoa Ranch Buildings Rehabilitation	500,000
HP-04-402	Canoa Ranch Buildings Rehabilitation	200,000
HP-04-416	Ajo Curley School Art Institute	100,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2005/06

For a comprehensive list of the active and new projects comprising the fiscal year 2006/10 Pima County Capital Improvement Plan refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects* .

Department/Program		FY 2005/06 Adopted
HP-04-401	Empirita Ranch Buildings Rehabilitation	50,000
HP-04-417	Dunbar School	38,000
HP-04-414	Los Morteros Preservation	23,000
HP-04-412	Performing Arts Center Rehabilitation	13,000
	Cultural Resources Total:	**5,143,722**
Wastewater Management		
WL-03-4L1	Federal Prison Sewer System	3,761,097
WL-04-610	Marana WWTP Expansion (1.0 mgd) (2004 Auth)	3,044,225
WL-04-602	Misc. Conveyance System Rehabilitation and Repair	2,000,000
WL-04-603	Santa Cruz Interceptor, Prince to Franklin	2,000,000
WL-98-3L1	Marana Wastewater Treatment Facility	1,464,612
WL-04-601	Roger Road WWTP Rehabilitation	1,000,000
WL-05-3L5	Roger Road WWTP Nitrification	1,000,000
WL-98-2L5	Carrillo School/El Paso Street Sewer Rehabilitation	946,066
WL-87-001	Miscellaneous Sewer Relocations	750,000
WL-00-0L2	Sewer System Inspection and Inventory Project	720,000
WL-05-5L2	Ina Road Biosolids Building and Equipment	700,000
WL-00-2L1	ADOT Relocation: I-19 & I-10	600,415
WL-97-4L3	Tanque Verde Interceptor, Craycroft to Tucson Country Club	500,000
WL-04-604	Roger Road Plant to Ina Road Plant Interconnect	500,000
WL-05-5L1	I-10 Widening: Grant Rd to St. Mary's Rd	450,000
WL-00-3L2	Avra Valley BNROD Expansion	350,000
WL-05-0L3	Process Improvement Evaluations	320,000
WL-03-4L2	Corona de Tucson WWTF Expansion (0.3 mgd)	300,000
WL-98-001	Miscellaneous Engineering Design Services	250,000
WL-05-5L3	Ina Road Whole Effluent Toxicity Testing Lab	250,000
WL-05-0L1	Flow Model Project	150,000
WL-05-1L1	Richey Yard Master Facility Plan	150,000
WL-94-4L7	Green Valley Sewer Protection	112,800
WL-05-0L2	Process Simulating Training	110,000
WL-05-2L1	Kino Environmental Restoration Chlorination/Dechlorination	100,000
WL-05-3L1	Continental Force Main No. 2	100,000
WL-05-3L2	Capstan Lift Station	100,000
WL-05-3L3	Green Valley Flood Control Protection Wall	55,000
WL-05-3L4	Green Valley Recharge Monitoring System	40,000
WL-90-019	Green Valley Trunk Sewer Protection - Drainageway No. 7	10,000
	Wastewater Management Total:	**21,834,215**
Solid Waste Management		
SW-97-003	Sahuarita Expansion	1,909,000
SW-04-211	Waste Tire Collection Site Relocation	280,000
SW-97-004	Environmental Remediation/El Camino Del Cerro	62,000
SW-97-002	Tangerine Closure	45,000
	Solid Waste Management Total:	**2,296,000**

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2005/06

For a comprehensive list of the active and new projects comprising the fiscal year 2006/10 Pima County Capital Improvement Plan refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects* .

Department/Program	FY 2005/06 Adopted
Total Capital Improvement Projects:	**165,033,024**
Funded by Wastewater Management:	**(21,834,215)**
Administrative Costs:	**578,141**
Total FY 2005/06 Adopted Capital Projects Fund:	**143,776,950**

For a comprehensive list of the active and new projects comprising the fiscal year 2006/10 Pima County Capital Improvement Plan refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects* .

Development Services

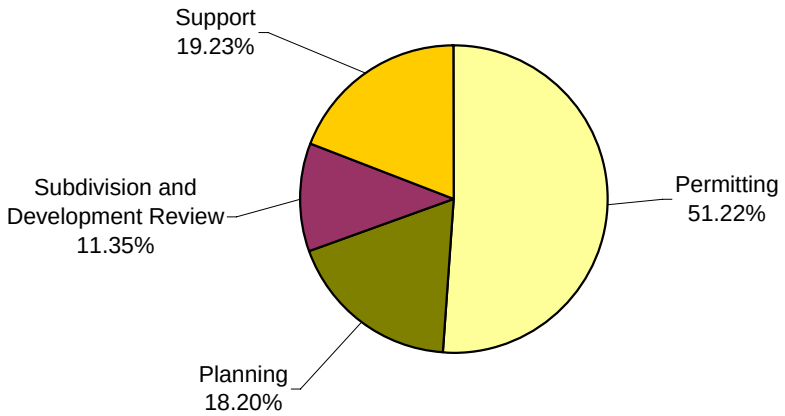
Expenditures: 13,418,511 **Revenues:** 14,175,644

FTEs 170.0

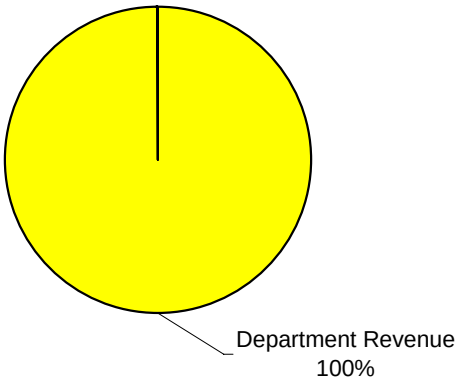
Function Statement: Provide land use planning, development, and permitting services. Administer the rezoning, comprehensive plan amendment, and appeals processes. Review subdivision plats and development plans for compliance with zoning and development regulations. Review all permit applications and 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.

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

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERMITTING	5,201,217	5,370,674	6,871,678
PLANNING	1,782,154	2,352,516	2,442,724
SUBDIVISION AND DEVELOPMENT REVIEW	697,797	734,355	1,523,203
SUPPORT	1,949,505	1,883,431	2,580,906
Total Expenditures	**9,630,673**	**10,340,976**	**13,418,511**
Funding by Source			
Revenues			
PERMITTING	10,626,785	9,591,112	12,841,327
PLANNING	431,567	364,725	451,573
SUBDIVISION AND DEVELOPMENT REVIEW	914,428	619,750	731,048
SUPPORT	104,210	92,000	151,696
Total Revenues	**12,076,990**	**10,667,587**	**14,175,644**
Net Operating Transfers In/(Out)	**(303,124)**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(2,143,193)**	**(326,611)**	**(757,133)**
Total Program Funding	**9,630,673**	**10,340,976**	**13,418,511**
Staffing (FTEs) by Program			
PERMITTING	90.0	91.0	100.0
PLANNING	23.0	24.0	23.8
SUBDIVISION AND DEVELOPMENT REVIEW	22.5	24.0	24.7
SUPPORT	23.0	22.5	21.5
Total Staffing (FTEs)	**158.5**	**161.5**	**170.0**

Program Summary

Department: DEVELOPMENT SERVICES
Program: PERMITTING

Function

Ensure building safety through the review of construction plans and inspections. Ensure structural compatibility with surrounding neighborhoods, uses, and zones. Ensure proper grading, flood mitigation, and plant preservation on every lot.

Description of Services

Provide on site inspections for building codes compliance and other County department requirements including septic inspections and flood plain compliance. Provide plan review of commercial and residential structures and support of those functions. Make zoning determinations and verify permitted uses, heights, and setbacks. Issue addresses and street names, create construction permit applications, issue construction permits and collect fees, review permit applications for required approvals, inspections, and fees. Schedule inspection requests from the public and maintain construction records. Reduce the physical impact of hillside development and protect aesthetics by regulating grading on private and public land. Implement processes and procedures necessary to enforce and observe rules, codes, and ordinances as adopted by Pima County. Regulate encroachment and building development within areas subject to flooding or erosion. Ensure consistent, comprehensive, and timely implementation of the water quality and wastewater management programs.

Program Goals and Objectives

- Protect and enhance public health, safety, and welfare and promote the sound stewardship of the natural and built environment by providing high quality and timely permitting services
  . Provide timely and accurate review of permit applications within the specified timeframe
  . Ensure timely and consistent inspections through ongoing training
  . Provide timely resolution of zoning violations within four (4) months

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Residential and commercial plans reviewed within 16 days	n/a	90%	90%
Scheduled inspections completed daily	n/a	98%	98%
Inspectors attending minimum of two technical classes per year and required certifications	n/a	90%	90%
Cases responded to within 30 days of initial complaint and subsequent follow-ups within 5 days of deadlines	n/a	n/a	90%
Permit applications reviewed within three days	n/a	n/a	90%
Model reviews completed in four days	n/a	n/a	90%
Address reviews of plats and plans completed within deadline	n/a	n/a	100%
Addresses assigned within 5 days	n/a	n/a	100%
Inspection results updated within 3 days	n/a	n/a	90%
Permit files created within one day	n/a	n/a	90%
Department of Environmental Quality plans reviewed in 7 days	n/a	n/a	90%
Type II hillside grading plans reviewed in 5 days	n/a	n/a	90%
Large wastewater plans issued connection fees in 5 days	n/a	n/a	90%
Right of way permit applications approved in 2 days	n/a	n/a	90%
Customers greeted within 15 minutes	n/a	n/a	90%
Plans reviewed within 5 days	n/a	n/a	90%
Completed development plans reviewed within 30 working days	n/a	n/a	95%
Complaint cases opened within 1 week after receivng complaint	n/a	n/a	75%
Complaints resolved or citations issued within 4 months	n/a	75%	75%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	3,887,018	4,121,241	4,937,439
SUPPLIES AND SERVICES	1,305,407	1,216,433	1,900,739
CAPITAL OUTLAY	8,792	33,000	33,500
Total Program Expenditures	**5,201,217**	**5,370,674**	**6,871,678**

Program Summary

Department: DEVELOPMENT SERVICES
Program: PERMITTING

Program Funding by Source			
Revenues			
LICENSES & PERMITS	8,202,988	7,450,481	10,050,279
CHARGES FOR SERVICES	2,318,225	2,042,191	2,701,533
MISCELLANEOUS	105,572	98,440	89,515
Operating Revenue Sub-Total	**10,626,785**	**9,591,112**	**12,841,327**
Net Operating Transfers In/(Out)	**(5,523)**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(5,420,045)**	**(4,220,438)**	**(5,969,649)**
Total Program Funding	**5,201,217**	**5,370,674**	**6,871,678**
Program Staffing (FTEs)	**90.0**	**91.0**	**100.0**

Supplemental Packages Approved

Supplemental Package B - DVS Office Moves - is associated with this program. Funding of this package provides for office relocations and renovations. The package requested a total of $849,203 in supplies and services. Data presented on the preceding page includes $288,602 in expenditures. This supplemental request is associated with another program within the department; therefore, each program summary reflects only that part of the funding applicable to a specific program.

Program Summary

Department: DEVELOPMENT SERVICES
Program: PLANNING

Function

Provide land use planning services including reports, reviews, ordinances, comprehensive plan, and appeals governing land use in unincorporated Pima County. Administer the comprehensive plan amendment and update processes, rezoning of land, appeals process of the Boards of Adjustment, Hearing Officer cases, and Design Review Committee. Prepare zoning code text amendments as required by the elected officials.

Description of Services

Update, amend, and maintain the comprehensive plan document, plan map, and land use database. Participate in inter-jurisdictional planning efforts. Prepare special planning area studies and airport environs planning maps and studies. Prepare reports, notifications, and analysis on rezoning, specific plans, and special appeals. Update and maintain the official zoning base maps and records. Review rezoning, specific plans, and special appeals for environmental policy compliance. Coordinate environmental policy with other Public Works departments and perform necessary field work for analysis and violation issues. Review lot splits, plat note and plat waivers, and modification requests. Prepare Board of Adjustment agenda packets and reports. Oversee and coordinate zoning code text amendments. Record and staff hearing officer cases. Prepare hearing officer appeal cases. Assist in the creation, adoption, and implementation of the Sonoran Desert Conservation Plan.

Program Goals and Objectives

- Promote the sound stewardship of the natural and built environment by providing high quality and timely land use planning services
  . Prepare and process all reports, plan amendments, and reviews for completeness in a timely manner
  . Develop appropriate development review standards to govern developments in environmentally sensitive areas

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Geographic information system map updates incorporated after Board of Supervisors decision on plan amendments; final map produced by February 2006	n/a	n/a	100%
Plan amendment reports drafted 10 days prior to Planning & Zoning (P&Z) Commission hearing	n/a	n/a	100%
Rezoning cases adhering to published schedule from date site analysis is declared complete to initial P&Z Commission hearing	n/a	n/a	95%
Board of Supervisors packets for rezoning and special action cases transmitted to Clerk of Board within 6 weeks of P&Z Commission recommendation	n/a	n/a	95%
Total native plant reviews completed within 20 working days	n/a	n/a	95%
Initial single lot native plant reviews completed within 10 working days from date of receipt of completed application	n/a	n/a	95%
Total landscaping plans completed within 20 days	n/a	n/a	95%
Variance staff reports completed 10 days prior to variance hearing	n/a	n/a	95%
Zoning code text amendments or administrative policy changes, actively in progress, designed to improve one or more processes	n/a	n/a	10
Applications completed by statute (ARS 11-809) from date application deemed complete until date of approval (which is to occur within 30 days)	n/a	n/a	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,294,332	1,527,799	1,548,296
SUPPLIES AND SERVICES	467,868	800,717	886,940
CAPITAL OUTLAY	19,954	24,000	7,488
Total Program Expenditures	**1,782,154**	**2,352,516**	**2,442,724**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	389,004	324,625	391,501
MISCELLANEOUS	42,563	40,100	60,072

Program Summary

Department: DEVELOPMENT SERVICES
Program: PLANNING

Net Operating Transfers In/(Out)	**(519)**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**1,351,106**	**1,987,791**	**1,991,151**
Total Program Funding	**1,782,154**	**2,352,516**	**2,442,724**
Program Staffing (FTEs)	**23.0**	**24.0**	**23.8**

Supplemental Packages Approved

Supplemental Package B - DVS Office Moves - is associated with this program. Funding of this package provides for office relocations and renovations. The package requested a total of $849,203 in supplies and services. Data presented on the preceding page includes $311,093 in expenditures. This supplemental request is associated with another program within the department; therefore, each program summary reflects only that part of the funding applicable to a specific program.

Program Summary

Department: DEVELOPMENT SERVICES
Program: SUBDIVISION AND DEVELOPMENT REVIEW

Function

Review subdivision plats and development plans for conformity to Pima County codes and standards.

Description of Services

Review subdivision tentative and final plats for Department of Transportation, Wastewater Management, and Department of Environmental Quality requirements. Review improvement plans for sanitary sewer, grading, paving and hydrology engineering design. Prepare staff reports for Planning & Zoning, Design Review Committee and Board of Adjustment meetings on infrastructure needs and considerations. Review subdivision plats for zoning compliance. Prepare reports on Design Review Committee appeals to hillside development zone, buffer overlay, and scenic gateway for the Design Review Committee. Review and enforce subdivision plats and development plans for compliance with landscaping and native plant preservation ordinances. Coordinate review and approval of subdivision plats and development plans with the Subdivision and Development Review Committee, utilities, and outside service providers.

Program Goals and Objectives

- Promote the sound stewardship of the natural and built environment by providing high quality and timely development review services
  . Review development plans and subdivision plats in a timely manner
  . Provide quality customer service by communicating with customer in a timely manner
  . Conduct seminars and workshops to convey standards and guidelines to improve quality of submittals

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Transmittals completed within 3 working days	n/a	n/a	90%
Training seminars held for private consulting engineers to assist with the preparation of submittals	n/a	n/a	2
Plans reviewed within 20 work day time period	n/a	n/a	90%
Staff reports for the Planning & Zoning Commission, Design Review Committee and Board of Adjustment completed by the requested transmittal date	n/a	n/a	90%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	626,710	586,119	910,463
SUPPLIES AND SERVICES	54,789	129,636	611,740
CAPITAL OUTLAY	16,298	18,600	1,000
Total Program Expenditures	**697,797**	**734,355**	**1,523,203**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	914,333	619,750	731,048
MISCELLANEOUS	95	0	0
Operating Revenue Sub-Total	**914,428**	**619,750**	**731,048**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(216,631)**	**114,605**	**792,155**
Total Program Funding	**697,797**	**734,355**	**1,523,203**
Program Staffing (FTEs)	**22.5**	**24.0**	**24.7**

Supplemental Packages Approved

Supplemental Package B - DVS Office Moves - is associated with this program. Funding of this package provides for office relocations and renovations. The package requested a total of $849,203 in supplies and services. Data presented on this page includes $162,560 in expenditures. This supplemental request is associated with another program within the department; therefore, each program summary reflects only that part of the funding applicable to a specific program.

Program Summary

Department: DEVELOPMENT SERVICES
Program: SUPPORT

Function

Provide vision and leadership to the department, develop the strategic plan, ensure compliance with mandates and Pima County administrative and fiscal policy and procedures, and pioneer 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 positions, decisions, and initiatives to the public, customers, and the media. Prepare and administer the budget for the department. Perform other functions as necessary in the administration of the department, in cases of emergencies, or as directed by the County Administrator or Deputy County Administrator. Ensure departmental operations have the needed information technology permitting operations support, geographic information systems (GIS) support, and computer-aided design (CAD) support for land development. Ensure departmental operations have the needed network and hardware support, Help Desk support, IT Division-controlled service survey support, and electronic government support for land development.

Program Goals and Objectives

- Provide leadership, technological, and administrative direction and support in the delivery of land use planning, development review, and permitting services
  . Ensure progress and completion towards strategic goals and objectives
  . Respond and communicate with customers, staff, county administration, and board offices in a timely manner
  . Manage the department budget to achieve expenditures at or below approved budget amounts
  . Ensure the departmental operations have the needed information technology permitting operations support
  . Ensure the departmental operations have the needed Help Desk Support, IT Division-controlled service survey support, and electronic government support for land development
  . Ensure the departmental operations have the needed GIS and CAD support for land development

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Strategic objectives completed within timeframe	n/a	90%	95%
Quarterly reports completed	n/a	90%	95%
Phone calls to the director's office returned within 24 hours	n/a	80%	90%
Cost center expenditures at or under budget	n/a	100%	100%
Availability of business operations permitting operations during operating hours	99%	99%	99%
Technological solutions for streamlining processes documented in a process improvement plan with resources committed to implementing the plan	n/a	n/a	2
Information placed on the PimaXpress.com website within five (5) working days	n/a	n/a	90%
Availability of PimaXpress.com website	99%	99%	99%
Availability of GIS and CAD support during departmental operating hours	99%	99%	99%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,279,394	1,129,160	1,513,676
SUPPLIES AND SERVICES	547,255	672,771	931,930
CAPITAL OUTLAY	122,856	81,500	135,300
Total Program Expenditures	**1,949,505**	**1,883,431**	**2,580,906**
Program Funding by Source			
Revenues			
FINES AND FORFEITS	5,000	0	0
INTEREST	84,034	75,000	116,396
MISCELLANEOUS	15,176	17,000	35,300
Operating Revenue Sub-Total	**104,210**	**92,000**	**151,696**

Program Summary

Department: DEVELOPMENT SERVICES
Program: SUPPORT

Net Operating Transfers In/(Out)	**(297,082)**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**2,142,377**	**1,791,431**	**2,429,210**
Total Program Funding	**1,949,505**	**1,883,431**	**2,580,906**
Program Staffing (FTEs)	**23.0**	**22.5**	**21.5**

Supplemental Packages Approved

Supplemental Package B - DVS Office Moves - is associated with this program. Funding of this package provides for office relocations and renovations. The package requested a total of $849,203 in supplies and services. Data presented on the preceding page includes $86,948 in expenditures. This supplemental request is associated with another program within the department; therefore, each program summary reflects only that part of the funding applicable to a specific program.

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Environmental Quality

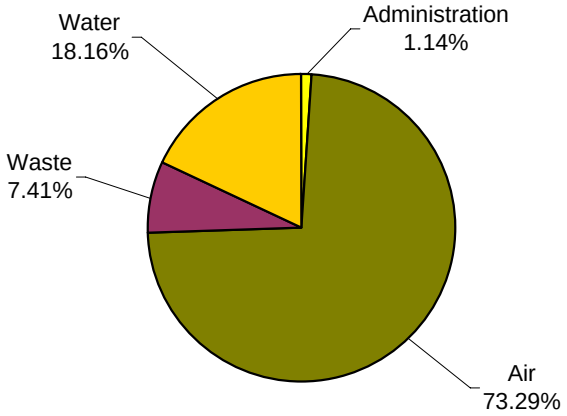
Expenditures: 3,892,458 **Revenues:** 3,334,600

FTEs 53.9

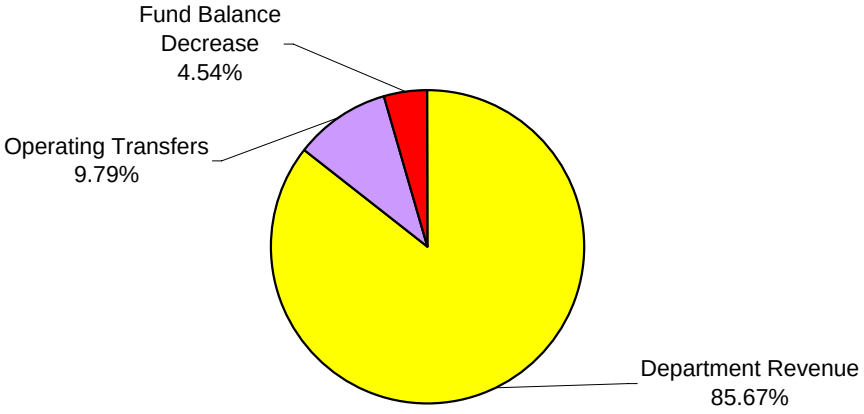
Function Statement: Preserve and protect the environment of Pima County for the long term benefit of the residents' health, welfare, safety, and quality of life. Identify and respond to environmental issues by providing services including monitoring, enforcement, information, and education.

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

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: ENVIRONMENTAL QUALITY

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ADMINISTRATION	20,984	25,555	44,215
AIR	2,701,602	2,693,094	2,853,007
WASTE	660,542	676,603	288,512
WATER	622,939	761,018	706,724
Total Expenditures	**4,006,067**	**4,156,270**	**3,892,458**
Funding by Source			
Revenues			
ADMINISTRATION	12,174	10,345	14,150
AIR	2,183,177	2,192,565	2,161,780
WASTE	471,339	440,955	163,350
WATER	995,645	937,733	995,320
Total Revenues	**3,662,335**	**3,581,598**	**3,334,600**
Net Operating Transfers In/(Out)	**346,010**	**362,788**	**381,036**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(2,278)**	**211,884**	**176,822**
Total Program Funding	**4,006,067**	**4,156,270**	**3,892,458**
Staffing (FTEs) by Program			
ADMINISTRATION	7.0	8.0	9.0
AIR	29.5	32.6	31.9
WASTE	10.0	13.0	6.0
WATER	5.0	7.0	7.0
Total Staffing (FTEs)	**51.5**	**60.6**	**53.9**

Program Summary

Department: ENVIRONMENTAL QUALITY
Program: ADMINISTRATION

Function

Plan, organize, and direct activities of the Environmental Quality Department.

Description of Services

Develop and implement all financial, 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 and Objectives

- Provide for the timely, efficient, and cost effective delivery of departmental services

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Quarterly activity reports completed	4	4	4
Board of Supervisors requests addressed	yes	yes	yes

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	512,423	491,863	13,215
SUPPLIES AND SERVICES	(500,248)	(479,808)	0
CAPITAL OUTLAY	8,809	13,500	31,000
Total Program Expenditures	**20,984**	**25,555**	**44,215**
Program Funding by Source			
Revenues			
INTEREST	11,944	10,000	14,000
MISCELLANEOUS	230	345	150
Operating Revenue Sub-Total	**12,174**	**10,345**	**14,150**
Net Operating Transfers In/(Out)	**59,188**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(50,378)**	**15,210**	**30,065**
Total Program Funding	**20,984**	**25,555**	**44,215**
Program Staffing (FTEs)	**7.0**	**8.0**	**9.0**

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, provide outreach and education to the public, and monitor air quality for compliance with national air quality standards.

Program Goals and Objectives

- Maintain and protect the air quality of Pima County through research, education, and regulation
- Meet the National Ambient Air Quality Standards (NAAQS) for air pollutants
- Meet the required air monitoring data recovery rate of 75%

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Air monitoring sites operational	23	23	23
Average air monitoring data recovery rate	98%	98%	90%
Community education events instituted	243	180	175
Stationary source inspections	61	84	70
Stationary source permits issued with revisions	23	26	23
Exceedences of the NAAQS	1	0	0

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,430,941	1,522,490	1,455,872
SUPPLIES AND SERVICES	1,138,745	975,404	1,263,735
CAPITAL OUTLAY	131,916	195,200	133,400
Total Program Expenditures	**2,701,602**	**2,693,094**	**2,853,007**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	850,904	837,685	830,355
INTERGOVERNMENTAL	191,888	191,237	171,763
FINES AND FORFEITS	18,540	0	0
MISCELLANEOUS	332	0	0
Operating Revenue Sub-Total	**1,061,664**	**1,028,922**	**1,002,118**
INTERGOVERNMENTAL	1,121,513	1,163,643	1,159,662
Grant Revenue Sub-Total	**1,121,513**	**1,163,643**	**1,159,662**
Net Operating Transfers In/(Out)	**286,822**	**362,788**	**381,036**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**231,603**	**137,741**	**310,191**
Total Program Funding	**2,701,602**	**2,693,094**	**2,853,007**
Program Staffing (FTEs)	**29.5**	**32.6**	**31.9**

Program Summary

Department: ENVIRONMENTAL QUALITY
Program: WASTE

Function

Implement federal, state, and local solid and hazardous waste regulations within Pima County.

Description of Services

Develop solid and hazardous waste management strategies, issue permits to regulate hauled waste, conduct compliance activities, and provide outreach and education to the public. Conduct investigations, surveillance, and enforcement activities regarding illegal dumping of solid waste within Pima County. Monitor generators of solid waste with respect to the Resource Conservation and Recovery Act (RCRA) requirements.

Program Goals and Objectives

- Ensure the proper handling and disposal of solid and hazardous waste

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
RCRA inspections	32	50	50
Waste hauler permits issued	43	37	37
Illegal dumping sites investigated	617	550	600
Illegal waste removed from public lands (tons)	35	30	35

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	506,321	576,793	146,512
SUPPLIES AND SERVICES	131,299	77,810	140,500
CAPITAL OUTLAY	22,922	22,000	1,500
Total Program Expenditures	**660,542**	**676,603**	**288,512**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	179,801	163,575	163,350
INTERGOVERNMENTAL	240,953	250,080	0
CHARGES FOR SERVICES	17,775	14,300	0
MISCELLANEOUS	16,148	13,000	0
Operating Revenue Sub-Total	**454,677**	**440,955**	**163,350**
INTERGOVERNMENTAL	16,662	0	0
Grant Revenue Sub-Total	**16,662**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**189,203**	**235,648**	**125,162**
Total Program Funding	**660,542**	**676,603**	**288,512**
Program Staffing (FTEs)	**10.0**	**13.0**	**6.0**

Program Summary

Department: ENVIRONMENTAL QUALITY
Program: WATER

Function

Implement federal, state, and local regulations regarding water, wastewater, and onsite disposal systems 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. Provide outreach and education on water program issues.

Description of Services

Issue approvals for the construction or modification of water, wastewater, and onsite disposal systems; conduct compliance activities; and provide outreach and education to the public. Conduct sanitary surveys on public water systems. 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 and Objectives

- Ensure the proper construction and operation of water, wastewater, and onsite disposal systems
- Implement requirements of Pima County's Municipal Separate Storm Sewer System (NPDES) permit
- Educate and inform the public of water programs and water quality issues

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Septic site suitability and final inspections performed	34	50	50
Water and wastewater plans reviewed	444	500	500
Plans reviewed within licensing timeframe	100%	100%	100%
Storm water events sampled	10	10	10
Private wells in superfund area tested	9	8	9
Sanitary surveys conducted	54	40	40

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	242,500	344,844	272,650
SUPPLIES AND SERVICES	369,502	413,174	426,574
CAPITAL OUTLAY	10,937	3,000	7,500
Total Program Expenditures	**622,939**	**761,018**	**706,724**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	970,956	915,650	975,350
MISCELLANEOUS	237	0	0
Operating Revenue Sub-Total	**971,193**	**915,650**	**975,350**
INTERGOVERNMENTAL	24,452	22,083	19,970
Grant Revenue Sub-Total	**24,452**	**22,083**	**19,970**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(372,706)**	**(176,715)**	**(288,596)**
Total Program Funding	**622,939**	**761,018**	**706,724**
Program Staffing (FTEs)	**5.0**	**7.0**	**7.0**

Facilities Management

Expenditures: 16,096,553 **Revenues:** 4,516,474

FTEs 157.7

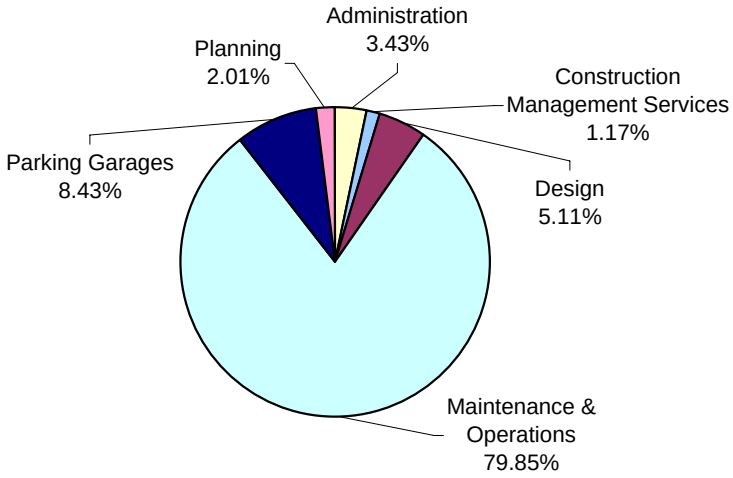
Function Statement:

Service over 4.6 million square feet of facility space to provide a safe, clean, and functional working environment for Pima County employees and citizens visiting the facilities. Manage professionals in maintenance, refrigeration, plumbing, painting, electrical service, and electronics. Obtain and manage contracts for landscape service, janitorial service, pest control, termite eradication, and elevator maintenance and repair. Perform new, remodel, and renovation construction. Plan, design, prepare, and process bids. Operate and manage Pima County's seven revenue-generating parking garage facilities in order to offer safe, secure parking for employees and the public. Develop design plans for construction oversight and project acceptance.

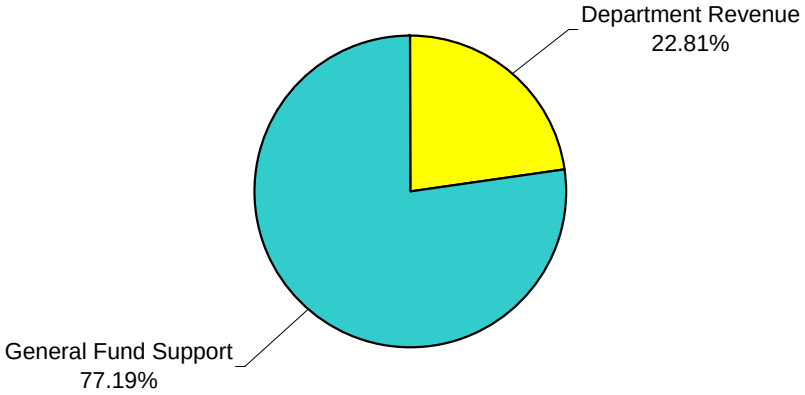
Mandates:

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

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ADMINISTRATION	593,296	359,392	552,054
CONSTRUCTION MANAGEMENT SERVICES	130,660	139,037	188,117
DESIGN	504,475	682,258	822,314
MAINTENANCE & OPERATIONS	9,899,355	11,177,462	12,853,982
PARKING GARAGES	1,379,978	1,749,511	1,356,340
PLANNING	210,893	269,735	323,746
Total Expenditures	**12,718,657**	**14,377,395**	**16,096,553**
Funding by Source			
Revenues			
ADMINISTRATION	80,595	37,733	96,858
MAINTENANCE & OPERATIONS	1,561,304	2,083,097	2,916,576
PARKING GARAGES	1,501,706	1,462,440	1,503,040
Total Revenues	**3,143,605**	**3,583,270**	**4,516,474**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(518,424)**	**(659,640)**	**(844,979)**
General Fund Support	**10,093,476**	**11,453,765**	**12,425,058**
Total Program Funding	**12,718,657**	**14,377,395**	**16,096,553**
Staffing (FTEs) by Program			
ADMINISTRATION	5.0	6.0	7.8
CONSTRUCTION MANAGEMENT SERVICES	5.0	5.0	5.8
DESIGN	10.0	14.0	15.5
MAINTENANCE & OPERATIONS	89.0	109.9	119.8
PARKING GARAGES	3.0	3.0	3.0
PLANNING	4.0	5.0	5.8
Total Staffing (FTEs)	**116.0**	**142.9**	**157.7**

Note: Following the transfer of Kino Community Hospital to University Physicians, Incorporated (UPI), former Kino employees who wanted to continue as County employees were assigned to various County departments. A total of $427,274 and nine FTEs were added to the Facilities Management department's fiscal year 2005/06 budget for those former Kino employees assigned to County positions within the department.

Program Summary

Department: FACILITIES MANAGEMENT
Program: ADMINISTRATION

Function

Provide financial management and public and tenant services for Facilities Management.

Description of Services

Process invoices, prepare deposit permits, maintain contracts and purchase orders, prepare County required reports, and prepare the department's budget. Respond properly to service requests so the appropriate corrective action is taken by designated staff. Prepare the employee payroll biweekly and process the labor distribution biweekly. Update and maintain employees' profile information and process annual reviews.

Program Goals and Objectives

- Process all invoices received for payment
- Deposit all incoming checks with Treasurer's office
- Reconcile Facilities Management contract database with Procurement's database
- Complete payroll by deadline
- Complete the labor distribution by deadline
- Update all personnel action forms (PAFs) by deadline to avoid $50 late fee
- Answer courteously all calls to Facilities Management

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Invoices processed within 2 days of receipt	80%	90%	95%
Payments deposited within 1 day of receipt	90%	100%	100%
Contracts reconciled monthly	60%	70%	85%
Payroll turned in by deadline	100%	100%	100%
Labor distribution completed by deadline	100%	100%	100%
PAFs turned in by deadline	85%	90%	100%
Phones attended	100%	100%	100%
Complaints received per year for being discourteous	0	3 or less	3 or less

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	319,729	340,857	487,276
SUPPLIES AND SERVICES	102,972	15,635	59,378
CAPITAL OUTLAY	170,595	2,900	5,400
Total Program Expenditures	**593,296**	**359,392**	**552,054**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	28,126	0	0
MISCELLANEOUS	52,469	37,733	96,858
Operating Revenue Sub-Total	**80,595**	**37,733**	**96,858**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**512,701**	**321,659**	**455,196**
Total Program Funding	**593,296**	**359,392**	**552,054**
Program Staffing (FTEs)	**5.0**	**6.0**	**7.8**

Program Summary

Department: FACILITIES MANAGEMENT
Program: CONSTRUCTION MANAGEMENT SERVICES

Function

Provide construction management and document review for all Facilities Management projects.

Description of Services

Represent and protect Pima County's interests by providing construction management from the bidding phase through the end of the construction phase. Review specifications and drawings during the design phase for constructability and conformance to Pima County design standards using in-house documents or those prepared by a consultant.

Program Goals and Objectives

- Minimize cost overruns with the accumulative cost of all non-additive scope of work changes to within 5% of the accepted bid per construction project
- Minimize construction schedule overruns to within 110% of original calendar days per contract schedule
- Minimize amount of turn around time for document review

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Cost overruns within 5% of bid	65%	65%	85%
Projects completed within 110% schedule	60%	80%	90%
Reviews completed within 7 days of receipt	55%	85%	95%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	254,708	255,241	277,310
SUPPLIES AND SERVICES	(135,126)	(123,704)	(99,434)
CAPITAL OUTLAY	11,078	7,500	10,241
Total Program Expenditures	**130,660**	**139,037**	**188,117**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**130,660**	**139,037**	**188,117**
Total Program Funding	**130,660**	**139,037**	**188,117**
Program Staffing (FTEs)	**5.0**	**5.0**	**5.8**

Program Summary

Department: FACILITIES MANAGEMENT
Program: DESIGN

Function

Provide outsourced services and staff services for new construction and remodel projects.

Description of Services

Manage outsourced professional consultants in order to provide programming, schematic designs, and construction documents for projects which are too complex for current Facilities Management resources. Utilize Facilities Management design staff to determine building programming needs, schematic designs, and construction documents for new construction and remodeling projects.

Program Goals and Objectives

- Provide client consultation to determine needs and building program requirements
- Prepare required scope of services for solicitation of qualifications (SOQ), evaluate SOQs, and recommend consultant for contract award in a timely fashion
- Provide contracted documents (CD) for competitive bidding, evaluate bids, and make recommendation for general construction awards
- Provide professionally trained staff to directly address smaller scope projects within the department's current resource capabilities
- Provide prompt administration of multiple small construction contracts as required by the department staff in order to adhere to the limitations of the Pima County Procurement Code
- Provide professional support for Facilities Management construction management division staff on larger scale construction and remodel projects

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Initial client meetings held within 7 days	85%	85%	95%
SOQs awarded within 7 days	85%	85%	95%
CD reviews responded to within 7 days	85%	85%	95%
Construction bids awarded within 7 days	85%	85%	95%
Outsourced projects reviewed within 7 days	90%	90%	95%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	702,905	810,369	943,622
SUPPLIES AND SERVICES	(221,000)	(155,032)	(138,008)
CAPITAL OUTLAY	22,570	26,921	16,700
Total Program Expenditures	**504,475**	**682,258**	**822,314**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**504,475**	**682,258**	**822,314**
Total Program Funding	**504,475**	**682,258**	**822,314**
Program Staffing (FTEs)	**10.0**	**14.0**	**15.5**

Supplemental Packages Approved

Supplemental Package I - Additional Staff-Design Division - is associated with this program. Funding of this package provides $73,377 in personal services, $12,734 in supplies and services, and $4,200 in capital for two additional design staff personnel to address increased work load. The data presented on this page includes $90,311 in expenditures.

Program Summary

Department: FACILITIES MANAGEMENT
Program: MAINTENANCE & OPERATIONS

Function

Provider of Pima County buildings and facilities the required preventive maintenance, repairs, upgrades, replacements, and remodeling according to recommended scheduling for equipment, machinery, and service requests from other County departments.

Description of Services

Provide preventive maintenance services in accordance with the manufacturers' recommendations to prolong the life of the equipment, maintain warranties, and save money on premature replacements. Repair, upgrade, replace, and remodel County facilities in a cost effective and timely manner. Provide timely responses to service requests received from Pima County departments for facility maintenance and repairs.

Program Goals and Objectives

- Service all equipment annually
- Schedule personnel to do preventive maintenance (PM)
- Abide by the County's procurement process
- Install requested materials and parts
- Respond to service requests
- Reduce the number of third service requests

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Equipment serviced annually	100%	100%	100%
Assigned personnel doing PM	90%	90%	95%
Procurement initiated within 48 hrs of request	80%	90%	95%
Parts/materials installed within 48 hrs of request	89%	90%	95%
Service requests responded to within 48 hrs	95%	95%	95%
Reduction in third service requests	10%	75%	90%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	4,513,354	5,570,945	6,291,875
SUPPLIES AND SERVICES	5,293,329	5,447,294	6,542,507
CAPITAL OUTLAY	92,672	159,223	19,600
Total Program Expenditures	**9,899,355**	**11,177,462**	**12,853,982**
Program Funding by Source			
Revenues			
MISCELLANEOUS	181,308	101,761	917,749
Operating Revenue Sub-Total	**181,308**	**101,761**	**917,749**
INTEREST	24,262	0	34,544
MISCELLANEOUS	1,355,734	1,981,336	1,964,283
Special Programs Revenue Sub-Total	**1,379,996**	**1,981,336**	**1,998,827**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(396,696)**	**(946,711)**	**(698,279)**
General Fund Support	**8,734,747**	**10,041,076**	**10,635,685**
Total Program Funding	**9,899,355**	**11,177,462**	**12,853,982**
Program Staffing (FTEs)	**89.0**	**109.9**	**119.8**

Supplemental Packages Approved

Supplemental Package M - Mt Lemmon Comfort Station - is associated with this program. Funding of this package provides $26,525 for supplies and services to operate and maintain the station. The data presented on this page includes $26,525 in expenditures.

Program Summary

Department: FACILITIES MANAGEMENT
Program: PARKING GARAGES

Function

Operate and provide preventive maintenance to parking facilities managed by Pima County.

Description of Services

Provide timely invoicing of accounts, adhere to financial accounting and tracking standards, and produce revenue for Pima County. Provide motor vehicle parking services in seven County facilities in compliance with the policies of the Board of Supervisors and Administrative Procedure 51-2.

Program Goals and Objectives

- Comply with annual state and County audits
- Reconcile cash to the Treasurer's cash balance
- Replace failed gate arms promptly
- Develop equipment inventory
- Complete replacement schedule

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Audit recommendations received	0	0	0
Cash reconciled to Treasurer's balance	95%	100%	100%
Failed gate arms replaced within 2 hours	15	10	10
Equipment inventory developed	95%	95%	100%
Replacement schedule completed	95%	95%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	152,665	113,139	162,148
SUPPLIES AND SERVICES	1,214,370	1,632,772	1,189,682
CAPITAL OUTLAY	12,943	3,600	4,510
Total Program Expenditures	**1,379,978**	**1,749,511**	**1,356,340**
Program Funding by Source			
Revenues			
INTEREST	41,679	27,500	10,000
MISCELLANEOUS	1,460,027	1,434,940	1,493,040
Special Programs Revenue Sub-Total	**1,501,706**	**1,462,440**	**1,503,040**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(121,728)**	**287,071**	**(146,700)**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**1,379,978**	**1,749,511**	**1,356,340**
Program Staffing (FTEs)	**3.0**	**3.0**	**3.0**

Program Summary

Department: FACILITIES MANAGEMENT
Program: PLANNING

Function

Provide Capital Improvement Project (CIP) delivery, development, and space planning.

Description of Services

Provide project management services on behalf of the County. Report on the design, procurement, construction, and commissioning of new capital facilities projects and capital equipment replacement projects. Gather information and formulate needs assessments. Develop projections to accurately estimate the scope, cost, scheduling, and other impacts of each project. Design and maintain reports for the department's annual capital budget requests. Continue to update and maintain the County's building inventory in order to optimize the use of existing County buildings and accurately forecast and plan for future space requirements.

Program Goals and Objectives

- Stay within 5% of the scheduled completion date for all CIP projects
- Stay within the approved budget at fiscal year end for all FM managed projects

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Projects completed within +/- 5% of scheduled date	75%	85%	85%
Projects completed within approved budget	75%	85%	90%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	293,861	343,446	390,904
SUPPLIES AND SERVICES	(97,226)	(75,511)	(69,458)
CAPITAL OUTLAY	14,258	1,800	2,300
Total Program Expenditures	**210,893**	**269,735**	**323,746**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**210,893**	**269,735**	**323,746**
Total Program Funding	**210,893**	**269,735**	**323,746**
Program Staffing (FTEs)	**4.0**	**5.0**	**5.8**

Supplemental Packages Approved

Supplemental Package J - Architect-Planning Division - is associated with this program. Funding of this package provides $20,668 in personal services, $10,480 in supplies and services, and $2,300 in capital for one architect position to address increased capital projects work load. The data presented on this page includes $33,448 in expenditures.

Fleet Services

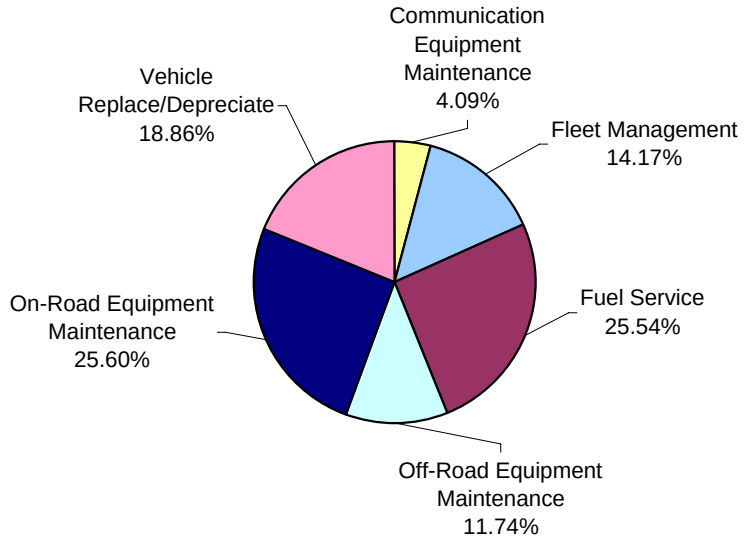
Expenditures: 13,097,731 **Revenues:** 13,745,666

FTEs 59.5

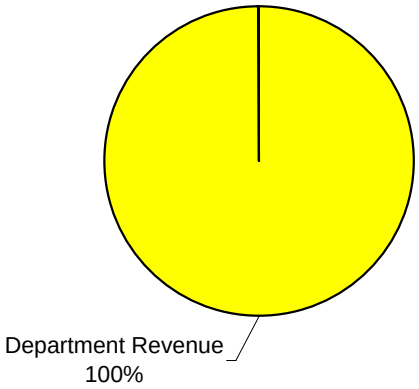
Function Statement: Purchase, maintain and dispose of cars and light trucks, heavy trucks, off-road heavy equipment, and radio communications equipment. Provide fuel for all County vehicles and equipment from nine fueling sites located throughout the County and from mobile fuel trucks for off-road equipment.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

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: FLEET SERVICES

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
COMMUNICATION EQUIPMENT MAINTENANCE	619,935	521,285	535,485
FLEET MANAGEMENT	4,365,851	1,806,897	1,855,682
FUEL SERVICE	2,674,314	2,558,767	3,345,788
OFF-ROAD EQUIPMENT MAINTENANCE	1,339,584	1,508,782	1,538,200
ON-ROAD EQUIPMENT MAINTENANCE	1,772,520	3,225,759	3,352,188
VEHICLE REPLACE/DEPRECIATE	2,388,916	2,257,269	2,470,388
Total Expenditures	**13,161,120**	**11,878,759**	**13,097,731**
Funding by Source			
Revenues			
COMMUNICATION EQUIPMENT MAINTENANCE	0	527,285	543,561
FLEET MANAGEMENT	10,383,925	1,806,949	1,859,027
FUEL SERVICE	693,309	2,593,267	3,380,965
OFF-ROAD EQUIPMENT MAINTENANCE	1,569,395	1,520,782	1,547,710
ON-ROAD EQUIPMENT MAINTENANCE	340,192	3,249,759	3,383,515
VEHICLE REPLACE/DEPRECIATE	127,477	3,330,580	3,030,888
Total Revenues	**13,114,298**	**13,028,622**	**13,745,666**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**46,822**	**(1,149,863)**	**(647,935)**
Total Program Funding	**13,161,120**	**11,878,759**	**13,097,731**
Staffing (FTEs) by Program			
COMMUNICATION EQUIPMENT MAINTENANCE	5.5	5.5	5.5
FLEET MANAGEMENT	4.0	4.0	5.5
FUEL SERVICE	2.0	2.0	2.0
OFF-ROAD EQUIPMENT MAINTENANCE	10.0	10.0	10.0
ON-ROAD EQUIPMENT MAINTENANCE	23.0	23.5	23.5
VEHICLE REPLACE/DEPRECIATE	11.0	11.0	13.0
Total Staffing (FTEs)	**55.5**	**56.0**	**59.5**

Program Summary

Department: FLEET SERVICES
Program: COMMUNICATION EQUIPMENT MAINTENANCE

Function

Provide support for Pima County's inventory of radio communications equipment and vehicular emergency warning devices.

Description of Services

Provide engineering, maintenance, installation, and management of wireless voice and data communications systems, support infrastructure, end user subscriber equipment, and various forms of vehicular signaling, warning, safety, and special equipment.

Program Goals and Objectives

- Maintain 800 megahertz trunking radio system and support infrastructure at maximum efficiency
- Standardize and upgrade user equipment
- Provide support of radio users
- Increase reliability and coverage of radio systems
- Conduct performance renewal program (PRP) twice a year
- Provide technical support for Pima County Wireless Integrated Network
- Test antennas for maximum radio frequency performance

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
PRPs conducted in fiscal year	2	2	2
Training sessions conducted	3	3	8
Control computers replaced	5	9	1

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	289,025	298,594	310,629
SUPPLIES AND SERVICES	311,986	218,691	224,856
CAPITAL OUTLAY	18,924	4,000	0
Total Program Expenditures	**619,935**	**521,285**	**535,485**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	0	527,285	543,561
Operating Revenue Sub-Total	**0**	**527,285**	**543,561**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**619,935**	**(6,000)**	**(8,076)**
Total Program Funding	**619,935**	**521,285**	**535,485**
Program Staffing (FTEs)	**5.5**	**5.5**	**5.5**

Program Summary

Department: FLEET SERVICES
Program: FLEET MANAGEMENT

Function

Provide fleet management and disposal of Pima County's vehicle fleet and communication equipment.

Description of Services

Provide a centralized program to fund all of the Fleet Services Department's required expense obligations: central administration, insurance, Public Works administration, safety support, information systems technical support, and licenses and permits.

Program Goals and Objectives

- Provide management of the Fleet Services Department's resources in a manner consistent with the policies and expectations of the Board of Supervisors, County Administrator, and Deputy County Administrator for Public Works
- Provide funding as required for Fleet Services' share of the costs for support from General Fund departments
- Provide funding as required for all costs related to services provided by municipal, state, and federal agencies
- Manage departmental operations in support of the fleet to maintain average fleet rates less than $0.48 per mile
- Manage departmental operations in support of the fleet to maintain less than 5% fleet downtime
- Provide funding to County departments for general administrative support at the level prescribed
- Provide funding to the Risk Management Department for vehicle liability insurance at the level prescribed
- Provide funding to the Public Works Administration Department for general administrative support at the level prescribed
- Provide funding to the Wastewater Management Department for safety program support at the level prescribed
- Provide funding to the Transportation and Flood Control Department for IS network support at the level prescribed
- Provide funding as necessary to the State of Arizona Motor Vehicle Division for vehicle licenses and title application fees
- Provide funding to the State of Arizona Department for Environmental Quality for vehicle emission inspection permit fees
- Provide funding as necessary to the Federal Communications Commission for broadcasting license fees

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Average fleet cost per mile	$0.46	<$0.47	<$0.48
Fleet downtime	6%	<5%	<5%
Prescribed costs funded	100%	100%	100%
Vehicle licenses and titles paid	100%	100%	100%
Vehicle emission inspection fees paid	100%	100%	100%
Broadcasting license fees paid	100%	100%	100%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	412,330	366,239	552,766
SUPPLIES AND SERVICES	3,953,521	1,440,658	1,302,916
Total Program Expenditures	**4,365,851**	**1,806,897**	**1,855,682**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	3,000	39,800	37,000
CHARGES FOR SERVICES	9,996,160	1,049,603	1,041,217
INTEREST	32,733	35,000	30,000
MISCELLANEOUS	241,559	682,546	526,555
MEMO REVENUE	110,473	0	224,255
Operating Revenue Sub-Total	**10,383,925**	**1,806,949**	**1,859,027**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(6,018,074)**	**(52)**	**(3,345)**
Total Program Funding	**4,365,851**	**1,806,897**	**1,855,682**
Program Staffing (FTEs)	**4.0**	**4.0**	**5.5**

Program Summary

Department: FLEET SERVICES
Program: FUEL SERVICE

Function

Provide fuel and maintain a fuel supply infrastructure for the operation of County owned and external customer owned vehicles and equipment.

Description of Services

Purchase inventory and dispense gasoline and diesel fuel from nine fueling stations. Operate two fueling trucks to dispense fuel on-site to heavy equipment. Operate a motor pool for County employees.

Program Goals and Objectives

- Procure fuel in the most cost effective method and in compliance with State of Arizona Procurement Statutes
- Store and dispense fuel in a safe and environmentally correct manner and maintain appropriate records
- Provide a centralized motor pool to increase vehicle utilization and limit fleet size
- Utilize cooperative purchasing agreements and a competitive bid process to acquire fuel at a cost minimum of one cent below Tucson average track rate
- Replace obsolete fuel dispensers at the Mission Road Station
- Meet all state and federal regulations for safe and environmentally sound practices of fuel storage
- Increase revenues by charging external customers a minimum of an additional four cents per gallon of fuel sold
- Provide internal customers with an appropriate Motor Pool vehicle for their intermittent needs by fulfilling a minimum of 95% of all requests

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Cost of fuel received compared to Tucson average	$0.01	<$0.01	<$0.01
Fuel dispensers replaced	3	4	3
Citations received from state/fed regulators	0	0	0
Additional revenue from external customers	$0.04	$0.05	$0.04
Motor pool vehicle requests fulfilled	97%	95%	95%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	102,387	101,230	108,696
SUPPLIES AND SERVICES	2,567,756	2,457,537	3,237,092
CAPITAL OUTLAY	4,171	0	0
Total Program Expenditures	**2,674,314**	**2,558,767**	**3,345,788**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	142,360	2,593,267	3,380,965
MISCELLANEOUS	550,949	0	0
Operating Revenue Sub-Total	**693,309**	**2,593,267**	**3,380,965**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**1,981,005**	**(34,500)**	**(35,177)**
Total Program Funding	**2,674,314**	**2,558,767**	**3,345,788**
Program Staffing (FTEs)	**2.0**	**2.0**	**2.0**

Program Summary

Department: FLEET SERVICES
Program: OFF-ROAD EQUIPMENT MAINTENANCE

Function

Provide routine and preventive maintenance and repair to Pima County's fleet of off-road vehicles, heavy construction equipment, and welding and fabrication service.

Description of Services

Perform field service and perform routine and unscheduled repairs as needed to crawler tractors, motor graders, scrapers, loaders, and specialized equipment. Provide all resources necessary to accomplish repairs including parts, labor, and outside services.

Program Goals and Objectives

- Keep maintenance expenses to a minimum
- Maximize equipment "uptime"
- Maintain and operate the shop and conduct field service with an emphasis on safety
- Perform corrective maintenance correctly the first time at least 95% of the time to avoid repeat work
- Perform preventive maintenance on schedule at least 95% of the time to reduce unscheduled maintenance
- Maintain heavy equipment fleet at a level to ensure at least 75% availability
- Reduce on the job injuries
- Reduce employee Industrial Commission of Arizona (ICA) hours

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Repeat work	5%	<5%	<5%
Late preventive maintenance	5%	<5%	<5%
Equipment availability	75%	>75%	>75%
On the job injuries	0	2	<2
Employee ICA hours	0	45	<45

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	570,650	523,109	548,710
SUPPLIES AND SERVICES	768,934	985,673	989,490
Total Program Expenditures	**1,339,584**	**1,508,782**	**1,538,200**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	13,413	0	0
CHARGES FOR SERVICES	1,555,982	1,520,782	1,547,710
Operating Revenue Sub-Total	**1,569,395**	**1,520,782**	**1,547,710**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(229,811)**	**(12,000)**	**(9,510)**
Total Program Funding	**1,339,584**	**1,508,782**	**1,538,200**
Program Staffing (FTEs)	**10.0**	**10.0**	**10.0**

Program Summary

Department: FLEET SERVICES
Program: ON-ROAD EQUIPMENT MAINTENANCE

Function

Provide routine and preventive maintenance and repair to Pima County's fleet of on-road licensed vehicles, including cars and light, medium, and heavy trucks.

Description of Services

Perform routine and unscheduled repairs as needed on cars, light trucks, medium trucks, heavy trucks, and specialized equipment. Provide all resources necessary to accomplish repairs including parts, labor, and outside services.

Program Goals and Objectives

- Minimize fleet maintenance expenses
- Maximize fleet "uptime"
- Maintain and operate the shops with an emphasis on safety
- Maintain compliance with State of Arizona's emission requirements for all on-road vehicles
- Perform corrective maintenance correctly the first time at least 95% of the time to avoid repeat work
- Perform preventive maintenance on schedule at least 95% of the time to reduce unscheduled maintenance
- Maintain the fleet at a level to ensure at least 95% availability
- Reduce on the job injuries
- Reduce employee Industrial Commission of Arizona (ICA) hours
- Employ a minimum of three State of Arizona certified gasoline emissions inspectors
- Employ a minimum of three State of Arizona certified diesel emissions inspectors
- Have available a minimum of one State of Arizona Certified emissions gas analyzer

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Repeat work	5%	<5%	<5%
Late preventive maintenance	5%	<5%	<5%
Fleet availability	95%	>95%	>95%
On the job injuries	0	6	<6
Employee ICA hours	0	80	75
Certified gasoline inspectors	2	2	3
Certified diesel inspectors	2	2	3
Certified emissions analyzers	1	1	1

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,085,845	1,109,241	1,142,713
SUPPLIES AND SERVICES	686,675	2,095,668	2,193,575
CAPITAL OUTLAY	0	20,850	15,900
Total Program Expenditures	**1,772,520**	**3,225,759**	**3,352,188**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	340,192	3,249,759	3,383,515
Operating Revenue Sub-Total	**340,192**	**3,249,759**	**3,383,515**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**1,432,328**	**(24,000)**	**(31,327)**
Total Program Funding	**1,772,520**	**3,225,759**	**3,352,188**
Program Staffing (FTEs)	**23.0**	**23.5**	**23.5**

Program Summary

Department: FLEET SERVICES
Program: VEHICLE REPLACE/DEPRECIATE

Function

Provide all administrative services, accounting for depreciation, and vehicle and equipment replacement funding.

Description of Services

Provide vehicle and equipment replacement funding and depreciation. Provide maintenance parts funding and inventory control. Provide administrative services, budget, and cost accounting services.

Program Goals and Objectives

- Ensure client departments' obsolete and/or unreliable vehicles and equipment are replaced with safe, reliable, cost efficient vehicles, and equipment appropriate to their operational needs
- Dispose of obsolete surplus vehicles and equipment
- Maintain accurate and reliable inventory, budget, and cost accounting records
- Replace 86 vehicles that have reached the end of their useful life
- Replace five pieces of off-road heavy equipment that have reached the end of their useful life
- Conduct a minimum of four public auctions to dispose of obsolete surplus vehicles and equipment
- Maintain financial records in conformance with established policies and procedures to assure adequate control
- Maintain cost accounting records in conformance with established policies and procedures to assure adequate control
- Maintain parts inventory and inventory records in conformance with established policies and procedures to assure adequate control

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Vehicles replaced	95	84	86
Pieces of off road heavy equipment replaced	3	8	5
Public auctions conducted	3	4	4
Annual audit findings	0	0	0

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	380,481	468,197	529,160
SUPPLIES AND SERVICES	1,838,195	1,785,072	1,925,228
CAPITAL OUTLAY	170,240	4,000	16,000
Total Program Expenditures	**2,388,916**	**2,257,269**	**2,470,388**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	0	3,330,580	3,030,888
MISCELLANEOUS	6,438	0	0
MEMO REVENUE	121,039	0	0
Operating Revenue Sub-Total	**127,477**	**3,330,580**	**3,030,888**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**2,261,439**	**(1,073,311)**	**(560,500)**
Total Program Funding	**2,388,916**	**2,257,269**	**2,470,388**
Program Staffing (FTEs)	**11.0**	**11.0**	**13.0**

Graphic Services

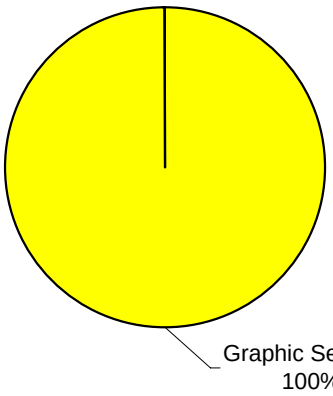
Expenditures: 1,811,457 **Revenues:** 1,490,270

FTEs 20.5

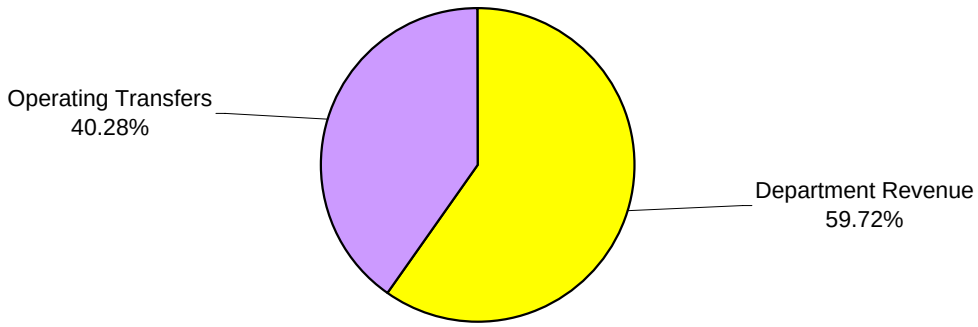
Function Statement: Provide graphic design and printing and production services to all Pima County departments, County Administration, and the Board of Supervisors. Many of these products are often utilized by other governmental agencies, consultants, and the public.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: GRAPHIC SERVICES

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
GRAPHIC SERVICES	1,817,975	1,935,902	1,811,457
Total Expenditures	**1,817,975**	**1,935,902**	**1,811,457**
Funding by Source			
Revenues			
GRAPHIC SERVICES	1,575,146	1,465,577	1,490,270
Total Revenues	**1,575,146**	**1,465,577**	**1,490,270**
Net Operating Transfers In/(Out)	**192,350**	**198,540**	**1,005,279**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**50,479**	**271,785**	**(684,092)**
Total Program Funding	**1,817,975**	**1,935,902**	**1,811,457**
Staffing (FTEs) by Program			
GRAPHIC SERVICES	24.0	25.0	20.5
Total Staffing (FTEs)	**24.0**	**25.0**	**20.5**

Program Summary

Department: GRAPHIC SERVICES
Program: GRAPHIC SERVICES

Function

Provide graphic design and printing and production services to all Pima County departments, County Administration, and the Board of Supervisors. Many of these products are often utilized by other governmental agencies, consultants, and the public.

Description of Services

Provide graphic design, computer graphics, desktop publishing, technical illustration, cartography, displays, and Web-site design and development services. Serve as the County webmaster. Utilize traditional and digital art media and illustration techniques, and manage all stages of publication production including layout, design, typography, editing, proofing, pre-press and printing processes and costs. Other services include digital imaging, signage design and the production of large exhibits. Provide forms design; high-speed color as well as black and white scanning; high-speed black and white and color printing and copying; offset printing; finishing and bindery services including collating, folding, comb, velo, coil, tape and steel edge; drilling and punching and numbering. Provide pick-up and delivery services to all downtown County departments.

Program Goals and Objectives

- Increase revenues
  . Process more jobs by improving turn-around time
  . Continue ongoing analysis of service portfolio
- Maintain a secure and united workforce
  . Enhance lines of communication between work force and management
  . Hold monthly departmental meetings to share information
- Increase customer service satisfaction
  . Implement a job tracking system to provide immediate status reports
  . Complete standard printing jobs within 10 working days

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Design hours billed	40%	55-60%	65%
Standard printing jobs completed in 10 working days	n/a	60%	85%
Departmental meetings held	n/a	6	12
Job tracking system implemented	n/a	n/a	yes

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,034,830	1,124,356	1,033,026
SUPPLIES AND SERVICES	783,145	801,847	778,431
CAPITAL OUTLAY	0	9,699	0
Total Program Expenditures	**1,817,975**	**1,935,902**	**1,811,457**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,539,738	1,463,577	1,490,270
MISCELLANEOUS	35,408	2,000	0
Operating Revenue Sub-Total	**1,575,146**	**1,465,577**	**1,490,270**
Net Operating Transfers In/(Out)	**192,350**	**198,540**	**1,005,279**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**50,479**	**271,785**	**(684,092)**
Total Program Funding	**1,817,975**	**1,935,902**	**1,811,457**
Program Staffing (FTEs)	**24.0**	**25.0**	**20.5**

Supplemental Packages Approved

Supplemental Package B - True Two-Color Offset Press - is associated with this program. Funding of this package provides for the purchase of a two-color offset press to generate annual net expenditures savings of $38,000 and $20,000 of additional revenue. Data presented on this page includes ($38,000) in expenditures and $20,000 in revenue,

Program Summary

Department: GRAPHIC SERVICES
Program: GRAPHIC SERVICES

Supplemental Package C - Computer to Plate Unit - is associated with this program. Funding of this package provides for the purchase of an automated printing plate production machine to generate annual net expenditures savings of $46,400 and $28,302 of additional revenue. Data presented on the preceding page includes ($46,400) in expenditures and $28,302 in revenue.

Natural Resources, Parks & Recreation

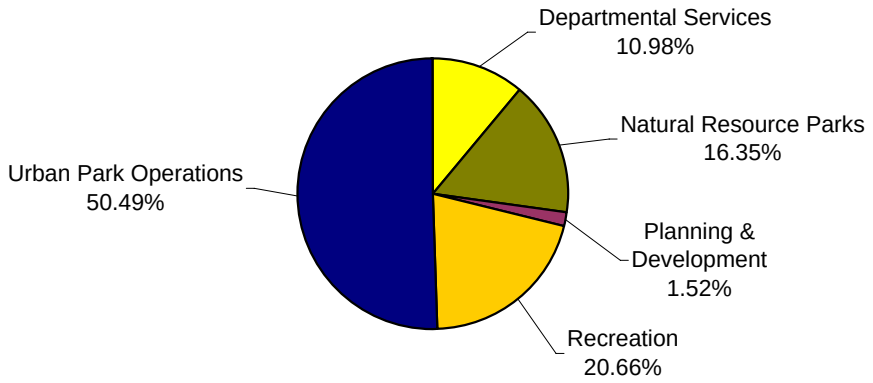
Expenditures: 13,286,691 **Revenues:** 821,663

FTEs 246.9

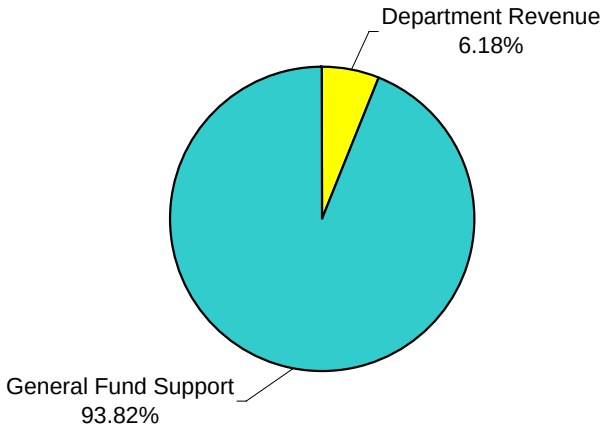
Function Statement: Manage Pima County natural resources, urban parks, and recreation programs. Lead community efforts to conserve the Sonoran Desert and enhance the urban environment. Provide quality recreation, education, and leisure activities.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: NATURAL RESOURCES, PARKS & RECREATION

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
DEPARTMENTAL SERVICES	1,054,772	1,208,646	1,458,417
NATURAL RESOURCE PARKS	1,307,474	1,505,233	2,172,956
PLANNING & DEVELOPMENT	140,444	135,135	202,614
RECREATION	2,238,952	2,611,460	2,744,993
URBAN PARK OPERATIONS	5,617,067	5,769,865	6,707,711
Total Expenditures	**10,358,709**	**11,230,339**	**13,286,691**
Funding by Source			
Revenues			
DEPARTMENTAL SERVICES	179,275	116,388	116,388
NATURAL RESOURCE PARKS	251,113	182,400	284,375
PLANNING & DEVELOPMENT	0	500,000	57,600
RECREATION	283,894	219,700	204,600
URBAN PARK OPERATIONS	186,434	142,675	158,700
Total Revenues	**900,716**	**1,161,163**	**821,663**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**7,400**	**(500,000)**	**(5,000)**
General Fund Support	**9,450,593**	**10,569,176**	**12,470,028**
Total Program Funding	**10,358,709**	**11,230,339**	**13,286,691**
Staffing (FTEs) by Program			
DEPARTMENTAL SERVICES	21.5	20.0	20.0
NATURAL RESOURCE PARKS	24.1	27.1	35.0
PLANNING & DEVELOPMENT	9.0	10.0	10.0
RECREATION	67.1	76.9	76.3
URBAN PARK OPERATIONS	92.0	93.6	105.6
Total Staffing (FTEs)	**213.7**	**227.5**	**246.9**

Note: Following the transfer of Kino Community Hospital to University Physicians, Incorporated (UPI), former Kino employees who wanted to continue as County employees were assigned to various County departments. A total of $67,637 and 2 FTEs were added to the Natural Resources, Parks & Recreation department's fiscal year 2005/06 budget for those former Kino employees assigned to County positions within the department.

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION
Program: DEPARTMENTAL SERVICES

Function

Provide management, leadership, and strategic and master planning for a parks and natural resource system that covers an area the size of the island of Oahu (507 sq miles) scattered throughout an area the size of the state of Delaware (1,700 sq miles). Provide and oversee accounts payable, accounts receivable, payroll, human resources, and contract administration services.

Description of Services

Work with other programs and departments in planning urban parks, natural resource parks, and recreation programs. Act as department representative at interdepartmental and intergovernmental relations meetings. Negotiate and administer leased property facilities contracts. Prepare the department for the addition of new parcels of land purchased for the preservation of Pima County's unique heritage and diverse wildlife.

Create a good first impression while providing greeting and assistance services to customers visiting the Natural Resources, Parks & Recreation (NRPR) headquarters complex. Provide training for new employees and ongoing training in Synergen, purchasing, and internal policies. Perform research upon request for the Board of Supervisors, County administration, and other entities both public and private. Review research performed by the Natural Resources program.

Work with the Capital Improvement Program team to ensure they remain on budget. Administer and monitor grants and contracts. Prepare and oversee the department budget.

Program Goals and Objectives

- Ensure the department meets its budget
  . Review monthly expenditures reports
- Manage grants successfully
  . Complete grant projects on time
  . Provide grant agencies with timely activity and funding reports
- Improve communication between the NRPR headquarters complex and field staff
  . Install wireless DSL in 14 parks and recreation centers to give field staff access to e-mail, Synergen, and personal folders
- Manage the transition of IT support from a department-based function to the central IT department
  . Create a service agreement with the IT department
  . Divert requests for IT service to the IT department Help Desk
- Improve vendor claim processing time
  . Process invoices within 5 days

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Variance from budget	1.1%	- 0.4%	0.0%
Monthly expenditures reports reviewed	12	12	12
Grant projects completed on time	n/a	n/a	100%
Grant reports produced on time	30%	60%	100%
Parks and recreation centers with wireless DSL service	0	1	14
Service agreement in place with IT department	n/a	no	yes
Number of service requests per employee properly made through IT department Help Desk	n/a	4.95	7.50
Average number of days to process an invoice	10	7	5

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	904,144	1,016,642	1,052,374
SUPPLIES AND SERVICES	134,076	142,604	349,647
CAPITAL OUTLAY	16,552	49,400	56,396
Total Program Expenditures	**1,054,772**	**1,208,646**	**1,458,417**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,165	0	0
MISCELLANEOUS	178,110	116,388	116,388
Operating Revenue Sub-Total	**179,275**	**116,388**	**116,388**

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION
Program: DEPARTMENTAL SERVICES

Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	875,497	1,092,258	1,342,029
Total Program Funding	1,054,772	1,208,646	1,458,417
Program Staffing (FTEs)	21.5	20.0	20.0

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION
Program: NATURAL RESOURCE PARKS

Function

Manage, maintain, and protect natural resource areas, mountain parks, and new open space lands.

Description of Services

Manage and protect mountain parks, natural preserves, special use areas, trails, trailheads, and open space. Manage outside lease agreements.

Program Goals and Objectives

- Increase the level of public participation
- Maintain the operating cost per acre at the present level
- Develop new management plans for open space properties

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
People exposed to environmental education programs	12,000	15,000	25,000
Trailhead parking spaces provided	210	230	250
Acres of park, ranch, and open space lands maintained	37,094	90,000	260,000
Comprehensive management plans completed	0	0	3
Operating cost per acre of new open space lands	$25	$20	$15

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	881,001	1,007,479	1,304,894
SUPPLIES AND SERVICES	387,816	433,304	582,212
CAPITAL OUTLAY	38,657	64,450	285,850
Total Program Expenditures	**1,307,474**	**1,505,233**	**2,172,956**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	203,397	178,100	181,975
MISCELLANEOUS	279	4,300	2,400
Operating Revenue Sub-Total	**203,676**	**182,400**	**184,375**
MISCELLANEOUS	25,000	0	100,000
Special Programs Revenue Sub-Total	**25,000**	**0**	**100,000**
INTERGOVERNMENTAL	22,437	0	0
Grant Revenue Sub-Total	**22,437**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**5,154**	**0**	**(5,000)**
General Fund Support	**1,051,207**	**1,322,833**	**1,893,581**
Total Program Funding	**1,307,474**	**1,505,233**	**2,172,956**
Program Staffing (FTEs)	**24.1**	**27.1**	**35.0**

Supplemental Packages Approved

Supplemental Package B - CIP Projects Coming On-Line - is associated with this program. Funding of this package provides for operations and maintenance for new facilities at Feliz Paseos Park and environmental education activities. The package requested a total of $403,976 in expenditures ($181,922 for personal services, $128,554 for supplies and services, and $93,500 for capital), and $3,300 of revenue. Data presented on this page includes $218,228 in expenditures. This supplemental request is associated with another program within the department; therefore, each program summary reflects only that part of the funding applicable to a specific program.

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION
Program: NATURAL RESOURCE PARKS

Supplemental Package C - New River Parks & Brandi Fenton - is associated with this program. Funding of this package provides for environmental education activities at Brandi Fenton Park. The package requested a total of $245,578 in expenditures ($134,908 for personal services, $46,170 for supplies and services, and $64,500 for capital), and $200 in revenue. Data presented on the preceding page includes $65,004 in expenditures. This supplemental request is associated with another program within the department; therefore, each program summary reflects only that part of the funding applicable to a specific program.

Supplemental Package F - Newly Acquired Open Space Responsibilities - is associated with this program. Partial funding of this package provides for operations and maintenance at A-7 Ranch, Bar V Ranch, and Rowley Ranch. The package requested a total of $1,598,394 in expenditures ($684,444 for personal services, $535,250 for supplies and services, and $378,700 for capital). Data presented on the preceding page includes $264,629 in expenditures. This supplemental request is associated with another program within the department; therefore, each program summary reflects only that part of the funding applicable to a specific program.

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION
Program: PLANNING & DEVELOPMENT

Function

Manage land acquisitions, design, planning, and construction projects.

Description of Services

Plan trails, open space, and land use. Administer and manage the Capital Improvement Projects (CIP).

Program Goals and Objectives

- Identify, establish, and complete Capital Improvement Projects, Community Development Block Grants, and various other federal and state funded projects

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
CIP standards met	yes	yes	yes
Regulatory agency standards met	yes	yes	yes
Federal and state program standards met	yes	yes	yes

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	125,638	114,434	86,390
SUPPLIES AND SERVICES	14,806	10,701	106,224
CAPITAL OUTLAY	0	10,000	10,000
Total Program Expenditures	**140,444**	**135,135**	**202,614**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	0	0	2,600
Operating Revenue Sub-Total	**0**	**0**	**2,600**
CHARGES FOR SERVICES	0	500,000	55,000
Special Programs Revenue Sub-Total	**0**	**500,000**	**55,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**2,246**	**(500,000)**	**0**
General Fund Support	**138,198**	**135,135**	**145,014**
Total Program Funding	**140,444**	**135,135**	**202,614**
Program Staffing (FTEs)	**9.0**	**10.0**	**10.0**

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION
Program: RECREATION

Function

Operate community centers, swimming pools, art and leisure classes, fairs, a performing arts center, and a shooting range.

Description of Services

Provide special interest classes, workshops, garden/arts and crafts/antique fairs, aquatics, sports, skill contests, teen dances, outdoor education, shooting sports, camping, hiking, community nutrition programs, related social services, and special events. Offer room rentals, performing arts space, and cooperative management with other agencies and private non-profit groups. Offer activities to meet the unique interests of various age groups and populations. Offer age-appropriate, supervised activities in a welcoming and safe environment.

Program Goals and Objectives

- Design and implement first class education, recreation, and leisure programs at all sites, with a focus on the environment
- Ensure safety of all participants
- Plan for the future of recreation in Pima County
- Meet requirements of state, federal and county regulations, as well as budget and revenue expectations

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Vendor spaces rented at each fair	72%	56%	70%
Volunteer hours per month	150	200	200
Intermittent workers evaluated 3 times per year	yes	yes	yes
Natural resource based activities offered	30	30	30

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,704,885	2,126,541	2,196,166
SUPPLIES AND SERVICES	509,768	484,919	548,827
CAPITAL OUTLAY	24,299	0	0
Total Program Expenditures	**2,238,952**	**2,611,460**	**2,744,993**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	30	0	0
CHARGES FOR SERVICES	268,669	219,700	204,600
MISCELLANEOUS	4,827	0	0
Operating Revenue Sub-Total	**273,526**	**219,700**	**204,600**
INTERGOVERNMENTAL	46	0	0
CHARGES FOR SERVICES	10,137	0	0
INTEREST	185	0	0
Special Programs Revenue Sub-Total	**10,368**	**0**	**0**
Grant Revenue Sub-Total	**0**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,955,058**	**2,391,760**	**2,540,393**
Total Program Funding	**2,238,952**	**2,611,460**	**2,744,993**
Program Staffing (FTEs)	**67.1**	**76.9**	**76.3**

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION
Program: RECREATION

Supplemental Packages Approved

Supplemental Package Q - Picture Rocks Congregate Meal Program - is associated with this program. Funding of this package replaces discontinued grant funding and provides $27,556 of personal services, $13,344 of supplies and services, and $2,000 of revenue. Data presented on the preceding page includes $40,900 in expenditures and $2,000 in revenue.

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION
Program: URBAN PARK OPERATIONS

Function

Manage, operate, maintain, and administer urban parks. Fulfill the requirements of the intergovernmental agreements with four school districts and the various leases of County property including the Pima Air Museum, Arthur Pack Golf Course, Ajo Country Club, and Sportspark. Provide maintenance, repair, and new construction (trades support) for parks and facilities.

Description of Services

Operate, maintain, and schedule 85 fields (39 lighted), 10 recreation centers, and eight swimming pools. Maintain the grounds of the downtown government complex.

Program Goals and Objectives

- Increase efficiency of water use
- Prolong the life of equipment and facilities
- Respond to at least 95% of customer inquiries in one day
- Repair at least 90% of vandalized property within 72 hours

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
District park water auditor programs developed	0	1	2
Customer inquiries responded to within 1 work day	80%	85%	95%
Percent of vandalized property repaired within 72 hours	80%	85%	90%
Urban parks operated and maintained	35	35	37
Lighted ball fields operated and maintained	35	39	48
Swimming pools operated and maintained	8	8	8

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	3,368,293	3,806,521	4,451,982
SUPPLIES AND SERVICES	2,062,715	1,841,044	2,050,614
CAPITAL OUTLAY	186,059	122,300	205,115
Total Program Expenditures	**5,617,067**	**5,769,865**	**6,707,711**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	833	0	0
CHARGES FOR SERVICES	82,893	83,675	90,300
MISCELLANEOUS	100,781	59,000	68,400
MEMO REVENUE	1,927	0	0
Operating Revenue Sub-Total	**186,434**	**142,675**	**158,700**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**5,430,633**	**5,627,190**	**6,549,011**
Total Program Funding	**5,617,067**	**5,769,865**	**6,707,711**
Program Staffing (FTEs)	**92.0**	**93.6**	**105.6**

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION
Program: URBAN PARK OPERATIONS

Supplemental Package B - CIP Projects Coming On-Line - is associated with this program. Funding of this package provides for operations and maintenance for new facilities at Flowing Wells Park and Rillito Park and increased trades support for all parks. The package requested a total of $403,976 in expenditures ($181,922 for personal services, $128,554 for supplies and services, and $93,500 for capital), and $3,300 of revenue. Data presented on the preceding page includes $185,748 in expenditures and $3,300 in revenue. This supplemental request is associated with another program within the department; therefore, each program summary reflects only that part of the funding applicable to a specific program.

Supplemental Package C - New River Parks & Brandi Fenton - is associated with this program. Funding of this package provides for operations and maintenance for new facilities at Rillito Park, Columbus Park at Rillito River Park, and Brandi Fenton Park. The package requested a total of $245,578 in expenditures ($134,908 for personal services, $46,170 for supplies and services, and $64,500 for capital), and $200 in revenue. Data presented on the preceding page includes $180,574 in expenditures and $200 in revenue. This supplemental request is associated with another program within the department; therefore, each program summary reflects only that part of the funding applicable to a specific program.

Supplemental Package E - Starr Valley - is associated with this program. Funding of this package provides for operations and maintenance for new facilities at Starr Valley. The package requested a total of $153,559 in expenditures ($43,227 for personal services, $42,332 for supplies and services, and $68,000 for capital). Data presented on the preceding page includes $153,559 in expenditures.

Supplemental Package F - Newly Acquired Open Space Responsibilities - is associated with this program. Partial funding of this package provides additional trades support for all open space properties. The package requested a total of $1,598,394 in expenditures ($684,444 for personal services, $535,250 for supplies and services, and $378,700 for capital). Date presented on the preceding page includes $133,926 in expenditures. This supplemental request is associated with another program within the department; therefore, each program summary reflects only that part of the funding applicable to a specific program.

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Public Works Administration

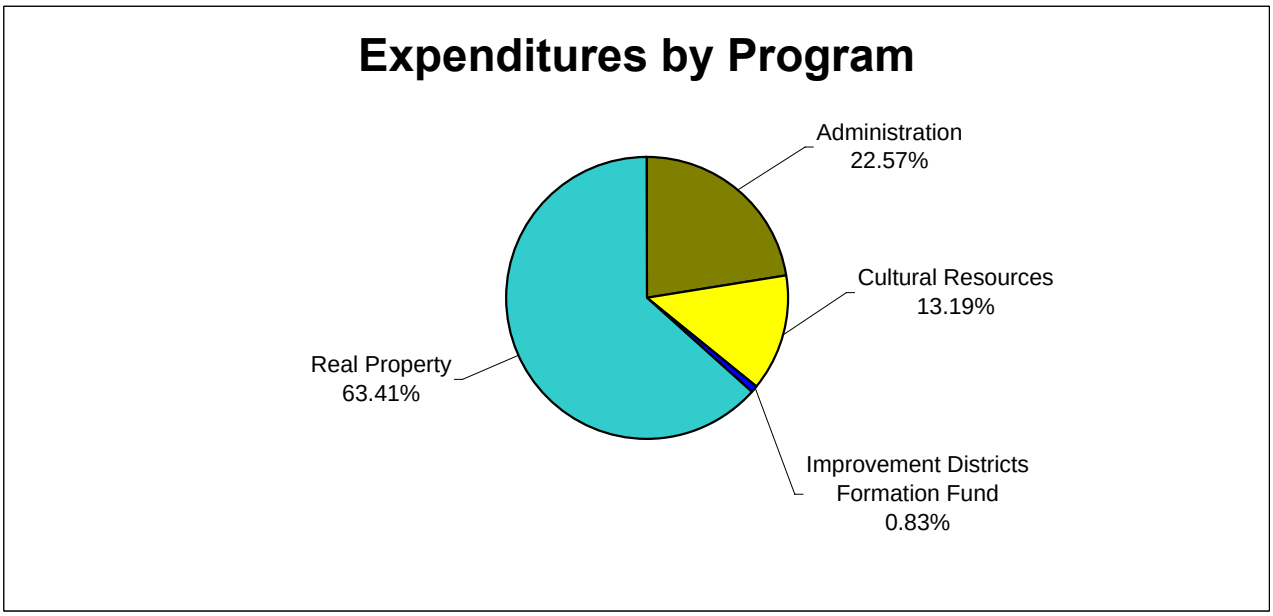
Expenditures: 125,000 **Revenues:** 500

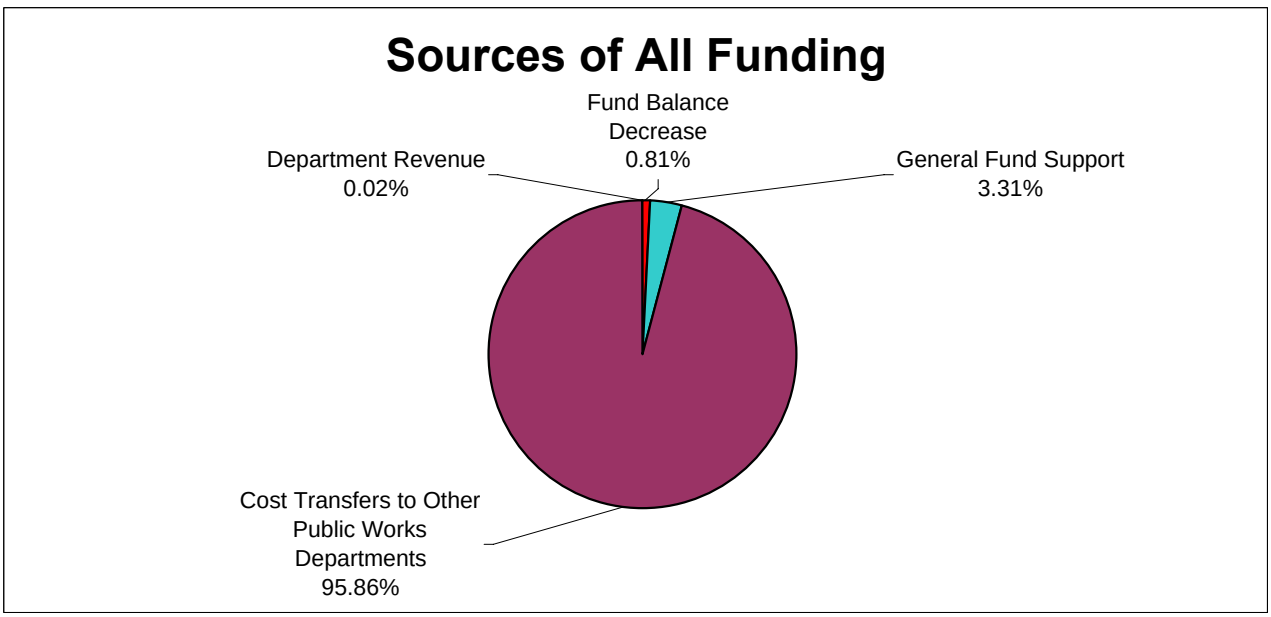
FTEs 32.5

Function Statement: Provide administrative services and cultural resources services and direct the real property function for the departments within the Public Works functional area. Provide funds to cover costs associated with the formation of new improvement districts.

Mandates: None

Note: Expenditure percentages for Administration, Cultural Resources, and Real Property are shown only for illustrative purposes, as all of the costs of these programs except $100,000 of Cultural Resources are transferred to other Public Works departments.





Department Summary by Program

Department: PUBLIC WORKS ADMINISTRATION

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
ADMINISTRATION	(2)	0	0
CULTURAL RESOURCES	0	0	100,000
IMPROVEMENT DISTRICTS FORMATION FUND	23,659	85,000	25,000
REAL PROPERTY	0	0	0
Total Expenditures	**23,657**	**85,000**	**125,000**
Funding by Source			
Revenues			
IMPROVEMENT DISTRICTS FORMATION FUND	217	0	500
Total Revenues	**217**	**0**	**500**
Net Operating Transfers In/(Out)	**100,000**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(76,558)**	**85,000**	**24,500**
General Fund Support	**(2)**	**0**	**100,000**
Total Program Funding	**23,657**	**85,000**	**125,000**
Staffing (FTEs) by Program			
ADMINISTRATION	7.7	6.0	6.0
CULTURAL RESOURCES	0.0	4.7	5.0
REAL PROPERTY	23.0	22.0	21.5
Total Staffing (FTEs)	**30.7**	**32.7**	**32.5**

Program Summary

Department: PUBLIC WORKS ADMINISTRATION
Program: ADMINISTRATION

Function

Provide administrative direction and support services to departments within the Public Works functional area.

Description of Services

Manage capital projects, community relations, and other administrative services. Provide Real Property Services, Cultural Resources Services, and Capital Improvement Program administration; management guidance; and planning in these and other areas for departments within the Public Works functional area. Oversee, guide, and direct as necessary the implementation of County policies, capital projects, community relations, and other administrative services.

(Note: It is intended that the program's expenditures will be allocated in full to the other departments in the Public Works functional area; therefore, all budgeted expenditures net to zero.)

Program Goals and Objectives

- Ensure quality public service by providing efficient and effective management services to the Public Works departments
- Coordinate efforts of Public Works departments in support of the Public Works mission and vision
- Review the annual customer satisfaction survey of Public Works departments
- Manage Public Works departments to measurable progress in providing professional and progressive services to Pima County

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Each department's strategic plan and work plan updated annually and reviewed at mid-year	yes	yes	yes
Reports obtained from each department detailing activities related to providing progressive, fiscally responsible, and timely services	2	2	2

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	(1)	0	0
SUPPLIES AND SERVICES	(1,003)	0	0
CAPITAL OUTLAY	1,002	0	0
Total Program Expenditures	**(2)**	**0**	**0**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**(2)**	**0**	**0**
Total Program Funding	**(2)**	**0**	**0**
Program Staffing (FTEs)	**7.7**	**6.0**	**6.0**

Program Summary

Department: PUBLIC WORKS ADMINISTRATION
Program: CULTURAL RESOURCES

Function

Provide management, technical, and administrative services to all County departments and the public to ensure compliance with federal, state and County historic preservation laws and policies. Promote cultural resource conservation and implement historic preservation projects throughout Pima County.

Description of Services

Review all County Capital Improvement Program projects, review all private sector development proposals and plans, manage and protect County owned cultural resources, procure and administer grants, provide public information and heritage education, develop and implement Sonoran Desert Conservation Plan (SDCP) policies for cultural resources and ranching, and develop and implement 1997 and 2004 bond program historic preservation projects.

(Note: The Cultural Resources Office was consolidated from County Administration and the Transportation Department into Public Works Administration in fiscal year 2004/05. It is intended that most of the program's expenditures will be allocated in full to the other departments in the Public Works.)

Program Goals and Objectives

- Review and ensure compliance of County and private sector development projects
- Implement mitigation measures
- Implement the 1997 and 2004 Historic Preservation Bond program
- Complete defined project scopes
- Procure additional grant funds
- Develop and implement SDCP cultural resources and ranch conservation goals and policies
- Manage and protect County owned cultural resources
- Develop plans for open space preservation

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Compliance actions for County projects	64	94	120
Compliance reviews for private development	184	276	300
Bond funds expended	$442,340	$2,240,000	$7,000,000

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	0	36,634	100,000
SUPPLIES AND SERVICES	0	(36,634)	0
Total Program Expenditures	**0**	**0**	**100,000**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**0**	**0**	**100,000**
Total Program Funding	**0**	**0**	**100,000**
Program Staffing (FTEs)	**0.0**	**4.7**	**5.0**

Supplemental Packages Approved

Supplemental Package D - General Fund Support for Cultural Resources - is associated with this program. Funding of this package provides $100,000 to cover non project-specific activities. Data presented on this page includes $100,000 in expenditures.

Program Summary

Department: PUBLIC WORKS ADMINISTRATION
Program: IMPROVEMENT DISTRICTS FORMATION FUND

Function

Provide funding for the formation of new improvement districts.

Description of Services

Provide a designated source of funding to cover the costs to the County of fulfilling its statutory responsibilities relative to the formation of improvement districts.

(Note: The Improvement Districts Formation Fund special revenue fund was transferred from the County Administrator Department to Public Works Administration in fiscal year 2004/05. Unlike the other programs in Public Works Administration, these expenditures will not be allocated out to other departments in the Public Works functional area.)

Program Goals and Objectives

- Ensure appropriate funds are budgeted to cover the expenses related to development of future improvement districts

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Formation expenses funded	$23,659	$11,854	$25,000

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	22,555	0	25,000
SUPPLIES AND SERVICES	1,104	85,000	0
Total Program Expenditures	**23,659**	**85,000**	**25,000**
Program Funding by Source			
Revenues			
INTEREST	217	0	500
Special Programs Revenue Sub-Total	**217**	**0**	**500**
Net Operating Transfers In/(Out)	**100,000**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(76,558)**	**85,000**	**24,500**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**23,659**	**85,000**	**25,000**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: PUBLIC WORKS ADMINISTRATION
Program: REAL PROPERTY

Function

Direct and administer the real property function for Public Works departments.

Description of Services

Provide appraisal, acquisition, relocation, property management, and property disposal services to Public Works departments. Manage improvement district matters. License the use of County rights-of-way for encroachments and franchises.

(Note: It is intended that the program's expenditures will be allocated in full to the other departments in the Public Works functional area; therefore, all budgeted expenditures net to zero.)

Program Goals and Objectives

- Track the number of appraisals and acquisitions per year
- Monitor all expenditures and charge expenditures to Public Works departments in an accurate and timely manner

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Appraisals per year	189	120	120
Acquisition Agreements per year	151	120	120
Escrow closings per year	201	120	120
Percent compliance for insurance on licenses	61%	80%	90%
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**0**	**0**	**0**
Program Staffing (FTEs)	**23.0**	**22.0**	**21.5**

Regional Flood Control District

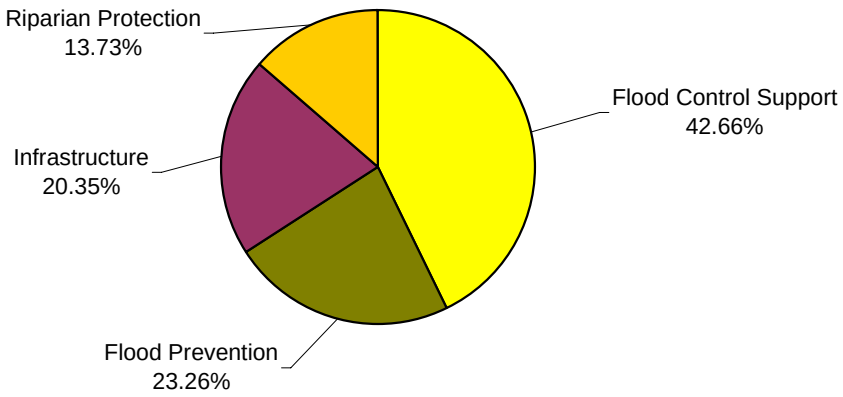
Expenditures: 9,340,697 **Revenues:** 19,874,539

FTEs 60.8

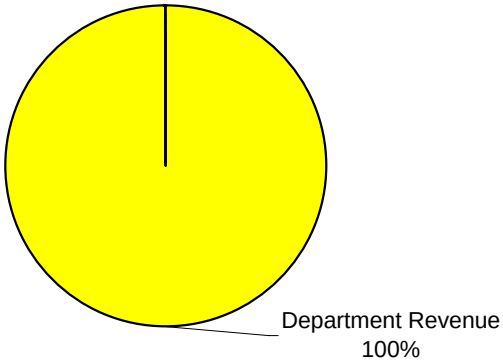
Function Statement: Protect public health, safety, and welfare by implementing structural flood control solutions and provide comprehensive nonstructural flood prevention services. Enhance natural floodplain characteristics and community environmental quality by preserving and protecting riparian habitat 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.

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

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
FLOOD CONTROL SUPPORT	3,727,986	3,656,200	3,983,902
FLOOD PREVENTION	1,371,734	1,576,178	2,172,990
INFRASTRUCTURE	1,196,493	1,293,758	1,901,147
RIPARIAN PROTECTION	986,580	912,203	1,282,658
Total Expenditures	**7,282,793**	**7,438,339**	**9,340,697**
Funding by Source			
Revenues			
FLOOD CONTROL SUPPORT	16,607,321	17,403,714	19,840,939
FLOOD PREVENTION	668	0	0
RIPARIAN PROTECTION	23,544	0	33,600
Total Revenues	**16,631,533**	**17,403,714**	**19,874,539**
Net Operating Transfers In/(Out)	**(9,138,167)**	**(9,854,783)**	**(10,153,457)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(210,573)**	**(110,592)**	**(380,385)**
Total Program Funding	**7,282,793**	**7,438,339**	**9,340,697**
Staffing (FTEs) by Program			
FLOOD CONTROL SUPPORT	0.0	2.0	4.0
FLOOD PREVENTION	0.0	26.0	28.5
INFRASTRUCTURE	0.0	12.0	13.5
RIPARIAN PROTECTION	0.0	14.0	14.8
Total Staffing (FTEs)	**0.0**	**54.0**	**60.8**

Note: The transfer of personnel (54 FTEs) back from Transportation to the Regional Flood Control District in fiscal year 2004/05 only affects hour and FTE calculations; the expenditures for personal services provided to the Regional Flood Control District were budgeted in the Regional Flood Control District in fiscal years 2003/04, 2004/05, and 2005/06.

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 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; provide procurement services; initiate contracts and audits; create annual budgets; and ensure district activities conform to federal and state laws, flood insurance standards, and floodplain management goals. Services, activities and programs are provided to 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. Through FEMA's Community Rating System (CRS) the community's flood control services and programs are rated. Favorable ratings result in lower flood insurance rates to residents and businesses and the community is eligible for flood mitigation grants and disaster assistance.

Program Goals and Objectives

- Operate the District in a responsible manner that is protective of public safety, reduces future flood hazards, and meets Federal Flood Insurance Program goals
  . Be rated as a top community in floodplain management and flood prevention as determined by FEMA's Community Rating System
- Provide up-to-date, accurate floodplain information to the general public and municipalities including providing digital mapping and GIS information on floodplains, water resources and associated comprehensive planning data for flood control
  . Provide a regional flood control plan and long-term flood prevention strategy and implementation plan

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
FEMA Community Rating System rating	97%	98%	97%

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,159,787	1,415,274	1,442,815
SUPPLIES AND SERVICES	2,564,826	2,231,926	2,537,087
CAPITAL OUTLAY	3,373	9,000	4,000
Total Program Expenditures	**3,727,986**	**3,656,200**	**3,983,902**
Program Funding by Source			
Revenues			
TAXES	15,984,177	17,264,169	19,720,839
INTERGOVERNMENTAL	533,822	2,545	3,100
CHARGES FOR SERVICES	1,816	0	0
INTEREST	70,989	120,000	100,000
MISCELLANEOUS	16,517	17,000	17,000
Operating Revenue Sub-Total	**16,607,321**	**17,403,714**	**19,840,939**
Net Operating Transfers In/(Out)	**(9,130,479)**	**(9,854,783)**	**(10,153,457)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(3,748,856)**	**(3,892,731)**	**(5,703,580)**
Total Program Funding	**3,727,986**	**3,656,200**	**3,983,902**
Program Staffing (FTEs)	**0.0**	**2.0**	**4.0**

Supplemental Packages Approved

Supplemental Package D - Move to 97 East Congress - is associated with this program. Funding of this package provides $754,539 of supplies and services for moving expenses and office renovations resulting from relocating the department. Data presented on this page includes $754,539 in expenditures.

Program Summary

Department: REGIONAL FLOOD CONTROL DISTRICT
Program: FLOOD PREVENTION

Function

Protect the health, safety, and welfare of Pima County residents by providing comprehensive operational and infrastructure flood prevention services through a balanced, fiscally responsible, multi-objective approach for management of regional watercourses, floodplains, and water and natural resources.

Description of Services

Provide compliance with floodplain management regulation and emergency preparedness as required to meet federal and state laws and local mandates governing floodplains. Review plans, issue permits, perform investigations, conduct hydrologic and hydraulic studies, interface with other governmental agencies, instill public awareness, respond to flood events, and operate a flood warning system. Provide comprehensive planning and review of flood control infrastructure constructed by private development. Escalating private development activities have increased for both the number of permits issued annually and floodplain status inquiries for refinancing, subdivision plan reviews, and compliance investigations.

Program Goals and Objectives

- Meet or exceed federal and state requirements for floodplain management, including those mandated for participation in the National Flood Insurance Program
- Ensure that development activities in flood hazard areas are in compliance with federal and state laws and the Floodplain Ordinance
- Provide floodplain management plans that embody sound engineering principles and preserve natural resources

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Floodplain permits issued	1,000	1,160	600
Floodplain status responses issued	8,136	8,800	7,000
Compliance actions	340	450	300
Number of public education events held	6	6	6
Significant storm events responded to under the Flood Warning System	5	10	5
Number of complaints responded to	340	350	250

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,070,973	1,353,688	1,523,489
SUPPLIES AND SERVICES	284,754	204,890	633,501
CAPITAL OUTLAY	16,007	17,600	16,000
Total Program Expenditures	**1,371,734**	**1,576,178**	**2,172,990**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	85	0	0
MISCELLANEOUS	583	0	0
Operating Revenue Sub-Total	**668**	**0**	**0**
Net Operating Transfers In/(Out)	**(139)**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**1,371,205**	**1,576,178**	**2,172,990**
Total Program Funding	**1,371,734**	**1,576,178**	**2,172,990**
Program Staffing (FTEs)	**0.0**	**26.0**	**28.5**

Program Summary

Department: REGIONAL FLOOD CONTROL DISTRICT
Program: INFRASTRUCTURE

Function

Protect the health, safety and welfare of Pima County residents by providing comprehensive maintenance, operation, and development of flood control infrastructure through a balanced, multi-objective approach to managing regional watercourses, floodplains, and storm water resources.

Description of Services

Design, construct, and maintain flood control facilities. Develop concept plans for flood control needs and develop cost effective, environmentally sensitive structural solutions for flood control. Evaluate alternative solutions, calculate engineering parameters, prepare construction plans and specifications, oversee construction, and perform maintenance as needed. Provide for operation and maintenance of the flood control infrastructure and emergency preparedness. Planning, design and construction of Flood Control District structural improvements adopted in the Capital Improvement Program in recent years has increased with the District expected to complete the projects authorized in the 1997 and 2004 Bond elections. Partnering with both federal and state agencies for the planning, design and construction of flood control and riparian restoration infrastructure including significant work elements associated with the US Army Corps of Engineers flood control and environmental projects in Pima County, the District continues to work at completing on-going projects.

Program Goals and Objectives

- Provide flood control improvements for the benefit of County residents that meet the program goals authorized by the voters' approval of the 1997 and 2004 General Obligation Bond Program
  . Implement and manage the CIP budget and projects in a fiscally responsible manner
- Obtain federal and state funds and grants to assist in construction of local flood control projects

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
2004 Bond Program completed	n/a	10%	20%
1997 Bond Program completed	78%	85%	100%
Federal and state funding received for CIP	$11,555,900	$10,000,000	$12,000,000

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	421,238	284,743	336,327
SUPPLIES AND SERVICES	745,892	971,015	1,535,820
CAPITAL OUTLAY	29,363	38,000	29,000
Total Program Expenditures	**1,196,493**	**1,293,758**	**1,901,147**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**1,196,493**	**1,293,758**	**1,901,147**
Total Program Funding	**1,196,493**	**1,293,758**	**1,901,147**
Program Staffing (FTEs)	**0.0**	**12.0**	**13.5**

Program Summary

Department: REGIONAL FLOOD CONTROL DISTRICT
Program: RIPARIAN PROTECTION

Function

Preserve, protect, and restore environmental and water resources within Pima County to fulfill the mission set forth by the Board of Directors in the Sonoran Desert Conservation Plan as it pertains to resource protection and enable Pima County to submit an application to the U.S. Fish and Wildlife Service to obtain a Section 10(a) Permit under the Endangered Species Act.

Description of Services

Manage and plan as required to meet and enforce federal laws and local mandates governing riparian species including the development of land management plans in riparian conservation properties purchased under the Floodprone Land Acquisition Program. Review riparian plans and issue riparian mitigation permits for private and public development. Perform environmental and water resources investigations and studies, coordinate floodprone land acquisitions with the County's conservation land acquisition for the Sonoran Desert Conservation Plan, and interface with federal, state and local agencies on issues relating to the Sonoran Desert Conservation Plan and riparian protection. Design, construct, and maintain riparian habitat restoration projects.

Program Goals and Objectives

- Support and comply with the Sonoran Desert Conservation Plan
  . Acquire riparian habitat conservation lands
  . Develop environmentally sensitive land management plans
- Preserve and protect riparian habitat
  . Develop mitigation and protection standards
  . Enforce riparian habitat preservation and protection measures

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Riparian Habitat Plan permits issued	13	15	15
Acres of floodprone and riparian land acquired	1,500	1,500	200
Riparian habitat conservation land management plans completed	4	7	2

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	643,943	716,343	788,798
SUPPLIES AND SERVICES	295,793	180,760	424,660
CAPITAL OUTLAY	46,844	15,100	69,200
Total Program Expenditures	**986,580**	**912,203**	**1,282,658**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	12,969	0	28,600
MISCELLANEOUS	10,575	0	5,000
Operating Revenue Sub-Total	**23,544**	**0**	**33,600**
Net Operating Transfers In/(Out)	**(7,549)**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**970,585**	**912,203**	**1,249,058**
Total Program Funding	**986,580**	**912,203**	**1,282,658**
Program Staffing (FTEs)	**0.0**	**14.0**	**14.8**

Program Summary

Department: REGIONAL FLOOD CONTROL DISTRICT
Program: RIPARIAN PROTECTION

Supplemental Package B - New ALERT System Monitoring Stations - is associated with this program. Funding of this package provides $21,600 of capital for the installation of four weather and stream flow monitoring stations, and $21,600 of grant revenue. Data presented on the previous page includes $21,600 in expenditures and $21,600 in revenue.

Supplemental Package C - ALERT System Radio Upgrades - is associated with this program. Funding of this package provides for changing the ALERT warning system radio frequency to avoid interference from Davis-Monthan Air Force Base transmissions. The package requested a total of $175,000 in expenditures ($65,000 in personal services and $110,000 in supplies and services). Data presented on the previous page includes $175,000 in expenditures.

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Solid Waste Management

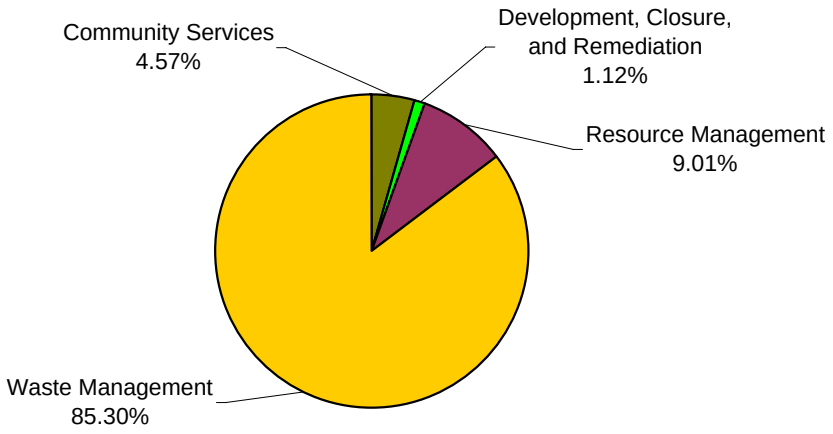
Expenditures: 8,344,916 **Revenues:** 6,546,000

FTEs 52.5

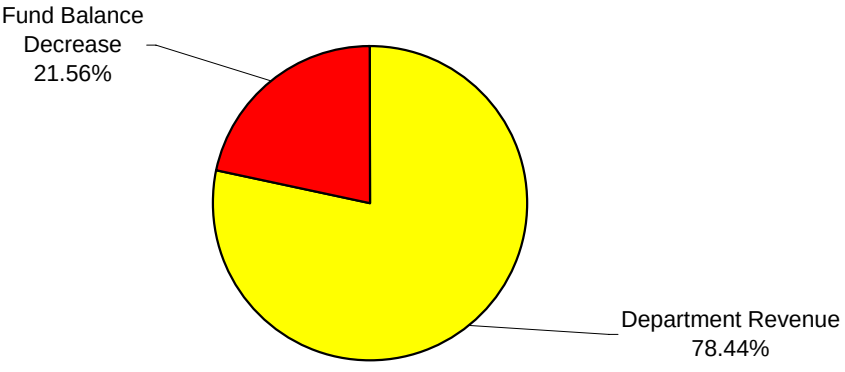
Function Statement: Pima County Solid Waste Management shall provide efficient and environmentally responsible solid waste facilities for the people of Pima County. Solid Waste Management shall manage and operate the solid waste disposal and transfer facilities necessary for the safe and sanitary disposal of solid waste generated within its jurisdiction.

Mandates: ARS Title 11, Chapter 2: Board of Supervisors, Article 4: Powers and Duties, 11-269 Recycling and waste reduction; Title 49, Chapter 4: Solid Waste Management; and Pima County Code Title 7: Environmental Quality, 7.25: Waste Collection; 7.29: Solid Waste; and 7.33: Removal of Rubbish, Trash Weeds, Filth, and Debris

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: SOLID WASTE MANAGEMENT

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
COMMUNITY SERVICES	157,469	134,889	381,631
DEVELOPMENT, CLOSURE, AND REMEDIATION	38,674	42,400	93,357
RESOURCE MANAGEMENT	1,681,674	1,256,668	751,688
WASTE MANAGEMENT	4,146,182	4,300,602	7,118,240
Total Expenditures	**6,023,999**	**5,734,559**	**8,344,916**
Funding by Source			
Revenues			
DEVELOPMENT, CLOSURE, AND REMEDIATION	13,311	0	0
RESOURCE MANAGEMENT	81,445	35,000	40,000
WASTE MANAGEMENT	5,990,497	5,615,762	6,506,000
Total Revenues	**6,085,253**	**5,650,762**	**6,546,000**
Net Operating Transfers In/(Out)	**(1,452)**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(59,802)**	**83,797**	**1,798,916**
Total Program Funding	**6,023,999**	**5,734,559**	**8,344,916**
Staffing (FTEs) by Program			
RESOURCE MANAGEMENT	13.0	12.3	14.0
WASTE MANAGEMENT	39.5	36.5	38.5
Total Staffing (FTEs)	**52.5**	**48.8**	**52.5**

Program Summary

Department: SOLID WASTE MANAGEMENT
Program: COMMUNITY SERVICES

Function

Provide funding, using Solid Waste tipping fees if available, for the Pima County Department of Environmental Quality Wildcat Dump Program. Provide staffing and equipment to support community clean up operations and the Wildcat Dump Program.

Description of Services

Provide bins and drivers at no charge and waive tipping fees for organized Pima County community clean up operations and the Pima County Department of Environmental Quality Wildcat Dump Program. Provide funding, if available, for the Wildcat Dump Program.

Program Goals and Objectives

- Keep Pima County clean
- Provide resources, if available, to support community neighborhood and Wildcat Dump clean up operations

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Community Service clean ups performed	25	36	as requested
Complaints received regarding community clean ups	0	0	0
Annual Community Service report prepared	yes	yes	yes
Illegal dumping sites investigated	617	550	600
Illegal waste removed from public lands (tons)	35	30	35

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	6,463	6,089	25,021
SUPPLIES AND SERVICES	151,006	128,800	356,610
Total Program Expenditures	**157,469**	**134,889**	**381,631**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**157,469**	**134,889**	**381,631**
Total Program Funding	**157,469**	**134,889**	**381,631**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: SOLID WASTE MANAGEMENT
Program: DEVELOPMENT, CLOSURE, AND REMEDIATION

Function

Plan and manage all Solid Waste development, closure, and remediation activities. Closure indicates that a landfill facility, or a portion of a landfill facility, has reached capacity, stopped receiving waste, and disposal operations have ceased. Closure refers to all closure and post-closure activities, and establishment of appropriate financial assurance funding during the facility operational life. Remediation includes investigation, design, and construction for remedial activities associated with waste sites.

Description of Services

Plan the establishment of financial assurance funding. Implement requisite facility development and interim closure activities at County landfills. Plan and manage remediation services to include investigation, design, and construction.

Program Goals and Objectives

- Track waste management capacity, financial assurance closure/post-closure funding, and remediation services capability
- Plan and manage the development, expansion, closure, and required remediation at County landfills

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Monthly waste data tracking completed	yes	yes	yes
Update landfill forecasts semi-annually	yes	yes	yes
Update Landfill Financial Assurances Plan	yes	yes	yes
Facilities repermitted	0	1	3
Facilities expanded	0	0	4
Groundwater wells and gas probes monitored	22	22	22

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	15,819	35,000	15,234
SUPPLIES AND SERVICES	(209,940)	7,400	78,123
CAPITAL OUTLAY	232,795	0	0
Total Program Expenditures	**38,674**	**42,400**	**93,357**
Program Funding by Source			
Revenues			
INTEREST	13,311	0	0
Operating Revenue Sub-Total	**13,311**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**25,363**	**42,400**	**93,357**
Total Program Funding	**38,674**	**42,400**	**93,357**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: SOLID WASTE MANAGEMENT
Program: RESOURCE MANAGEMENT

Function

Provide financial management, procurement, and administrative support services. Provide for the timely replacement of equipment.

Description of Services

Manage department administration and equipment replacement.

Program Goals and Objectives

- Provide administration for integrated solid waste management development, operations, landfill facilities closure, and post-closure
- Manage financial, staffing, and administrative resources
- Manage equipment funding and replacement

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Prepare Invoices by 7th of each month	100%	100%	100%
Update equipment plan	yes	yes	yes
Update long range staffing plan	yes	yes	yes

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	522,329	629,102	566,694
SUPPLIES AND SERVICES	1,132,182	608,066	122,994
CAPITAL OUTLAY	27,163	19,500	62,000
Total Program Expenditures	**1,681,674**	**1,256,668**	**751,688**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	46,131	0	0
CHARGES FOR SERVICES	8,488	0	0
INTEREST	26,535	35,000	40,000
MISCELLANEOUS	291	0	0
Operating Revenue Sub-Total	**81,445**	**35,000**	**40,000**
Net Operating Transfers In/(Out)	**(1,452)**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**1,601,681**	**1,221,668**	**711,688**
Total Program Funding	**1,681,674**	**1,256,668**	**751,688**
Program Staffing (FTEs)	**13.0**	**12.3**	**14.0**

Program Summary

Department: SOLID WASTE MANAGEMENT
Program: WASTE MANAGEMENT

Function

Perform integrated waste management at all Pima County solid waste facilities. Plan for future expansions of existing landfill facilities.

Description of Services

Provide landfill, transfer station, and recycling operations, including waste tire collection and recycling. Prepare annual Solid Waste Development Plan update. Plan and manage the appropriate development of expansions at existing landfill facilities.

Program Goals and Objectives

- Provide long term integrated solid waste management services
- Develop, operate, and close facilities to meet County needs in compliance with applicable laws and regulations
- Plan, develop, and implement new solid waste management facilities in response to County needs

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Arizona Department of Environmental Quality inspections passed	100%	100%	100%
Accidents resulting in lost time	0	1	0
Landfills operated	4	4	4
Transfer stations operated	2	2	2
Rural collection centers operated	13	13	13
Waste tonnage handled	209,265	193,153	200,000
Tire tonnage recycled	12,196	13,000	13,500
Other materials tonnage recycled	2,945	3,471	3,905

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	1,562,268	1,587,752	1,842,576
SUPPLIES AND SERVICES	2,486,503	2,705,850	4,889,666
CAPITAL OUTLAY	97,411	7,000	385,998
Total Program Expenditures	**4,146,182**	**4,300,602**	**7,118,240**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	4,755,754	4,452,762	5,235,000
MISCELLANEOUS	72,116	83,000	86,000
Operating Revenue Sub-Total	**4,827,870**	**4,535,762**	**5,321,000**
INTERGOVERNMENTAL	1,100,361	1,000,000	1,090,000
CHARGES FOR SERVICES	62,266	80,000	95,000
Special Programs Revenue Sub-Total	**1,162,627**	**1,080,000**	**1,185,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(1,844,315)**	**(1,315,160)**	**612,240**
Total Program Funding	**4,146,182**	**4,300,602**	**7,118,240**
Program Staffing (FTEs)	**39.5**	**36.5**	**38.5**

Transportation

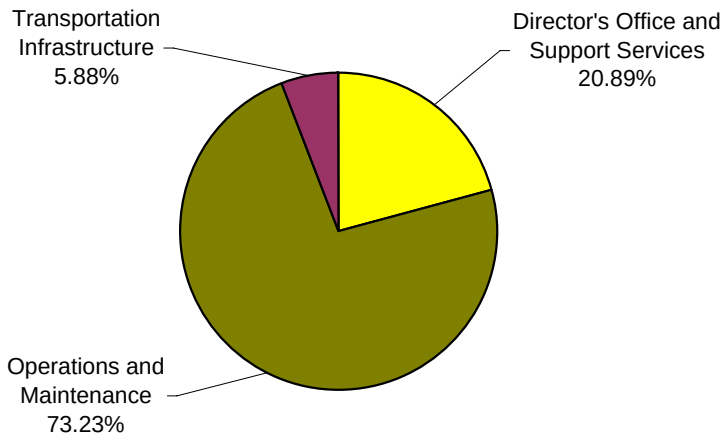
Expenditures: 42,577,109 **Revenues:** 57,425,893

FTEs 417.5

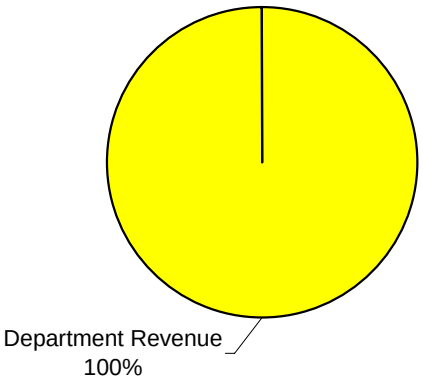
Function Statement: Provide for the safe and efficient movement of people and goods. Maintain and rehabilitate Pima County's street and highway system. Review and regulate new developments relative to regional transportation plan considerations. Plan, design, and implement all transportation capital 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. Form and administer improvement districts.

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

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
DIRECTOR'S OFFICE AND SUPPORT SVCS	10,605,517	12,135,566	8,893,573
OPERATIONS AND MAINTENANCE	25,134,569	29,952,803	31,181,709
TRANSPORTATION INFRASTRUCTURE	1,124,832	2,669,874	2,501,827
Total Expenditures	**36,864,918**	**44,758,243**	**42,577,109**
Funding by Source			
Revenues			
DIRECTOR'S OFFICE AND SUPPORT SVCS	53,488,964	53,251,630	55,283,056
OPERATIONS AND MAINTENANCE	1,865,646	1,847,148	1,407,837
TRANSPORTATION INFRASTRUCTURE	825,131	610,000	735,000
Total Revenues	**56,179,741**	**55,708,778**	**57,425,893**
Net Operating Transfers In/(Out)	**(22,795,670)**	**(15,709,409)**	**(23,548,468)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**3,480,847**	**4,758,874**	**8,699,684**
Total Program Funding	**36,864,918**	**44,758,243**	**42,577,109**
Staffing (FTEs) by Program			
DIRECTOR'S OFFICE AND SUPPORT SVCS	58.1	78.5	76.6
OPERATIONS AND MAINTENANCE	281.5	235.7	231.1
TRANSPORTATION INFRASTRUCTURE	107.6	108.0	109.8
Total Staffing (FTEs)	**447.1**	**422.2**	**417.5**

Note: The transfer of personnel (54 FTEs) back from Transportation to the Regional Flood Control District in fiscal year 2004/05 only affects hour and FTE calculations; the expenditures for personal services provided to the Regional Flood Control District were budgeted in the Regional Flood Control District in fiscal years 2003/04, 2004/05, and 2005/06.

Program Summary

Department: TRANSPORTATION
Program: DIRECTOR'S OFFICE AND SUPPORT SVCS

Function

Provide leadership and support to the department in the areas of strategic planning and capital programming, administration, intergovernmental relations, environmental compliance, 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, and department review and comment on key state and federal legislation. Provide training and consultation on process improvement, budgeting, planning, and organizational development. Ensure appropriate compliance of the department's activities with federal, state, and local government requirements and regulations on environmental issues. Provide research, investigation, data collection, and advisory and defense support of departmental tort-related claims and lawsuits. Provide administrative support, including employee services, procurement, financial management, and general services to the department. Provide Capital Improvement Plan (CIP) administrative management services including documentation of CIP project expenditures and project progress; development of pay requests from federal, state and local agencies; and compilation of audit files/audit capable documentation.

Program Goals and Objectives

- Develop and operate the department within the approved current fiscal year budget
  . Ensure that the department's budget meets approved and planned work objectives
  . Lead the department's annual budget development process
- Provide the most current and complete financial data to the County's Capital Improvement Program Unit
  . Continue the development and implementation of a strategic plan ensuring alignment with the policies, ordinances and directives of the Board of Supervisors, the County Administrator, and the Deputy County Administrator for Public Works
  . Plan, calendar, and lead all department planning and Quality Council sessions
- Develop and retain a high performing workforce
  . Provide consistent technical and personal development skills training and coaching
- Meet customer requests by completing acquisitions and giving possession of property to customers for facility development
  . Track the number of appraisals and acquisitions per year
- Provide premier customer service by promptly responding to all constituent inquiries and concerns and requests from the Board of Supervisors, the County Administrator, and the Deputy County Administrator for Public Works
  . Track the number and response time of each inquiry, concern, or request received

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Quarterly financial data updates provided to the County's CIP unit within four weeks of obtaining the quarterly actual expenditures	100%	100%	100%
Employees actively involved in balanced scorecard implementation work teams	20%	20%	20%
Employees with an approved training and development plan on September 30 of each year	100%	100%	100%
Very good or excellent ratings as measured in the annual Internal Customer Survey	51%	67%	80%
Environmental procedures/programs reviewed and updated or developed and approved	8	8	8
Constituent inquiries and concerns received	3,306	3,621	3,800
Constituent inquiries and concerns responded to or resolved within 24 hours of receipt	82%	85%	88%
Introduced bills having an impact on the department that receive review and are reported in writing to the Chief Deputy County Administrator	100%	100%	100%
Average number of days to complete appraisal reviews	14	14	14

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	3,453,140	4,429,372	3,289,605
SUPPLIES AND SERVICES	7,141,092	7,556,294	5,551,147
CAPITAL OUTLAY	11,285	149,900	52,821
Total Program Expenditures	**10,605,517**	**12,135,566**	**8,893,573**

Program Summary

Department: TRANSPORTATION
Program: DIRECTOR'S OFFICE AND SUPPORT SVCS

Program Funding by Source			
Revenues			
LICENSES & PERMITS	11,220	10,000	10,000
INTERGOVERNMENTAL	51,781,783	52,640,130	54,763,056
CHARGES FOR SERVICES	62,966	50,000	50,000
INTEREST	210,168	350,000	300,000
MISCELLANEOUS	1,023,591	201,500	160,000
Operating Revenue Sub-Total	**53,089,728**	**53,251,630**	**55,283,056**
SPECIAL ASSESSMENT	283,157	0	0
INTEREST	116,079	0	0
Special Programs Revenue Sub-Total	**399,236**	**0**	**0**
Net Operating Transfers In/(Out)	**(22,790,817)**	**(15,709,409)**	**(23,548,468)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(20,092,630)**	**(25,406,655)**	**(22,841,015)**
Total Program Funding	**10,605,517**	**12,135,566**	**8,893,573**
Program Staffing (FTEs)	**58.1**	**78.5**	**76.6**

Supplemental Packages Approved

Supplemental Package F - Public Works Building 4th Floor Renovation/Move - is associated with this program. Funding of this package provides for office renovations and relocations. The package requested a total of $392,000 in supplies and services. Data presented on the preceding page includes $7,000 in expenditures. This supplemental request is associated with another program within the department; therefore, each program summary reflects only that part of the funding applicable to a specific program.

Program Summary

Department: TRANSPORTATION
Program: OPERATIONS AND MAINTENANCE

Function

Operate and maintain a safe and efficient transportation system including roadway infrastructure, bicycle and pedestrian facilities, Ajo airport, transit services and technical services.

Description of Services

Perform routine pavement maintenance to ensure safe driving surfaces for vehicles. 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 to enhance, preserve and improve the existing infrastructure. Conduct roadway and transportation related safety improvements consisting of dust control, hazard identification and elimination, safety standard upgrades of existing facilities and other special projects as identified. Provide drainage maintenance services under assignment from the Flood Control District.

Install and maintain active traffic control systems (signing, striping, signals, street lighting) to safely and efficiently control and monitor the traffic flow of vehicle drivers, pedestrians and bicyclists. Respond to citizen traffic concerns with appropriate studies. Perform planning and design reviews for new roadway projects related to the County's roadway network, partnering with residents to minimize traffic impacts in neighborhoods and actively participating in the regional Intelligent Transportation System (ITS) led by the Pima Association of Governments.

Provide Geographic Information System (GIS) programming and analysis, data conversion and storage along with related services and support to Pima County departments. Implement a records modernization program. Administer the department computer network. Provide Internet-related technical support to all Public Works departments.

Program Goals and Objectives

- Investigate, study, and respond in a timely manner to inquires from internal and external customers regarding the safe and efficient traffic flow on the Pima County roadway network
  . Investigate citizen requests and take action to deliver appropriate service in a timely manner
- Reduce stops and delays to drivers on Pima County arterial roadways in the County and across jurisdictional boundaries
- Design and implement various ITS projects
- Make Pima County roads safer to drive on
  . Reduce fatal accidents on Pima County roadway system
- Provide for the safe and efficient movement of people, goods and services by performing routine roadway and bridge maintenance
  . Provide routine maintenance of road grading, shoulder grading and street sweeping on regular established cycle times
- Preserve, improve and extend the useful life of roadway facilities in such a manner that the facility is maintained in a condition as near as originally constructed as possible
  . Increase preventive surface treatments of roadway facilities every year
- Provide up-to-date, accurate GIS information, Apply GIS data and metadata updates within a specified time frame utilizing automated processes and modern spatial data technology
  . Improve the spatial accuracy and information content of GIS data layers through the integration of GPS and digital imagery, by establishing and maintaining open relationship with GIS data providers within the region

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Employees with an approved training and development plan on September 30 of each year	100%	100%	100%
Routine roadway maintenance activities performed by established cycle times	80%	80%	80%
Very good or excellent ratings for Maintenance Services as measured in the annual internal customer survey	57%	70%	80%
Roadways receiving annual surface treatments	3%	3%	3%
Internal customers rating Technical Services as good or excellent	89%	92%	85%
GIS projects completed	400	400	350
Very good or excellent ratings for Engineering Information services as measured in the annual internal customer survey	88%	80%	85%
Sections of GIS parcel land base rectified to digital orthophotos	470	470	300
Preventive maintenance and unscheduled field service calls on the system of traffic signals	919	900	900
Total road tube volume/speed counts collected	1,278	1,100	1,000
Neighborhood improvement plans implemented	15	12	10

Program Summary

Department: TRANSPORTATION
Program: OPERATIONS AND MAINTENANCE

Very good or excellent ratings for Planning and Funding services as measured in the annual internal customer survey	80%	87%	90%
Ratio of complaints received per passenger	.00034	.00038	.00034
Target dates achieved for each open automation plan project	75%	90%	90%
New funding secured for bicycle/pedestrian facilities and safely programs	$1,200,000	$1,500,000	$1,200,000

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	9,443,815	11,383,758	10,897,612
SUPPLIES AND SERVICES	15,322,666	17,175,296	19,020,011
CAPITAL OUTLAY	368,088	1,393,749	1,264,086
Total Program Expenditures	**25,134,569**	**29,952,803**	**31,181,709**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	1,563,039	1,643,905	1,372,637
CHARGES FOR SERVICES	15,143	15,000	500
MISCELLANEOUS	285,088	188,243	34,700
MEMO REVENUE	2,376	0	0
Operating Revenue Sub-Total	**1,865,646**	**1,847,148**	**1,407,837**
Net Operating Transfers In/(Out)	**(4,853)**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**23,273,776**	**28,105,655**	**29,773,872**
Total Program Funding	**25,134,569**	**29,952,803**	**31,181,709**
Program Staffing (FTEs)	**281.5**	**235.7**	**231.1**

Supplemental Packages Approved

Supplemental Package B - Public Transit Bus - is associated with this program. Funding of this package provides $100,000 of capital to purchase a replacement bus, and $93,000 of grant revenue. Data presented on this page includes $100,000 in expenditures and $93,000 in revenue.

Supplemental Package C - Accelerated Preemption Systems - is associated with this program. Funding of this package provides $150,000 of supplies and services for installation of emergency vehicle traffic signal preemption systems. Data presented on this page includes $150,000 in expenditures.

Supplemental Package D - Signals Battery Backup System - is associated with this program. Funding of this package provides $100,000 of supplies and services for installation of traffic signal battery power backup systems. Data presented on this page includes $100,000 in expenditures.

Supplemental Package E - Pavement Markings - is associated with this program. Funding of this package provides $50,000 of supplies and services for increased pavement marking services. Data presented on this page includes $50,000 in expenditures.

Program Summary

Department: TRANSPORTATION
Program: TRANSPORTATION INFRASTRUCTURE

Function

Plan, design, and construct a safe, efficient, and equitable transportation system including roadway infrastructure, bicycle and pedestrian facilities, and transit services.

Description of Services

Develop short and long range County roadway system plans in concert with other regional planning agencies. Program capital improvements on a five-year and longer term basis. Apply for regional and state funds and allocate funds. Recommend and monitor changes in the department's operations with respect to the current capital improvement plan. Administer and oversee the impact fee ordinance and technical data pertaining to fee assessments and collections.

Manage the design and construction of transportation projects, including roadways, bridges, airports, and roadway related drainage improvements. Prepare reports, plans, specifications, 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 for capital improvement construction projects and utility and private construction work in the public right-of-way.

Program Goals and Objectives

- Ensure federal and regional transportation funds are equitably allocated to projects in unincorporated areas
  . Within five years have the regional fund allocation be proportional to Pima County unincorporated population
- Manage, in a cost effective manner, the planning, design and construction of transportation projects
  . Construct projects within 5% of engineering estimate
- Ensure all construction materials and workmanship meet or exceed requirements
  . Minimize the number of negative findings from certification acceptance inspections and other audits

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Quarterly financial data updates provided to the County's CIP Unit within four weeks of obtaining the quarterly actual expenditures	100%	100%	100%
Notifications made to the County's CIP Unit within 2 days upon learning of significant changes in financial data	100%	100%	100%
Very good or excellent ratings for CIP Programming Services as measured in the annual Internal Customer Survey	60%	63%	80%
Independent assurance samples that achieve scores of 3 or greater	98%	81%	90%
Negative findings from certification acceptance inspections and other audits	0	0	0
Right-of-way encroachments successfully resolved prior to legal action	100%	100%	90%
Very good or excellent ratings for Land Survey Services as measured in the annual internal customer survey	89%	73%	90%
Employees with an approved training and development plan on September 30 of each year	100%	100%	100%
CIP dollars spent on roadway construction	$20m	$37m	$25m
Very good or excellent ratings for Subdivision/Permit Inspection Services as measured in the annual external customer survey	84%	82%	80%
Scores of 4 or better on a scale of 1 - 5 on stakeholder project closeout surveys	100%	90%	90%
Very good or excellent ratings for Design Services as measured in the annual internal customer survey	62%	80%	85%
Active design projects fully funded within five year plan	n/a	100%	100%
Final project construction cost compared to bid amount	112%	105%	105%

Program Summary

Department: TRANSPORTATION
Program: TRANSPORTATION INFRASTRUCTURE

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	3,382,685	4,538,838	4,249,434
SUPPLIES AND SERVICES	(2,481,319)	(2,095,413)	(1,974,807)
CAPITAL OUTLAY	223,466	226,449	227,200
Total Program Expenditures	**1,124,832**	**2,669,874**	**2,501,827**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	284,419	250,000	275,000
CHARGES FOR SERVICES	539,412	360,000	460,000
MISCELLANEOUS	1,300	0	0
Operating Revenue Sub-Total	**825,131**	**610,000**	**735,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**299,701**	**2,059,874**	**1,766,827**
Total Program Funding	**1,124,832**	**2,669,874**	**2,501,827**
Program Staffing (FTEs)	**107.6**	**108.0**	**109.8**

Supplemental Packages Approved

Supplemental Package F - Public Works Building 4th Floor Renovation/Move - is associated with this program. Funding of this package provides for office renovations and relocations. The package requested a total of $392,000 in supplies and services. Data presented on this page includes $385,000 in expenditures. This supplemental request is associated with another program within the department; therefore, each program summary reflects only that part of the funding applicable to a specific program.

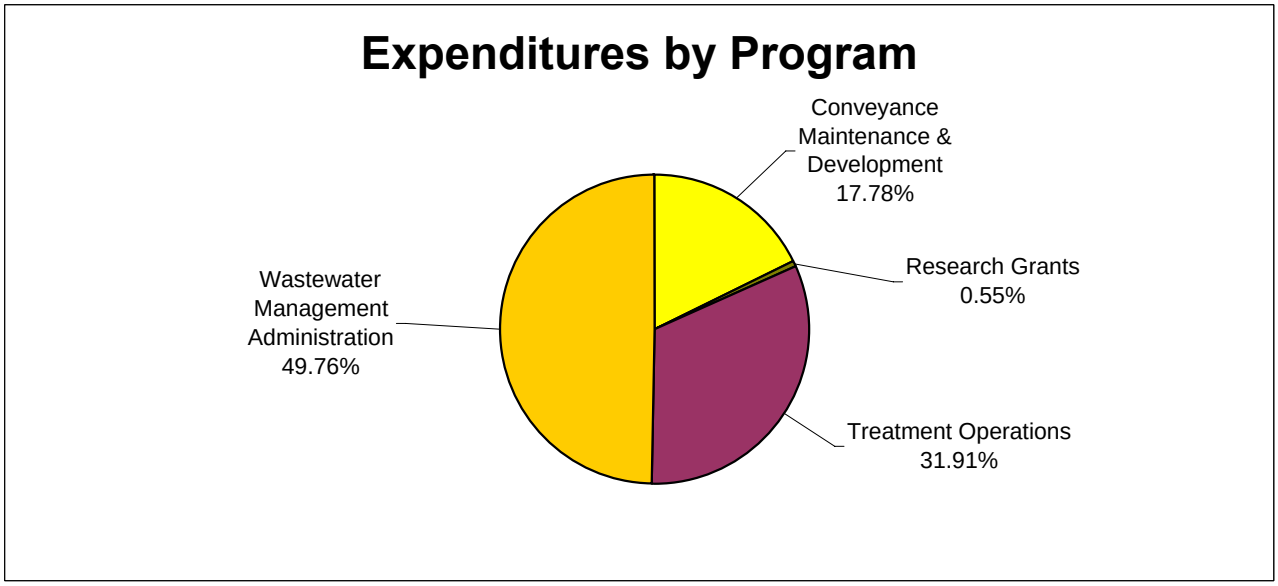
Wastewater Management

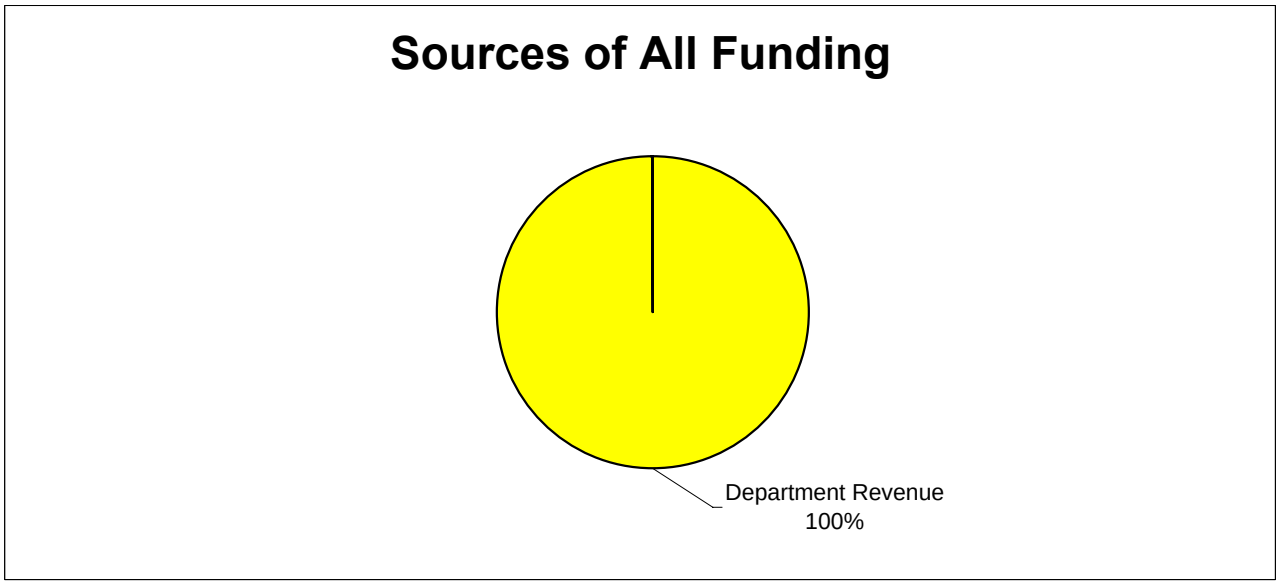
Expenditures: 100,470,032 **Revenues:** 119,754,864

FTEs 531.8

Function Statement: Protect the public health and environment in Pima County through the safe delivery, treatment, and reuse of wastewater.

Mandates: ARS Title 11, Chapter 2: Board of Supervisors, 11-264: Authority to operate a sewage system; liens; sewage system fees; Chapter 14: Sanitary Districts; and Pima County Code Title 7: Environmental Quality, 7.21: Liquid Waste





Department Summary by Program

Department: WASTEWATER MANAGEMENT

Expenditures by Program	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
CONVEYANCE MAINTENANCE & DEVELOPMENT	11,354,650	12,361,051	17,866,698
RESEARCH GRANTS	236,259	1,082,250	550,720
TREATMENT OPERATIONS	22,551,196	21,963,193	32,058,698
WASTEWATER MANAGEMENT ADMINISTRATION	31,925,992	49,406,105	49,993,916
Total Expenditures	**66,068,097**	**84,812,599**	**100,470,032**
Funding by Source			
Revenues			
CONVEYANCE MAINTENANCE & DEVELOPMENT	19,298	0	0
RESEARCH GRANTS	227,414	1,082,250	551,368
TREATMENT OPERATIONS	146,409	0	0
WASTEWATER MANAGEMENT ADMINISTRATION	101,035,723	97,871,352	119,203,496
Total Revenues	**101,428,844**	**98,953,602**	**119,754,864**
Net Operating Transfers In/(Out)	**(978,380)**	**0**	**0**
Other Funding Sources	**0**	**9,700,000**	**10,400,000**
Fund Balance Decrease/(Increase)	**(34,382,367)**	**(23,841,003)**	**(29,684,832)**
Total Program Funding	**66,068,097**	**84,812,599**	**100,470,032**
Staffing (FTEs) by Program			
CONVEYANCE MAINTENANCE & DEVELOPMENT	189.0	157.0	169.8
RESEARCH GRANTS	4.0	2.0	2.0
TREATMENT OPERATIONS	272.0	248.8	267.5
WASTEWATER MANAGEMENT ADMINISTRATION	93.5	98.7	92.5
Total Staffing (FTEs)	**558.5**	**506.5**	**531.8**

Program Summary

Department: WASTEWATER MANAGEMENT
Program: CONVEYANCE MAINTENANCE & DEVELOPMENT

Function

Provide wastewater facility planning, design, construction management, and inspection services. Provide the community with an environmentally sound, effective, and efficient sanitary sewage conveyance system.

Description of Services

Provide mapping, records, and Blue Stake services; flow monitoring; and wastewater facility planning, design, construction management, and inspection services to repair, rehabilitate and/or construct sanitary sewage collection, conveyance, treatment, disposal or reuse, and odor control facilities that provide optimum maintenance opportunities without affecting, impacting or violating federal, state, and local regulatory requirements; with specific emphasis on the National Pollution Discharge Elimination System (NPDES) and Arizona Pollution Discharge Elimination System (AZPDES), sanitary sewerage overflow (SSO), aquifer protection, storm water, air pollution, endangered species, critical habitat, the Sonoran Desert Conservation Plan, and Section 401 and 404 requirements. Operate a proactive, comprehensive preventive maintenance program for the sanitary sewage conveyance system. This includes inspection, cleaning, and systematic vector (roach) control and odor mitigation programs for more than 3,080 miles of public gravity sanitary sewers and 34 public wastewater pumping systems, throughout the 350 square mile public sewerage service area of eastern Pima County.

Program Goals and Objectives

- Provide planning, design, and construction services to develop, augment, repair, rehabilitate and/or replace the public sanitary sewerage system infrastructure to collect, convey, treat, reuse and/or dispose of sanitary sewage and related effluent and biosolids in an effective, efficient and environmentally sound manner that is in compliance with federal, state, and local statutes, laws, rules, ordinances and policies
- Plan, design, and install new sanitary sewage conveyance facilities such that the involved manholes are placed within the paved portions of roads and streets, to achieve both visual and vehicular accessibility to the maximum degree possible
- Complete departmental capital projects in accordance with Pima County Ordinance No. 1997-35, Truth-in-Bonding
- Provide public sewage conveyance facilities (gravity and pumping systems) that are reliable and adequate to minimize the possibility of unintended/unauthorized releases of sewage to the environment (sanitary sewage overflows)
- Respond efficiently and effectively to requests for mapping, sewer records, computer network, and Blue Stake services
- Respond to requests for flow monitoring, hydraulic flow model, system capacity, and related information
- Operate the sanitary sewage conveyance system (gravity sewers and pumping systems) effectively, efficiently, and in compliance with federal and state mandates and regulations
- Minimize offensive sewer odors and vectors

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Value of construction change orders as percent of contract amount	2%	2%	2%
Sewer line-contractor sanitary sewerage overflows	153	120	100
Blue Stake locates performed	77,823	90,000	99,000
Conveyance system active maintenance miles	2,083	2,016	2,460

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	7,993,586	8,305,426	8,939,120
SUPPLIES AND SERVICES	3,321,812	3,984,425	8,740,543
CAPITAL OUTLAY	39,252	71,200	187,035
Total Program Expenditures	**11,354,650**	**12,361,051**	**17,866,698**
Program Funding by Source			
Revenues			
MISCELLANEOUS	19,298	0	0
Operating Revenue Sub-Total	**19,298**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**11,335,352**	**12,361,051**	**17,866,698**
Total Program Funding	**11,354,650**	**12,361,051**	**17,866,698**

Program Summary

Department: WASTEWATER MANAGEMENT
Program: CONVEYANCE MAINTENANCE & DEVELOPMENT

Program Summary

Department: WASTEWATER MANAGEMENT
Program: RESEARCH GRANTS

Function

Conduct the Arid West Water Quality Research Project.

Description of Services

Manage scientific research on appropriate water quality criteria, standards, and uses for the arid west.

Program Goals and Objectives

- Improve the scientific basis for the regulation of water quality

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Research studies conducted	2	3	3
Scientific/regulatory meetings held	2	1	1
Request for proposals prepared and advertised	2	1	2
Requests for reimbursement submitted	6	12	12

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	86,443	96,086	95,965
SUPPLIES AND SERVICES	149,816	986,164	449,455
CAPITAL OUTLAY	0	0	5,300
Total Program Expenditures	**236,259**	**1,082,250**	**550,720**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	227,133	1,036,262	541,300
INTEREST	281	0	0
MISCELLANEOUS	0	45,988	10,068
Grant Revenue Sub-Total	**227,414**	**1,082,250**	**551,368**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**8,845**	**0**	**(648)**
Total Program Funding	**236,259**	**1,082,250**	**550,720**
Program Staffing (FTEs)	**4.0**	**2.0**	**2.0**

Program Summary

Department: WASTEWATER MANAGEMENT
Program: TREATMENT OPERATIONS

Function

Protect the public health and environment through the operation of wastewater treatment facilities that comply with federal and state standards. Provide technical and regulatory compliance support services for wastewater treatment facilities.

Description of Services

Operate and maintain wastewater treatment facilities to treat over 60 million gallons of sanitary sewage daily, including associated biosolids facilities. Permit, inspect, sample, and enforce the approved industrial pretreatment program. Collect samples and prepare requisite reports and submittals in accordance with federal and state permit requirements. Implement the EPA-mandated industrial pretreatment program. Operate a state-licensed laboratory to test samples for regulatory compliance. Conduct investigations and studies on treatment-related issues and concerns.

Program Goals and Objectives

- Treat over 60 million gallons of sanitary sewage daily in compliance with federal and state standards
- Exceed mandated biochemical oxygen demand removal rate of 85%
- Effectively administer the industrial pretreatment program
- Effectively operate the treatment facilities to ensure that permit limits are met and to prevent pass through, interference, and upset at the Publicly Owned Treatment Works (POTW)
- Provide assurance that federal and state permit reporting requirements for wastewater treatment facilities are met
- Obtain 20,000 quality assured regulatory compliance samples for the environmental laboratory

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Cubic feet of methane converted to energy	65 million	65 million	81 million
Gallons of wastewater treated	23.695 billion	23.964 billion	24.625 billion
Biochemical oxygen demand removal rate	93%	93%	93%
No discharge interference or upset at POTW	yes	yes	yes
Permit reporting requirements met	100%	100%	100%
Regulatory compliance samples obtained	22,388	18,404	20,000

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	12,131,479	12,138,097	13,389,367
SUPPLIES AND SERVICES	10,268,885	9,809,596	18,480,983
CAPITAL OUTLAY	150,832	15,500	188,348
Total Program Expenditures	**22,551,196**	**21,963,193**	**32,058,698**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	48,434	0	0
MISCELLANEOUS	97,975	0	0
Operating Revenue Sub-Total	**146,409**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**22,404,787**	**21,963,193**	**32,058,698**
Total Program Funding	**22,551,196**	**21,963,193**	**32,058,698**
Program Staffing (FTEs)	**272.0**	**248.8**	**267.5**

Program Summary

Department: WASTEWATER MANAGEMENT
Program: TREATMENT OPERATIONS

Supplemental Package B - O&M for Expansion of Plants - is associated with this program. Funding of this package provides for operations and maintenance of expanded treatment facilities capacity. The package requested a total of $2,619,477 in expenditures ($257,213 in personal services, $2,246,764 in supplies and services, and $115,500 in capital), and $5,049,828 in revenue. Data presented on the preceding page includes $2,619,477 in expenditures. This supplemental request is associated with another program within the department; therefore, each program summary reflects only that part of the funding applicable to a specific program.

Supplemental Package D - Rehabilitation and Emergency Reserve - is associated with this program. Funding of this package provides for an enhanced system rehabilitation program. The package requested a total of $5,099,109 in expenditures ($140,244 in personal services and $4,958,865 in supplies and services), and $7,691,695 in revenue. Data presented on the preceding page includes $2,314,365 in expenditures. This supplemental request is associated with another program within the department; therefore, each program summary reflects only that part of the funding applicable to a specific program.

Program Summary

Department: WASTEWATER MANAGEMENT
Program: WASTEWATER MANAGEMENT ADMINISTRATION

Function

Direct department operations and short and long term financial planning. Provide administrative services for the department. Develop and implement environmental policy, research, legislative, and capital planning programs for the department. Identify sources and monitor the department's revenue. Identify, secure, and monitor bond and non-bond funding for capital projects.

Description of Services

Supervise, monitor, and direct department operations, short and long term financial planning, and capital improvement planning. Provide revenue, financial, payroll, and employment services for the department. Develop and coordinate capital planning for the five-year Capital Improvement Plan (CIP) and track CIP expenses. Develop department financial plan and rate increase proposals, identify and secure alternative funding sources (such as grants or system development funds), and recommend bond sales. Prepare developer financed sewer agreements and intergovernmental agreements. Manage special projects and oversee research projects. Monitor and address legislative and research issues. Represent the department with wastewater industry and research groups. Record and monitor annual depreciation charges related to fixed assets, debt service costs of current bonds and outstanding loans, and department revenue. Provide system development funds for capital projects, monitor expenses, and allocate and reconcile funds.

Program Goals and Objectives

- Provide effective, efficient, and environmentally sound conveyance, treatment, and reuse/disposal of the wastewater tributary to Pima County's sanitary sewerage system
- Update and implement short and long range capital planning
- Allocate system development funds (SDF)
- Comply with CIP Bond implementation plans
- Provide effective and efficient administrative, revenue collection, financial, and personnel services
- Develop and implement financial plans that sustain the operating and capital improvement budgets
- Address research/legislative issues
- Reduce the introduction of kitchen grease into the sanitary sewer system through a proactive public education program

Program Performance Measures	FY2003/04 Actual	FY2004/05 Estimated	FY2005/06 Planned
Delinquency rate of sewer user accounts	1.8%	1.8%	1.8%
Personnel action forms processed	1,238	1,100	1,000
Invoices processed	10,854	11,500	11,000
Advisory committee meetings held	12	12	12
Legislative bills/regulations reviewed	30	30	30

Program Expenditures by Object	FY2003/04 Actual	FY2004/05 Adopted	FY2005/06 Adopted
PERSONAL SERVICES	5,484,873	5,484,716	6,063,495
SUPPLIES AND SERVICES	2,118,352	43,921,389	43,618,626
CAPITAL OUTLAY	24,322,767	0	311,795
Total Program Expenditures	**31,925,992**	**49,406,105**	**49,993,916**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	22,098	16,700	0
INTERGOVERNMENTAL	444,195	0	0
CHARGES FOR SERVICES	77,193,657	77,672,385	99,044,502
FINES AND FORFEITS	48,548	58,800	58,800
INTEREST	213,007	123,467	100,194
MISCELLANEOUS	900,245	0	0
MEMO REVENUE	22,213,973	20,000,000	20,000,000
Operating Revenue Sub-Total	**101,035,723**	**97,871,352**	**119,203,496**
Net Operating Transfers In/(Out)	**(978,380)**	**0**	**0**
Other Funding Sources	**0**	**9,700,000**	**10,400,000**
Fund Balance Decrease/(Increase)	**(68,131,351)**	**(58,165,247)**	**(79,609,580)**
Total Program Funding	**31,925,992**	**49,406,105**	**49,993,916**

Program Summary

Department: WASTEWATER MANAGEMENT
Program: WASTEWATER MANAGEMENT ADMINISTRATION

Supplemental Packages Approved

Supplemental Package B - O&M for Expansion of Plants - is associated with this program. Funding of this package provides for operations and maintenance of expanded treatment facilities capacity. The package requested a total of $2,619,477 in expenditures ($257,213 in personal services, $2,246,764 in supplies and services, and $115,500 in capital), and $5,049,828 in revenue. Data presented on the preceding page includes $5,049,828 in revenue. This supplemental request is associated with another program within the department; therefore, each program summary reflects only that part of the funding applicable to a specific program.

Supplemental Package C - Issuance of 2004 Sewer Revenue Bonds - is associated with this program. Funding of this package provides for debt issuance expenses. The package requested $95,625 in supplies and services expenditures and $2,641,866 in revenue. Data presented on the preceding page includes $95,625 in expenditures and $2,641,866 in revenue.

Supplemental Package D - Rehabilitation and Emergency Reserve - is associated with this program. Funding of this package provides for an enhanced conveyance system rehabilitation program. The package requested a total of $5,099,109 in expenditure ($140,244 in personal services and $4,958,865 in supplies and services), and $7,691,695 in revenue. Data presented on the preceding page includes $7,691,695 in revenue. This supplemental request is associated with another program within the department; therefore, each program summary reflects only that part of the funding applicable to a specific program.

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GLOSSARY OF TERMS AND ACRONYMS

Account - The lowest level of expenditure or revenue found in the Chart of Accounts.

Accounting Methodologies – (Accrual Basis & Modified Accrual Basis) Under the accrual methodology, 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 the modified accrual methodology, 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 unit of a program budget, organized as follows:

- Functional Area
- Department
- Program
- Service
- Activity

Actual Full Cost Allocation Plan (AFCAP) – 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 Finance department.

ADA - Americans with Disabilities Act - An enactment to protect the employment and accessibility rights of disabled individuals.

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 seventh 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).

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.

ALTCS - Arizona Long Term Care System - The Arizona Medicaid alternative program for long term care added to the AHCCCS program effective January 1, 1989.

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 Fund. 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.

Appropriation - A legal authorization granted by the Board of Supervisors to make expenditures and to incur obligations for specific purposes during a fiscal year.

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.

Assessed Valuation - An annual determination of the just or fair value of real estate or other property by the County Assessor as a basis for levying taxes.

Assessment Ratio - The percentage factors that are associated with the various legal classes of a property. The ratios are set by the State Legislature. A history of the values is shown in the table "Assessment Ratios by Class For Tax Years 2000 - 2005" in this section.

Auto Lieu Tax - In the Chart of Accounts, account 44701 is titled auto lieu tax; it is used to account for the Vehicle License Tax revenue. (Also see VLT - Vehicle License Tax.)

Base Budget - The Financial Planning System contains packages A through Z. Package A refers to a department's Base Budget, or for non-General Fund departments, the level of operating expenses which can be supported by a department's current sources of revenue. 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.

Bonds (General Obligation) - See General Obligation Bonds.

Bond Implementation Ordinances - Ordinances Nos. 1997-35, 1997-80, and 2004-18 that schedule the sale of bonds authorized by Pima County voters in the May and November 1997 bond elections and the May 2004 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).

Budget - A financial plan consisting of an estimate of proposed expenditures and their purposes for a given period and the proposed means of 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 Contingency "department." Items which are funded in Budget Stabilization include approved department supplemental packages, where the requirement timing or need is not well enough defined.

Budget System - Financial Planning System (FPS). See Financial Planning System.

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.

Carryover Appropriations - Amounts budgeted in the current fiscal year for an expenditure that was originally budgeted in the previous fiscal year and for which an obligation has been incurred that cannot be met by the end of the previous fiscal year. Carryover appropriations for General Fund departments are reserved in *allocated contingency* within the Contingency "department." All carryovers must be approved by the County Administrator.

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 4000 series fund used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Funds).

CDBG - Community Development Block Grant - Housing and Urban Development block grant funds to be used for increasing available housing stock and to assist in the physical improvement of low and moderate income communities.

Charges for Services - Fees charged for performance of a service.

Chart of Accounts - A listing of the asset, liability, equity, expenditure, and revenue accounts that are used in the accounting, operations, and budgeting processes.

CIP - Capital Improvement Program - A program outlining all the construction 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 40 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 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 of such adjustments is determined by the Board of Supervisors, as is the manner in which the COLA is applied.

Community & Economic Development - The organizational entity comprised of the departments of Community & Economic Development Administration; Community Development & Neighborhood Conservation; Community Resources; Community Services, Employment & Training; County Free Library; Economic Development & Tourism; School Superintendent; and the Stadium District. (Prior to July 1, 2004, this functional area was named Community Resources.)

Contingency - 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 reserve categories are Allocated Contingency (carryovers), General Contingency (unreserved), Budget Stabilization, and Tax Reduction/Debt Retirement.

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 Circular A-87.

Cost Center - The lowest financial organization unit. With the exception of capital project centers and Wastewater Management, each center is identified by a unique seven-digit numeric identifier. The first three digits (numeric digits or a combination of alpha characters and numeric digits) identify the department to which the center is assigned. Financial transactions are recorded by fund/center/account.

County Administration - The organizational entity comprised of the departments of Assessor, Board of Supervisors, Clerk of the Board, County Administrator, Elections, Finance, Forensic Science Center, Human Resources, Information Technology (includes Communications, an internal service fund department), Non Departmental (Contingency, Debt Service, General Fund Debt Service, General Government Revenues, and Non Departmental), Procurement, Recorder, Risk Management, and Treasurer.

Debt Service Fund - Fund 3000 is 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 period of time.

Department - A grouping of cost centers that share a common purpose and funding source. In the accounting and budget systems cost centers are represented/denoted by a seven-digit alphanumeric code. Cost centers that are a component of a department have in common the first three digits of the numeric or alphanumeric identifier. For example, the aggregation of all cost centers beginning with the digits “160" is the County Attorney Department and the aggregation of all cost centers beginning with the digits “W00" is Wastewater Management. (Also see Super Department definition.)

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.

Enterprise Fund - A 5000 series fund used to account for operations (a) that are financed and operated in a manner similar to private business enterprises 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.

Exemption from Property Taxes - The Arizona Constitution exempts property held by federal, state, or local governments and educational, charitable, and religious nonprofit organizations. The few remaining veterans of certain foreign wars, widows/widowers, and disabled persons are eligible for partial exemptions determined by income and 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 - Refers to the outflow of funds paid for assets, goods, or services obtained which are used for funds other than the Enterprise Fund and Internal Service Fund departments (the proprietary funds). A capital expenditure is an expenditure from a departmental operating budget 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.

Expenditure Limitation - On June 3, 1980, Arizona voters approved Arizona Constitution, Article IX, §20 and §21, prescribing an expenditure limitation for each county, city, town and community college district. The purpose of the expenditure limitation is to control expenditures and limit future increases in spending to adjustments for inflation, deflation, and population growth.

Expense - Charges incurred (whether paid immediately or unpaid) for Proprietary Funds.

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.

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 fire districts.

FMAP – The acronym for the Federal Medical Assistance Percentage, which is the percent of each state's Medicaid program paid by the federal government. The percent runs from a minimum of 50% to a maximum of 83%, and is determined by each state's per capita income.

FMS - Financial Management System - Computerized central data system that performs the County's accounting and financial reporting functions.

Forecast - An estimation of future expenditures and revenues based on economic, demographic and historical information.

FPS - Financial Planning System - Computerized PC-based budgetary planning system used by Pima County. The Financial Planning System is also known as the Budget System.

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 (26 pay periods/fiscal year X 80 hours per pay period = 2,080 hours/fiscal year).

Functional Area - Grouping of departments with similar programs and services. Groupings used by Pima County are: Community & Economic Development, County Administration, Justice & Law Enforcement, Medical Services, and Public Works.

Full Cash Value - The appraised value of a property approximating the "market value" of the property. The Full Cash Value is used to determine the Secondary Net Assessed Value which is then used to levy Secondary Property Taxes.

Fund - A system of accounts that records all financial transactions for specific activities in 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.) Note: For lack of a better term, some other budgeting categories are referred to as funds, e.g., the Budget Stabilization Fund which is part of Contingency; however, it is not really a fund in the usual, more inclusive definition of the term, as described above.

Fund Balance - The difference between fund assets and fund liabilities of governmental funds. Governmental funds include the General Fund, Special Revenue Funds, Capital Projects, and Debt Service.

FY - Fiscal Year - A 12 month period to 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.

General Fund - Fund 1000 is used to account for all financial resources except those accounted for in another 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 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.

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, and Debt Service.

Grants - Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity or facility.

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 grant funding.

Home and Community Based Services (HCBS) - A variety of programs, such as foster care, home delivered meals, congregate meals and day care provided to clients in their homes or in a community setting as an alternative to institutional care.

HHW - Household Hazardous Waste Program - A program to educate the public about the concerns and problems of household chemical disposal and to provide collection sites to divert household chemicals from the sewerage system and landfills.

Hotel/Motel Bed Tax - See Transient Lodging Excise Tax.

HURF (Highway User Revenue Funds) - Funds allocated by the state 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 infrastructures.

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 FY1996/97, the change increased the distribution to Pima County by $3.3 million, and the increase over a twenty-year period was estimated to be $370.3 million.

Incumbent - The current 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 - 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, 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. (The department that manages the County's mainframe computer, network servers, wide area network, and telecommunications is named Information Technology.)

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 6000 series 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.

Justice & Law Enforcement (JALE) - An organizational entity comprised of the departments of Clerk of the Superior Court, Constables, County Attorney, Indigent Defense, Justice Court Ajo, Justice Court Green Valley, Justice Courts Tucson, Juvenile Court, Office of Court Appointed Counsel, Public Fiduciary, Sheriff, Superior Court, and Superior Court Mandated Services.

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 - Is defined by the State Legislature and used to establish various Assessment Ratios to be applied to 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 Levy is limited to two percent plus the percentage growth of the physical tax base. The levy limit applies to counties, cities and towns, and community college districts.

Limited Property Value - The basis for establishing the primary tax on a property. If there has not been a change of use or substantial change to the property, it is determined by either taking the previous year's Limited Value and adding ten percent of that value to it or by adding to the prior year's Limited Value the difference between the prior years limited value and the current year's Full Cash Value times 25 percent. If there has been a change in use or a substantial change in the use of the property, the Limited Value is determined by using the average percent that the Limited Value comprises of the Secondary Value of like properties in the area. The Limited Value can never be greater than the Secondary Value.

Line Item Budget - A budget that allocates funds to specific cost centers, accounts, or objects, e.g., salaries and office supplies.

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.

Mandated Programs - Programs that are imposed by law or another authority.

Medical Services - An organizational entity comprised of the departments of Institutional Health, Public Health, and Pima Health System & Services.

Net Assessed Value (NAV) - The assessed value less the exceptions and exemptions allowed by the state constitution and statutes.

Net Fund Impact (NFI) - 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, Debt Service Fund, and the Capital Projects Fund.

Net General Fund Impact (NGFI) - The same as NFI, applicable to the General Fund.

Net Assets Impact (NAI) - A term applicable to proprietary funds to describe 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 NFI, as applied to other funds.

Object - A collection of accounts grouped and assembled by general type. For budgeting purposes, expenditure objects are: Personal Services, Supplies & Services, Capital, Debt Service, and Other Financing Sources. Revenue objects are: General Property Taxes, Special Assessment, Licenses & Permits, Intergovernmental, Charges for Services, Fines & Forfeits, Interest, and Miscellaneous.

One Percent For Youth - A program that was established by the Board of Supervisors with the adoption of the fiscal year 1997/98 budget. At that time, the Board mandated a buildup of funding for various youth related programs, over the next four years, so that, by the fourth year (fiscal year 2000/01), one percent of the General Fund budget (excluding state mandated payments) would be so allocated.

Operating Budgets - Plans of current expenditures 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, Flood Control District, County Free Library District, and Debt Service. Grant revenues are not considered operating revenues.

Outside Agencies - A group of organizations that are not associated with nor allocated to any particular Pima County department. The outside agencies submit requests for funding to provide economic development, health, and social services for the County, and 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.

Part Time Employee - A person who occupies a position that provides employment for less than 80 hours per pay period.

PAG (Pima Association of Governments) - A nonprofit council of governments serving as the regional planning agency and regional transportation authority for Pima County and the Tucson Metro Area. It is operated by a board of directors made up of elected executive officers from each of the six jurisdictions: Pima County, Tucson, Marana, Oro Valley, Sahuarita and South Tucson. PAG receives funds from federal, state, and local governments for planning programs in air quality, water quality, transportation and other regional programs.

PCN - Position Control Number - A unique seven digit numeric identifier used by the Position Control and Financial Planning systems to differentiate between specific positions within the County.

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, 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 man-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 has to have gone through the process of having 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 Abstract of Values an estimate of the value of the unsecured personal property.

Personal Services - All costs of compensating Pima County employees including employee benefit costs such as Pima County contributions for retirement, social security, health, and industrial insurance.

Position Control System - Mainframe based position tracking system, sometimes referred to by the acronym PCON.

Primary Net Assessed Value (PNAV) - Determined by multiplying the Limited Value times the Assessment Ratio for the property and subtracting the value of any applicable property exemption. The Primary Net Assessed Value is used to determine the Primary Property Taxes due on a given property.

Primary Property Tax - All ad valorem taxes except for secondary property taxes. It is determined by dividing the PNAV by 100 and then multiplying the quotient times the Primary Tax Rate. The Primary Property Tax is used by the County, schools, towns, and cities to support ongoing operations of the jurisdiction as opposed to capital improvements or override amounts which must be approved by the voters. If the amount of primary taxes to be levied in a given year is more than 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.

Project MATCH - A model system to improve the care provided seriously emotionally disturbed children in Pima County, by integrating services provided by multiple agencies prior to July 1, 2002. The Arizona Department of Health Services was awarded a $6.3 million five-year grant by the U.S. Substance Abuse & Mental Health Services Administration to conduct the program entitled Project MATCH (**M**ulti-**A**gency **T**eam for **CH**ildren).

Program - A group of closely related activities or 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 also can have different funding sources (e.g., General Fund support, grants, Special Revenue Funds, etc.).

Program Budget - A budget that allocates funds to a higher level of organizational need, 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. Program budgeting expresses official and citizen interest in planning and in the effective use of resources.

Proposition 204 - 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.

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.

Public Works - The organizational entity comprised of the departments of Capital Projects; Development Services; Environmental Quality; Facilities Management (includes Parking Garages, an enterprise fund), Fleet Services; Flood Control District; Graphic Services; Natural Resources, Parks & Recreation; Public Works Administration; Solid Waste Management; Transportation; and Wastewater Management.

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 that lease a space in a RV park or mobile home park for less than 12 months. Vehicles that are paying personal property taxes on their vehicle instead of a vehicle license tax and have a longer than 12 month lease are exempt. The tax was imposed by the Board of Supervisors sitting as the Board of Directors of the County Stadium District.

Regular Employee - An employee who is employed full time, part time, or variable time on a continuous and continuing basis.

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.

Secondary Net Assessed Value (SNAV) - This value is determined by multiplying the Full Cash Value times the proper Assessment Ratio for the property and subtracting the value of any Exemption applicable to the property. The Secondary Net Assessed Value is used to determine the Secondary Property Taxes due on a given property.

Secondary Property Tax - Generally, a property tax approved by the voters. The Secondary Property Tax is used to retire the debt imposed to pay for capital improvements and approved budget overrides. Pima County has a number of Secondary Property Taxes. These taxes include the Flood Control District, Library District, Debt Service and a non-voluntary tax called the Fire District Assistance tax. 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.

Sonoran Desert Conservation Plan - An initiative adopted in February 1998 by the Board of Supervisors to preserve and protect Pima County's desert environment. Led by a steering committee with the involvement of the public and multiple County departments, the plan will be developed with respect to critical and sensitive habitat conservation, historic and cultural preservation, and riparian protection. The goal of the Sonoran Desert Conservation Plan is to qualify for a Section 10(a) permit from the United States Department of the Interior. The permit will support a comprehensive conservation plan that guides the long term 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.

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, Public Health, the Flood Control District, Employment & Training, the County Free Library, the Stadium District, Environmental Quality, Solid Waste Management, and various departmental programs.

State Criminal Alien Assistance Program (SCAAP) - A federal program that provides reimbursement to states and other jurisdictions that incurred correctional officers' salary costs for detaining criminal illegal aliens.

State Shared Sales Taxes - A state sales tax collected by the state, which is distributed by the state to the state general fund and to Arizona counties and cities to supplement revenues.

Super Department - An aggregation of departments that share a *specific* common purpose and are administered by a single department director/manager or elected official. ("Super Department" should not be confused with "Functional Area" which is a grouping of departments sharing a *broad* common purpose**.** For example, the Sheriff and the County Attorney departments, which are administered by different elected officials and are entirely separate departments, belong to the Justice & Law Enforcement functional area.) All Super Departments, except Wastewater Management, are represented by a four-digit numeric or alphanumeric designator that usually, but not always, corresponds to the first four digits of the operating department designator. For example, "1600" represents the County Attorney Super Department which is comprised of the following departments:

1600000 - County Attorney (operating department)
5110000 - Fill the Gap
5160000 - Victim Restitution
5200000 - County Law Enforcement Antiracketeering
5210000 - Victim Witness Comp
5230000 - Bad Check
5270000 - Consumer Protection
8300000 - Grants

(The Super Departments and their component departments are presented in a listing within this Supplemental Information section.) Note: The four-digit code for Wastewater Management was 7400 until July 1, 2001, when it was changed to W000. The change was the result of a financial center restructuring intended to make Wastewater Management's financial structure conform more closely to the department's bond ordinances; the alphanumeric designator was chosen to eliminate any possible confusion with the previous Wastewater Management numeric designator.

Supplemental Package - The Financial Planning System contains packages A through Z. Packages B through Z refer to supplemental requests for funding in excess of the department Base Budget or expansion of the Operating Budget.

Tax Rate - As applied to property taxes, the tax rate is the rate per $100 of net assessed value at which a property will be taxed. Both the Primary and Secondary Tax rates are set by the County Board of Supervisors or the governing boards of other taxing jurisdictions. The rate is determined by dividing the levy by the sum total of the Primary or Secondary Net Assessed Value (per $100 of net assessed value) within the jurisdiction. The rate is then applied to the Primary or Secondary Net Assessed value (per $100 of net assessed value of each individual property) to determine the amount of the taxes due on that property.

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 taxes are due on October 1st of the tax year, and the second half-year taxes are due on March 1st of the following calendar year. If taxes are not paid when due, the lien will be offered for sale.

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 which will be required to meet the public expense . . . for the current fiscal year."

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. Pima County's share is distributed equally to the Stadium District and to the Tucson Convention and Visitors Bureau for tourism promotion.

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.

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 Arizona Department of Motor Vehicles 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 account as Auto Lieu Tax - 44701; however, Arizona statutes and other legal sources identify the tax as the Vehicle License Tax.)

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 for the nation.

Zero Base Budget - This type of budget is generally used in conjunction with program budgeting (although it may be applied to line item budgeting). It is a budget for which the funding level must be justified without regard to prior year funding levels. Under a target base approach, the prior year's budget is adjusted for known financial changes, such as approved salary and benefit adjustments, and is then used as the starting point for the current year. Modifications to this base are requested in supplemental packages. Under a zero base approach, no specific target base is established. The department evaluates its current level of operations, programmatic structure, and staffing in the context of its function statement and mandates. Organizational revisions, if beneficial to the achievement of department goals, are made. Programs are then subdivided into services which define the department's product, or benefit, to the County. Each service is individually budgeted at its current level and can be individually evaluated for adoption. Each line item for each service is evaluated and justified. During the fiscal year, the actual costs of each service can be captured, and variances from budget monitored and analyzed.

SUPER DEPARTMENT LISTING FOR FISCAL YEAR 2005/2006

Super Department		Department	
1000	ASSESSOR		
		1000000	ASSESSOR
1100	BOARD OF SUPERVISORS		
		1100000	BOARD OF SUPERVISORS
1300	CLERK OF THE BOARD		
		1300000	CLERK OF THE BOARD
1400	CLERK OF SUPERIOR COURT		
		1400000	CLERK OF SUPERIOR COURT
		5100000	COC VICTIM LOCATION FUND
		5130000	COC SPOUSAL MAINTENANCE ENFORCEMENT
		5140000	COC LOCAL COURT AUTOMATION FUND
		5260000	COC CHILD SUPPORT INCENTIVE
		5330000	COC DOCUMENT STORAGE & RETRIEVAL
		5340000	COC TIME PAY FEES
		8670000	COC JUDICIAL COLLECTION ENHANCEMENT
1500	CONSTABLES		
		1500000	CONSTABLES
1600	COUNTY ATTORNEY		
		1600000	COUNTY ATTORNEY
		5110000	CO ATTY FILL THE GAP
		5160000	CO ATTY VICTIM RESTITUTION
		5200000	COUNTY LAW ENFORCEMENT ANTIRACKETEERING
		5210000	CO ATTY VICTIM WITNESS COMP
		5230000	CO ATTY BAD CHECK PROGRAM
		5250000	CO ATTY CHILD SUPPORT
		5270000	CO ATTY C.O.T. CONSUMER PROTECTION
		8300000	COUNTY ATTORNEY GRANTS
1700	COUNTY ADMINISTRATOR		
		1700000	COUNTY ADMINISTRATOR
		5150000	COUNTY ADMINISTRATION SPECIAL PROGRAMS
		8350000	COUNTY ADMINISTRATOR GRANTS
1710	ELECTIONS		
		1710000	ELECTIONS
1850	NON DEPARTMENTAL		
		1850000	NON DEPARTMENTAL
		3290000	GENERAL GOVERNMENT REVENUES
		3300000	CONTINGENCY
		3340000	GENERAL FUND DEBT SERVICE
		5370000	EMPLOYEE BENEFIT LIABILITY FUND
		5800000	DEBT SERVICE
1900	FACILITIES MANAGEMENT		
		1900000	FACILITIES MANAGEMENT
		5520000	PUBLIC WORKS BUILDING
		7210000	PARKING GARAGES
2000	FINANCE		
		2000000	FINANCE

SUPER DEPARTMENT LISTING FOR FISCAL YEAR 2005/2006

Super Department		Department	
2320	INFORMATION TECHNOLOGY		
		2320000	INFORMATION TECHNOLOGY
		8020000	COMMUNICATIONS
2500	INSTITUTIONAL HEALTH		
		2500000	INSTITUTIONAL HEALTH
2600	INDIGENT DEFENSE		
		2600000	INDIGENT DEFENSE
		5120000	INDIGENT DEFENSE FILL THE GAP
		8470000	INDIGENT DEFENSE GRANTS
		8620000	LEGAL DEFENDER TRAINING FUND
		8660000	PUBLIC DEFENDER TRAINING FUND
2700	JUSTICE COURT AJO		
		2700000	JUSTICE COURT AJO
		5490000	JC AJO TIME PAY FEES
		8730000	JUSTICE COURT AJO GRANTS
2710	JUSTICE COURT GREEN VALLEY		
		2710000	JUSTICE COURT GREEN VALLEY
		5480000	JC GV TIME PAY FEES
2720	JUSTICE COURTS TUCSON		
		2720000	JUSTICE COURTS TUCSON
		5380000	JC TUCSON TIME PAY FEES
		8550000	JUSTICE COURTS TUCSON GRANTS
2730	OFFICE OF COURT APPOINTED COUNSEL		
		2610000	CONTRACT ATTORNEYS
		2730000	OFFICE OF COURT APPOINTED COUNSEL
2920	PUBLIC WORKS ADMINISTRATION		
		2920000	PUBLIC WORKS ADMINISTRATION
		5510000	IMPROVEMENT DISTRICTS FORMATION FUND
2940	COMMUNITY RESOURCES		
		2940000	COMMUNITY RESOURCES
		9740000	PIMA VOCATIONAL HIGH SCHOOL
2950	COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV		
		2950000	COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
		5171000	NEIGHBORHOOD CONSERVATION
		5172000	HOUSING TRUST FUND
		8900000	COMMUNITY SERVICES GRANTS
2960	ECONOMIC DEVELOPMENT & TOURISM		
		2960000	ECONOMIC DEVELOPMENT & TOURISM
2970	COMMUNITY & ECONOMIC DEVELOPMENT ADMIN		
		2970000	COMMUNITY & ECONOMIC DEVELOPMENT ADMIN
3000	JUVENILE COURT		
		3000000	JUVENILE COURT
		5240000	JUVENILE VICTIM RESTITUTION
		5390000	JUVENILE PROBATION SERVICES
		8600000	JUVENILE COURT GRANTS
3250	FORENSIC SCIENCE CENTER		
		3250000	FORENSIC SCIENCE CENTER

SUPER DEPARTMENT LISTING FOR FISCAL YEAR 2005/2006

Super Department		Department	
3310	COMMUNITY SVCS, EMPLOYMENT & TRAINING		
		3310000	COMMUNITY SERVICES
		9410000	EMPLOYMENT & TRAINING
3350	HUMAN RESOURCES		
		3350000	HUMAN RESOURCES
3400	NATURAL RESOURCES, PARKS & RECREATION		
		3400000	NATURAL RESOURCES, PARKS & RECREATION
		5190000	PARKS SPECIAL PROGRAMS
		8690000	PARKS & RECREATION GRANTS
3600	PUBLIC FIDUCIARY		
		3600000	PUBLIC FIDUCIARY
3800	PROCUREMENT		
		3800000	PROCUREMENT
3900	RECORDER		
		3900000	RECORDER
		5350000	RECORDER DOC STORAGE & RETRIEVAL
4000	SHERIFF		
		4000000	SHERIFF
		5300000	SHERIFF STATE RICO FUND
		5400000	SHERIFF MANTIS ANTIRACKETEERING
		5440000	SHERIFF FEDERAL RICO FUND
		5470000	SHERIFF CRIMINAL JUSTICE ENHANCEMENT
		5540000	SHERIFF COMMISSARY OPERATIONS
		5570000	SHERIFF INMATE WELFARE FUND
		8750000	SHERIFF GRANTS
4100	SCHOOL SUPERINTENDENT		
		4100000	SCHOOL SUPERINTENDENT
		8790000	SCHOOL RESERVE FUND
4200	SUPERIOR COURT		
		4200000	SUPERIOR COURT
		4210000	SUPERIOR COURT MANDATED SERVICES
		5080000	SUPERIOR CRT LOCAL COURT AUTOMATION FUND
		5180000	COURTS FILL THE GAP
		5280000	SUPERIOR COURT CHILD SUPPORT VISITATION
		5310000	SUPERIOR COURT COUNTY LAW LIBRARY
		5360000	SUPERIOR COURT PROBATE
		5410000	SUPERIOR COURT CONCILIATION
		5430000	SUPERIOR COURT PROBATION SERVICES
		8100000	SUPERIOR COURT GRANTS
4300	TREASURER		
		4300000	TREASURER
		5560000	TAXPAYER INFORMATION FUND
4610	TRANSPORTATION		
		4610000	TRANSPORTATION
4810	PUBLIC HEALTH		
		4810000	PUBLIC HEALTH
		8400000	PUBLIC HEALTH GRANTS

SUPER DEPARTMENT LISTING FOR FISCAL YEAR 2005/2006

Super Department		Department	
5010	REGIONAL FLOOD CONTROL DISTRICT		
		5010000	REGIONAL FLOOD CONTROL DISTRICT
5610	ENVIRONMENTAL QUALITY		
		5610000	ENVIRONMENTAL QUALITY
		8380000	ENVIRONMENTAL QUALITY GRANTS
5630	SOLID WASTE MANAGEMENT		
		5630000	SOLID WASTE MANAGEMENT
		5640000	TIRE FUND
6010	COUNTY FREE LIBRARY		
		6010000	COUNTY FREE LIBRARY
6020	STADIUM DISTRICT		
		6020000	STADIUM DISTRICT
6400	CAPITAL PROJECTS		
		6400000	CAPITAL PROJECTS
7260	PIMA HEALTH SYSTEM & SERVICES		
		7260000	PIMA HEALTH SYSTEM & SERVICES
		8630000	PIMA HEALTH SYSTEM GRANTS
7360	DEVELOPMENT SERVICES		
		7360000	DEVELOPMENT SERVICES
8000	FLEET SERVICES		
		8000000	FLEET SERVICES
8010	GRAPHIC SERVICES		
		8010000	GRAPHIC SERVICES
8050	RISK MANAGEMENT		
		8050000	RISK MANAGEMENT
		8060000	MOUNT LEMMON FIRE
W000	WASTEWATER MANAGEMENT		
		W000000	WASTEWATER MANAGEMENT
		8780000	WASTEWATER GRANTS

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.

Line of Credit. The County maintains a revolving line of credit with its servicing bank, currently the Bank of America National Association, to address short term borrowing needs for cash flow purposes. There is a maximum line of credit of $30,000,000, and as of June 30, 2005, this entire amount was available. Advances on the line of credit are payable on demand. The County's general taxing authority secures the credit line.

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, 2006 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 seven 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. Per Pima County Board of Supervisors Ordinance No. 1997-35 (*Bond Improvement Plan),* the term of the 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 a relatively constant level, at or below $1.00 per $100 of assessed valuation.

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*), the term of the 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 no higher than the rate in effect at the time, $0.8150 per $100 of assessed valuation, throughout this term. For fiscal year 2005/06, the secondary tax rate is reduced to $0.7150 per $100 of assessed valuation.

Revenue Bonds. Sewer revenue bonds may be issued to provide financing for improvements to the County's wastewater management system. Such bonds are a debt obligation of Wastewater Management enterprise operations. Operating revenues, comprised primarily of sewer fees and connection fees, are pledged to retire the debt. Before Wastewater can issue bonds, voters must authorize the Enterprise Fund to go into debt, but not to exceed a specified amount. The authorization must also specify the purpose for which the proceeds will be used. Board of Supervisors Resolution 1991-138 directs Wastewater Management 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 fully 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 is premised on annual increases in Wastewater Management user fees of approximately 5 percent and increases in connection fees of approximately 12 percent. User fees and connection fees increased by 5 percent and 11 percent respectively in fiscal year 1999/2000, by 5 percent and 11 percent in fiscal year 2000/01, by 3.8

percent and 12 percent in fiscal year 2001/02, by 5 percent and 12 percent in fiscal year 2002/03. Additional increases in connection fees of 12 percent became effective on June 1, 2003 and September 1, 2003. An increase of 4 percent in user fees and 6 percent in connection fees became effective July 1, 2004. 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 could increase as much as 8 percent and connection fees could increase as much as 12 percent as a result of the new issuance. On June 21, 2005 user fees were increased by 8% and connection fees were increased by 10%.

Transportation revenue bonds, authorized in the November 1997 bond election, are repaid with Highway User Revenue Fund (HURF) revenues. No other Arizona county has used this mechanism to fund capital projects. It should be noted that the 1997 and 1999 state legislatures passed what is known as "HURF equity" legislation. This legislation changed the distribution formulas to account for, in part, unincorporated populations, netting Pima County a 28 percent increase in HURF receipts in fiscal year 1997/98, the first year the legislation took effect. This increase now enables the County to fund debt service with HURF revenues. Of the $54.5 million HURF revenue budgeted for fiscal year 2005/06, an estimated $19.8 million is attributable to "HURF equity" legislation. The debt service on transportation revenue bonds is budgeted at $16.8 million, honoring the County's pledge to keep this debt service at or below the increment received as a result of the "HURF equity" legislation. Arizona Revised Statute § 11-378 requires what is referred to as "two times coverage," meaning that at the time of bond issuance (1998) Highway User Revenue Funds received in fiscal year 1997/98 ($33,445,603) had to be at least two times the amount of the first debt service payment for fiscal year 1998/99 ($6,151,333). An additional $51.2 million of transportation bonds were issued in fiscal year 2004/05. Aggregate debt service payments budgeted for fiscal year 2005/06 are within the two times coverage requirement.

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, the legal debt margin percentage is less than one percent.

Library District. The 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 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 bonds called "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. The amendment lowered the debt service payments through fiscal year 2002/03, extended the lease term to 2014, and increased the County's obligation under the lease

agreement by $290,000. A second amendment in 2003 extended the lower payments through fiscal year 2018.

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 to the district that benefit the specific property. Improvement District bonds may be issued to finance the improvements, and property owners are assessed their portion of the debt over a ten-year period or less.

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, lighting 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 four loan agreements to date with the state Water Infrastructure Finance Authority (WIFA). The Wastewater Management 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.

The state of Arizona has created the Highway Extension/Expansion Loan Program (HELP), a financing mechanism established under the provisions of the National Highway System Designation Act of 1995. During fiscal year 2001/02, Pima County received HELP funding to expedite several projects that otherwise would have been delayed until federal grant money or the ability to pay-as-you go became available. All loans are on parity with the respective County departments' bonds, as the debt service is paid from the same source.

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.

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 within other jurisdictions.
3.06.090 Design, construction, and equipping of county bond projects by other jurisdictions.

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. 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 ARS §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 ARS §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 3.06.050. 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.

b. The purpose and specific benefits to be achieved by construction of the project.

c. A construction schedule that identifies by major task (i.e. planning/design/right-of-way; construction; other) and by fiscal year the projected start and completion dates.

d. The estimated future operating and maintenance costs, what jurisdiction or county department will be responsible for these costs, and whether ability to fund these costs should impact scheduling of the project.

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 and any special designation relating to the property such as recreational, open space planning, floodplain, or historic/cultural preservation.

b. The desirable location of the property by section, township, and range, the assessor parcel number, and existing zoning of the property.

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 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. 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. 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 duties and responsibilities of the Pima County bond advisory committee as adopted by the board of supervisors on July 15, 2003, are expanded to include monitoring and review of implementation of the bond implementation plan.

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. (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.

E. The commission will meet as often as it deems necessary but in any event no less frequently than quarterly.

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. 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. Upon transmittal to the board of supervisors on or before January 1 and July 1, 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. 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.

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. All changes to a bond implementation plan necessitated by only a portion of the proposed bond questions being approved at the special election.

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 an 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. 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 within other jurisdictions.

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 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. 2004-16 § 1 (part), 2004; Ord. 1997-25 § 1 (part), 1997)

3.06.090 Design, construction, and equipping of county bond projects by other jurisdictions.

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 political subdivision using county general obligation bonds to fund a project in whole or part shall be funded by the county only pursuant to an intergovernmental agreement executed between Pima County and the implementing subdivision. Each such project shall be authorized and implemented with separate intergovernmental agreements. The intergovernmental agreement shall authorize the jurisdiction to design, construct, or equip the project, subject to compliance with the terms and mutual responsibilities of the parties agreed upon in the intergovernmental agreement.

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 intergovernmental agreement shall include, but not be limited to, the following responsibilities of the implementing subdivision:

1. That the implementing political subdivision shall operate and maintain the improvements constructed by county bond funds for a period of not less than twenty-five (25) years.

2. That the implementing political subdivision shall not charge a fee for use of the constructed improvement that is more than a fee charged by the county for a similar purpose.

3. That the implementing political subdivision agrees to insure the improvements constructed with county bond funds and will replace same them if they are damaged or destroyed.

4. That the implementing political subdivision agrees to make the improvements available to all residents of Pima County without restriction or preference to jurisdiction of residence.

5. That the implementing political subdivision 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.

6. That the county will only transfer county general obligation bond proceeds to the implementing jurisdiction upon request from the implementing jurisdiction, with full documentation.

G. That the implementing political subdivision agrees to a provision requiring compliance with federal arbitrage regulations.

H. That the implementing jurisdiction, 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.

I. That the intergovernmental agreement shall establish the amount of county bond funds to be allocated to a specific project, establish the stated amount as a maximum of county bond monies to be allocated to the project, and commit the implementing political subdivision to pay for any and all costs in excess of county bond funds. (Ord. 2004-16 § 1 (part), 2004; Ord. 1997-25 § 1 (part), 1997)

PIMA COUNTY, ARIZONA
BOARD OF SUPERVISORS POLICY

Subject: **Budget Accountability**	Policy Number	Page
	D22.2	1 of 2

PURPOSE

To establish guidelines and a methodology for the Board of Supervisors to perform their duties relating to the budget needed to operate Pima County Government as provided for by law by exercising financial and programmatic control over expenditures and revenues related to County programs and services.

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. **Appropriations for Supplemental Funding**

If the Board of Supervisors appropriates supplemental funding to a department in excess of the base budget or targeted funding level allocated to that department for development of its annual operating budget, then that supplemental appropriation shall be expended only for the purpose(s) set forth in the original request or proposal for the supplemental funding together with any modifications or restrictions imposed by the Board on the appropriation. Alternative use of any portion of a supplemental appropriation requires prior approval of the Board of Supervisors and such

requests shall be submitted, processed and transmitted to the Board pursuant to an administrative procedure developed by the County Administrator. At the time of submitting budget requests for the next fiscal year each department that received supplemental funding in the last budget adopted by the Board shall also submit a report accounting for the actual and projected expenditure of each such appropriation during the current fiscal year. Supplemental monies not expended for the purpose for which they were appropriated shall revert at the end of the fiscal year to the fund from which they were appropriated unless otherwise directed by the Board.

B. Transfers of Appropriations Among Programs

Appropriations by the Board of Supervisors to fund a County program shall not be transferred to or used for any other County program or purpose without approval of the Board if such transfer would add or delete a program or substantially increase or decrease the monies expended or substantially change the levels of service being provided by any County program including the acceptance or continuance of any grant that will cause the direct or indirect expenditure of any non-grant monies of the County. Requests for Board approval of such transfers shall be submitted, processed and transmitted to the Board pursuant to an administrative procedure developed by the County Administrator.

For purposes of this policy "Program" means an activity or group of activities, together with related and necessary equipment and facilities, that accomplish a single function or category of service and includes each of multiple programs within a single department.

C. Budget Exceedance

The County Administrator shall provide to each director or officer of a department of the County a monthly report beginning at the end of the first quarter of each fiscal year 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 March 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.

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PIMA COUNTY, ARIZONA
BOARD OF SUPERVISORS POLICY

Subject:	Policy Number	Page
Performance Audits of County Departments	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 accedence.
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

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.

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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 2 6 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 Number	Page
Policy for Accepting and Administering Grants	D 22.6	1 of 3

Purpose

The purpose of this policy is to ensure optimum financial terms and reimbursements for Pima County when receiving grant funding and to facilitate informed, timely decisions by the Board of Supervisors when considering and accepting grants by establishing a formal, uniform process for:

1. Evaluating, applying for and accepting grants,
2. Negotiating the terms and conditions of grant agreements, and
3. Monitoring grant related expenditures.

Background

Pima County receives significant grant funding from federal, state and local agencies. Prior to the adoption of this policy, the Board of Supervisors frequently was not 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 instances insufficient to allow the Board to manage and plan for the short and long term fiscal needs of the County. This policy addresses these issues as well as setting forth the Board's expectations concerning acceptable terms and conditions under which grant funding is received.

Policy

A. **Definitions**

In this policy, unless the context otherwise requires:

1. "Board" means the Pima County Board of Supervisors.
2. "Fund Impact" means any cash or in-kind matching requirement for the receipt of grant funds and includes overhead charges if such charges are not entirely supported by grant funds.
3. "Grant" means any contribution or gift of cash or other assets from a governmental or private entity to be used for a specific purpose.
4. "Ongoing Grant" means a grant program that is expected to provide grant funding each year for an unlimited duration and for which the terms and conditions remain substantially unchanged.
5. "Overhead Charges" means direct and indirect administrative costs incurred by the County that are attributable to and benefit a grant program that are calculated and allocated by the Finance Department in conformance with federal law and accepted principles of governmental accounting.
6. "Responsible Department" means the department, office or agency under the budgetary jurisdiction of the Board that has direct oversight responsibility for the program(s) or service(s) to be funded partially or entirely with funds from a grant award.

B. **Approval to Apply for Grants**

1. Except in the case of ongoing grants that have previously been approved by the Board, all applications for grants that will have a fund impact must be approved by the County Administrator prior to submittal.

2. Prior to submission of an application for grant funding, the responsible department shall determine whether receipt of the grant will create current or future fund impact. If a fund impact will occur the responsible department shall:

   a) Calculate the amount of fund impact, both cash and in-kind, for the current and future fiscal years including the cost to continue the grant funded services when the grant funds expire. If in-kind match is to be provided the calculation must include impacts on other existing departmental programs and services.

   b) Prepare a cost benefit analysis of the grant including whether the grant funded services are mandated by law.

   c) Transmit to the County Administrator and the Finance Department the information described in items (a) and (b) above together with a description of all material grant terms and conditions including the method and schedule of grant disbursements and whether all overhead charges will be paid from grant funds.

3. The County Administrator shall periodically report to the Board pending grant applications.

C. **Approval to Accept Grants**

1. All grants must be accepted and approved by the Board prior to receipt and expenditure of grant funds.

2. Requests by responsible departments for approval to accept grants shall:

   (a) Be transmitted to the County Administrator for placement on the Board's meeting agenda,

   (b) Include the information, revised as appropriate to reflect the actual grant award, required by section B, paragraph 2 of this policy relating to application for grants, and

   ◦ Be copied to the Finance Department.

3. If required to comply with a material deadline for acceptance of a grant, the County Administrator may preliminarily approve acceptance of a grant subject to subsequent ratification by the Board.

D. **Terms and Conditions of Grants**

Though the Board may authorize exceptions for specific grants, it is the general expectation of the Board that all grants:

1. Pay all of their overhead charges as calculated and allocated by the Finance Department.

2. Be distributed in advance of expenditures by the County for grant funded services or, if unavoidable, reimbursed after such expenditures no less frequently than each month. If expenses will be reimbursed interest expense incurred by the County to advance cash for the services should be supported by the grant funding.

3. Utilize in-kind contributions in lieu of cash to satisfy match requirements and, if cash must be utilized, that revenue sources other than General Fund be expended.

Implementation

The County Administrator shall develop and distribute an administrative procedure to promote uniform reporting and processing of grant approvals pursuant to this policy.

Prior Policies and Procedures

All previously adopted Board of Supervisors' Policies and County Administrative Procedures in conflict with this policy are repealed to the extent of such conflicts.

OCT 2 6 1999

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
2006	$35,960,000	$12,107,431	$48,067,431
2007	32,335,000	10,027,760	42,362,760
2008	25,005,000	8,538,905	33,543,905
2009	20,260,000	7,416,755	27,676,755
2010	19,790,000	6,562,705	26,352,705
2011	17,190,000	5,615,725	22,805,725
2012	17,525,000	4,846,125	22,371,125
2013	17,885,000	4,064,425	21,949,425
2014	15,935,000	3,273,225	19,208,225
2015	13,265,000	2,568,825	15,833,825
2016	13,270,000	1,987,706	15,257,706
2017	13,500,000	1,433,025	14,933,025
2018	9,850,000	858,425	10,708,425
2019	10,330,000	515,575	10,845,575
2020	5,170,000	180,950	5,350,950
TOTALS	**$267,270,000**	**$69,997,562**	**$337,267,562**

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. Legal debt margin projected at June 30, 2006 is as follows:

	6% Limitation	15% Limitation
Secondary Net Assessed Valuation	$6,050,950,040	$6,050,950,040
Debt Limit	363,057,002	907,642,506
General Obligation Bonds Outstanding	(267,270,000)	(267,270,000)
Assets Available for Principal	2,425,825	2,425,825
Debt Applicable to Limit	(264,844,175)	(264,844,175)
Legal Debt Margin Available	$98,212,827	$642,798,331

Legal Debt Margin Percentage:
General Obligation Bonds Outstanding $ 267,270,000 = 4.42%
Secondary Net Assessed Valuation $ 6,050,950,040

LONG TERM DEBT

Regional Flood Control District
General Obligation Bonds

Payment Source

Payments for principal and interest on general obligation bonds of the Regional Flood Control District are made from property tax revenues of the Debt Service Fund of the district.

Debt Service Requirements

The debt service requirements on general obligation bonds of the Regional Flood Control District are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2006	$780,000	$122,595	$902,595
2007	760,000	91,395	851,395
2008	745,000	60,995	805,995
2009	725,000	30,450	755,450
TOTALS	**$3,010,000**	**$305,435**	**$3,315,435**

Legal Debt Margin

Under Arizona Revised Statute § 48-3619, Regional Flood Control general obligation debt may not exceed five percent of the value of the Regional Flood Control District's taxable property as of the latest assessment. Legal debt margin projected at June 30, 2006 is as follows:

	5% Limitation
Secondary Net Assessed Valuation	$5,323,432,911
Debt Limit	266,171,646
Flood Control GO Bonds Outstanding	(3,010,000)
Legal Debt Margin Available	$263,161,646

Legal Debt Margin Percentage:		
Flood Control GO Bonds Outstanding	$ 3,010,000	= 0.06%
Secondary Net Assessed Valuation	$ 5,323,432,911	

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
2006	$10,710,000	$6,057,639	$16,767,639
2007	11,435,000	5,256,551	16,691,551
2008	11,745,000	4,752,525	16,497,525
2009	11,465,000	4,276,413	15,741,413
2010	11,935,000	3,820,544	15,755,544
2011	12,450,000	3,301,763	15,751,763
2012	13,000,000	2,757,600	15,757,600
2013	6,615,000	2,212,663	8,827,663
2014	6,895,000	1,948,062	8,843,062
2015	7,195,000	1,672,263	8,867,263
2016	7,520,000	1,384,462	8,904,462
2017	7,870,000	1,031,300	8,901,300
2018	8,230,000	708,525	8,938,525
2019	5,120,000	366,800	5,486,800
2020	5,360,000	187,600	5,547,600
TOTALS	**$137,545,000**	**$39,734,710**	**$177,279,710**

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 1998	$33,445,603	$6,151,333
Series 2002	$49,398,596	$11,904,825
Series 2003	$47,074,605	$14,608,613
Series 2005	$52,587,700	$16,767,639

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 Wastewater Management Enterprise Fund.

Debt Service Requirements

The debt service requirements on sewer revenue bonds are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2006	$4,550,000	$2,760,058	$7,310,058
2007	5,570,000	2,573,045	8,143,045
2008	5,800,000	2,339,501	8,139,501
2009	6,025,000	2,098,077	8,123,077
2010	5,280,000	1,816,077	7,096,077
2011	5,515,000	1,587,776	7,102,776
2012	6,510,000	1,328,539	7,838,539
2013	5,910,000	1,016,969	6,926,969
2014	6,845,000	723,319	7,568,319
2015	8,070,000	383,388	8,453,388
TOTALS	**$60,075,000**	**$16,626,749**	**$76,701,749**

Legal Debt Margin

There is no legal debt margin for sewer revenue bonds.

LONG TERM DEBT

Special Assessment Bonds

Payment Source

Special assessment bonds are secured by pledges of revenues from improvement districts which were established in order to finance specific construction projects which benefit a limited geographical area. While there is no legal obligation for the County to further secure the special assessment bonds of the districts, the County has made a moral commitment to take steps necessary to prevent default. Payments for principal and interest on special assessment bonds are made from assessments received in the Debt Service Fund.

Debt Service Requirements

The debt service requirements on special assessment bonds are summarized below.

	PRINCIPAL	INTEREST	TOTAL
2006	$224,002	$66,799	$290,801
2007	182,171	53,285	235,456
2008	182,171	41,444	223,615
2009	182,171	29,603	211,774
2010	182,171	17,762	199,933
2011	182,171	5,921	188,092
TOTALS	**$1,134,857**	**$214,814**	**$1,349,671**

Legal Debt Margin

There is no legal debt margin for special assessment bonds.

LONG TERM DEBT

Loans Payable

Payment Source

Payments for principal and interest on loans payable are made from user charges received in the Wastewater Enterprise Fund.

Debt Service Requirements

The debt service requirements on loans payable are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2006	$5,502,956	$2,875,031	$8,377,987
2007	5,640,513	2,672,464	8,312,977
2008	5,871,287	2,468,255	8,339,542
2009	6,230,118	2,255,652	8,485,770
2010	7,515,118	2,029,795	9,544,913
2011	7,798,740	1,756,689	9,555,429
2012	6,841,128	1,473,249	8,314,377
2013	5,933,979	1,223,618	7,157,597
2014	6,170,568	1,007,508	7,178,076
2015	6,385,211	782,757	7,167,968
2016	6,639,123	550,182	7,189,305
2017	1,036,084	308,267	1,344,351
2018	1,070,379	274,038	1,344,417
2019	1,105,808	238,609	1,344,417
2020	1,142,411	202,006	1,344,417
2021	1,180,224	164,193	1,344,417
2022	1,219,289	125,128	1,344,417
2023	1,259,648	84,769	1,344,417
2024	1,301,342	43,074	1,344,416
TOTALS	**$79,843,926**	**$20,535,284**	**$100,379,210**

Legal Debt Margin

There is no legal debt margin for loans payable.

LONG TERM DEBT

Transportation
Highway Extension/Expansion Loan Program
(HELP) Loans

Payment Source

HELP loans were 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. Payments for fiscal year 2005/2006 will be funded by an operating transfer from Transportation Special Revenue Fund.

Debt Service Requirements

The debt service requirements on Transportation HELP loans payable are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2006	$1,040,000	$54,269	$1,094,269
2007	902,772	21,536	924,308
TOTALS	**$1,942,772**	**$75,805**	**$2,018,577**

LONG TERM DEBT

Reconciliation of Long Term Debt to Budgeted Debt Service Expenditures

Long Term Debt:	
General Obligation Bonds (GOB)	$48,067,431
Flood Control GOB	902,595
Transportation Revenue Bonds	16,767,639
Transportation HELP Loans	1,094,269
Special Assessment Bonds	290,801
Total Long Term Debt	$67,122,735
Additional budgeted GOB principal and interest	306,454
Additional budgeted Transportation revenue bond interest	124,473
Additional budgeted interest for Transportation HELP loan	170,000
Fiscal and Other Charges	15,000
Total Budgeted Debt Service Expenditures	**$67,738,662**

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 are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2006	$1,750,000	$1,292,160	$3,042,160
2007	1,785,000	1,230,035	3,015,035
2008	1,870,000	1,138,660	3,008,660
2009	1,965,000	1,062,435	3,027,435
2010	2,025,000	982,335	3,007,335
2011	2,125,000	878,585	3,003,585
2012	2,230,000	774,385	3,004,385
2013	2,780,000	646,860	3,426,860
2014	2,482,000	510,950	2,992,950
2015	2,605,000	399,390	3,004,390
2016	2,710,000	293,090	3,003,090
2017	2,820,000	181,080	3,001,080
2018	2,935,000	61,635	2,996,635
TOTALS	**$30,082,000**	**$9,451,600**	**$39,533,600**

Note:
This table does not include $5,600 of fiscal charges which will be paid in each fiscal year.

VALUATION OF PROPERTY FOR TAXING PURPOSES IN ARIZONA

The primary revenue source for Pima County is the property tax. Property tax is paid in accordance with the value of real and personal property. There are a number of County functions that are paid for by property taxes. The *primary tax* goes to the General Fund and is used for continuing maintenance and operation of the County. The *secondary tax* is used to pay for capital expenditures and some "budget override" amounts approved by the voters. These two levies are supported by two different property values. The *primary tax* is supported by the *limited value* and the *secondary tax* is supported by the *full cash value*. The value on which the amount of the tax is based is the *net value* of the property. The *net value* is set by multiplying the *full* and *limited* value of the property by an *assessment ratio* and subtracting any constitutionally defined *exemptions*.

The *full cash value*[1] of each parcel of property is set by the Assessor or the Arizona Department of Revenue in accordance with standards and procedures established by the Arizona Department of Revenue and the legislature. The value of railroads, mines, utilities, and some other 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.

The *limited value*[2] of a property is determined by one of two formulas. The *limited value* will change by the formula that produces the largest increase in value of the two formulas. One formula increases the value 10 percent from the previous year's *limited value*, while the other formula produces a change in the value that is 25 percent of the difference between the previous year's *limited value* and the current year's *full cash value*. The *limited value* can never be greater than 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 all having different *assessment ratios*. The same *assessment ratio* is applied to both the *full cash value* and the *limited value* to determine the *assessed value* for the *secondary*[4] and *primary*[5] 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, disabled individuals, and certain veterans are given partial exemptions from property tax. The amount of the exemption is determined by the *full cash value* of the property and the person's income.

All property in the County has a *full cash assessed value* and a *limited assessed value*. The Assessor identifies the amount that is exempt. The largest amount of exempt properties in the County is vacant lands which are owned by state and federal agencies. Although these agencies do not pay property taxes, some agencies do pay "in lieu" taxes to compensate those jurisdictions in which the property is located for minimal services provided to the property. The *secondary value* of the exemption is subtracted from the total *secondary assessed value* to derive the *net secondary assessed value*. The same is done to the *primary value* to derive the *net primary assessed value.*

For the current year, the County's *secondary net assessed value* increased 7.7 percent over the previous year. This increase was due to both new construction and value increases which came with an expanding economy. The *primary net assessed value* increased 8.1 percent.

Endnotes

[1] See Full Cash Values By Class: 2001-2005.

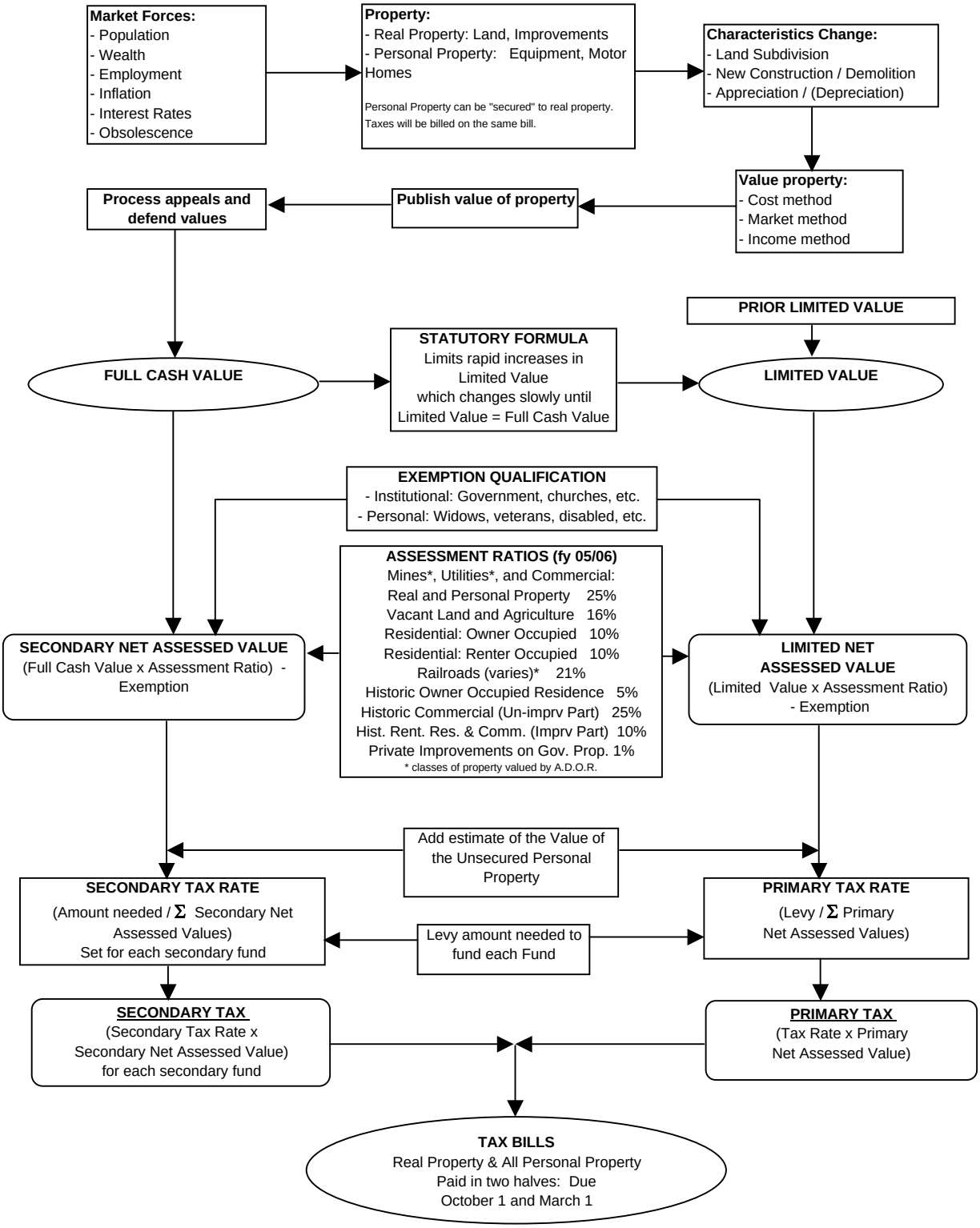
[2] See Limited Values By Class: 2001-2005.

[3] See Assessment Ratios By Class: 2001-2005.

[4] See Secondary Net Assessed Values By Class: 2001-2005.

[5] See Primary Net Assessed Values By Class: 2001-2005.

COMPONENTS OF ARIZONA'S PROPERTY TAX SYSTEM



FULL CASH VALUE BY CLASS FOR TAX YEARS 2001-2005

Legislative Class	2001 Amount	2001 % of Total	2002 Amount	2002 % of Total	2003 Amount	2003 % of Total	2004 Amount	2004 % of Total	2005 Amount	2005 % of Total
I. 1-11,13 Commercial, Mines & Utilities	5,413,410,780	14.17%	5,623,963,083	13.68%	5,681,096,641	12.79%	5,831,044,716	12.03%	5,994,693,213	11.45%
I. 11-12. Commercial & Telecommunications P.P.	1,416,087,652	3.71%	1,556,456,040	3.79%	1,695,593,877	3.82%	1,718,637,105	3.55%	1,764,108,957	3.37%
All Class I Property	6,829,498,432	17.88%	7,180,419,123	17.47%	7,376,690,518	16.61%	7,549,681,821	15.58%	7,758,802,170	14.83%
II. R. Vacant Land / Agricultural R.E.	5,632,304,367	14.75%	5,894,762,368	14.34%	6,303,294,736	14.19%	6,565,270,413	13.55%	6,745,162,627	12.89%
II. P. Vacant Land / Agricultural P.P.	18,539,632	0.05%	23,950,376	0.06%	27,368,011	0.06%	25,069,720	0.05%	27,031,454	0.05%
All Class II Property	5,650,843,999	14.79%	5,918,712,744	14.40%	6,330,662,747	14.25%	6,590,340,133	13.60%	6,772,194,081	12.94%
III. Residential, Owner Occupied	21,644,959,183	56.67%	23,664,684,767	57.56%	25,875,787,513	58.25%	29,140,441,666	60.12%	31,774,365,704	60.71%
IV. Residential, Renter Occupied	3,828,571,828	10.02%	4,090,912,238	9.95%	4,527,003,155	10.19%	4,859,819,622	10.03%	5,592,245,273	10.69%
V. Railroads	38,927,591	0.10%	41,805,045	0.10%	47,824,412	0.11%	44,043,338	0.09%	48,322,833	0.09%
VI. Historic Owner Occupied Residential	201,342,626	0.53%	211,046,489	0.51%	261,812,512	0.59%	280,010,199	0.58%	383,791,820	0.73%
VII. Historic Commercial	446,615	0.00%	640,494	0.00%	1,322,486	0.00%	1,482,314	0.00%	3,624,325	0.01%
VIII. Historic Rental Residential	1,746,439	0.00%	1,776,305	0.00%	2,061,613	0.00%	1,885,735	0.00%	1,764,736	0.00%
IX. Possessory Interests	n/a	n/a	n/a	n/a	n/a	n/a	6,832,222	0.01%	n/a	n/a
All Property	38,196,336,713		41,109,997,205		44,423,164,956		48,467,704,828		52,335,110,942	
Percent Change From Previous Year	6.64%		7.63%		8.06%		9.10%		7.98%	

Sources: Pima County Clerk of the Board of Supervisors' "Abstract by Legislative Class," for all years.

LIMITED VALUES BY CLASS FOR TAX YEARS 2001-2005

Legislative Class	2001 Amount	2001 % of Total	2002 Amount	2002 % of Total	2003 Amount	2003 % of Total	2004 Amount	2004 % of Total	2005 Amount	2005 % of Total
I. 8-11, 13. Commercial, Mines & Utilities R. P.	5,202,844,496	13.96%	5,392,118,336	13.51%	5,410,281,490	12.60%	5,661,172,864	12.11%	5,854,154,644	11.56%
I. 11-12. Commercial & Telecommunications P.P.	1,414,213,175	3.80%	1,554,987,632	3.90%	1,693,654,077	3.95%	1,728,331,100	3.70%	1,763,660,346	3.48%
All Class I Property	6,617,057,671	17.76%	6,947,105,968	17.41%	7,103,935,567	16.55%	7,389,503,964	15.81%	7,617,814,990	15.05%
II. R. Vacant Land / Agricultural R.E.	5,260,624,743	14.12%	5,412,289,168	13.56%	5,746,624,285	13.39%	6,014,295,914	12.86%	6,156,354,847	12.16%
II. P. Vacant Land / Agricultural P.P.	18,522,149	0.05%	24,130,738	0.06%	27,536,277	0.06%	25,276,104	0.05%	27,016,510	0.05%
All Class II Property	5,279,146,892	14.17%	5,436,419,906	13.62%	5,774,160,562	13.45%	6,039,572,018	12.92%	6,183,371,357	12.21%
III. Residential, Owner Occupied	21,419,220,628	57.49%	23,353,931,152	58.52%	25,499,721,235	59.40%	28,413,619,617	60.77%	31,190,803,007	61.60%
IV. Residential, Renter Occupied	3,710,340,379	9.96%	3,928,648,401	9.84%	4,258,343,717	9.92%	4,602,322,299	9.84%	5,227,374,538	10.32%
V. Railroads	37,254,422	0.10%	40,051,613	0.10%	44,662,755	0.10%	38,620,427	0.08%	44,836,516	0.09%
VI. Historic Owner Occupied Residential	192,907,031	0.52%	200,635,036	0.50%	244,141,200	0.57%	260,703,135	0.56%	362,391,142	0.72%
VII. Historic Commercial	422,658	0.00%	443,773	0.00%	911,027	0.00%	1,090,101	0.00%	3,123,821	0.01%
VIII. Historic Rental Residential	1,571,782	0.00%	1,555,227	0.00%	1,860,881	0.00%	1,723,628	0.00%	1,551,843	0.00%
IX. Possessory Interests	n/a	n/a	n/a	n/a	n/a	n/a	6,853,705	0.01%	n/a	n/a
All Property	$37,257,921,463		$39,908,791,076		$42,927,736,944		$46,754,008,894		$50,631,267,214	
Percent Change From Previous Year	6.76%		7.11%		7.56%		8.91%		8.29%	

Sources: Pima County Clerk of the Board of Supervisors' "Abstract by Legislative Class," for all years.

ASSESSMENT RATIOS BY CLASS FOR TAX YEARS 2001-2005

Legislative Class	2001	2002	2003	2004	2005
I. 1-13 Commercial, Mines & Utilities R.P. & P.P.	25.00%	25.00%	25.00%	25.00%	25.00%
II. Vacant Land/Agricultural R.P & P.P.	16.00%	16.00%	16.00%	16.00%	16.00%
III. Residential, Owner Occupied	10.00%	10.00%	10.00%	10.00%	10.00%
IV. Residential, Renter Occupied	10.00%	10.00%	10.00%	10.00%	10.00%
V. Railroads	21.00%	20.00%	20.00%	21.00%	21.00%
VI. Historic Owner Occupied Residential (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	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 of Secondary	13.42%	13.33%	13.31%	13.10%	12.94%
Weighted Average Assessment Ratio of Primary	13.36%	13.27%	13.24%	13.09%	12.93%

Note 1. Legislative Class VI also includes property in foreign trade zones, military reuse zones, enterprise zones, and property used in the manufacture of environmental technology and in environment remediation

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.

SECONDARY NET ASSESSED VALUE BY CLASS FOR TAX YEARS 2001-2005

Legislative Class	2001 Amount	2001 % of Total	2002 Amount	2002 % of Total	2003 Amount	2003 % of Total	2004 Amount	2004 % of Total	2005 Amount	2005 % of Total
I. 8-11, 13. Commercial, Mines & Utilities R. P.	1,348,794,776	30.03%	1,399,865,067	28.95%	1,418,748,334	27.17%	1,453,945,172	25.87%	1,495,463,905	24.71%
I. 11-12. Commercial & Telecommunications P.P.	306,077,320	6.81%	336,870,974	6.97%	414,095,241	7.93%	413,203,951	7.35%	422,402,374	6.98%
All Class I Property	1,654,872,096	36.84%	1,736,736,041	35.92%	1,832,843,575	35.10%	1,867,149,123	33.22%	1,917,866,279	31.69%
II. R. Vacant Land / Agricultural R.E.	286,620,639	6.38%	320,566,878	6.63%	341,819,546	6.55%	363,250,951	6.46%	387,348,663	6.40%
II. P. Vacant Land / Agricultural P.P.	2,166,908	0.05%	2,758,597	0.06%	4,016,095	0.08%	3,400,515	0.06%	3,616,738	0.06%
All Class II Property	288,787,547	6.43%	323,325,475	6.69%	345,835,641	6.63%	366,651,466	6.52%	390,965,401	6.46%
III. Residential, Owner Occupied	2,146,342,529	47.79%	2,347,473,853	48.55%	2,567,153,305	49.17%	2,877,594,368	51.20%	3,154,764,574	52.14%
IV. Residential, Renter Occupied	382,906,684	8.53%	408,735,261	8.45%	452,292,430	8.66%	484,955,731	8.63%	555,380,099	9.18%
V. Railroads	8,174,795	0.19%	8,423,458	0.17%	9,564,876	0.18%	9,249,102	0.17%	10,147,793	0.17%
VI. Historic Owner Occupied Residential	10,045,624	0.22%	10,529,637	0.22%	13,044,386	0.25%	13,929,007	0.25%	21,284,455	0.35%
VII. Historic Commercial	91,647	0.00%	160,123	0.00%	330,622	0.01%	370,579	0.01%	375,773	0.01%
VIII. Historic Rental Residential	174,385	0.00%	177,371	0.00%	206,162	0.00%	188,575	0.00%	165,666	0.00%
IX. Possessory Interests	n/a	n/a	n/a	n/a	n/a	n/a	68,323	0.00%	n/a	n/a
All Property	$4,491,395,307		$4,835,561,219		$5,221,270,997		$5,620,156,274		$6,050,950,040	
Percent Change From Previous Year	6.03%		7.66%		7.98%		7.64%		7.67%	

Sources: Pima County Clerk of the Board of Supervisors' "Abstract by Legislative Class," for all years.

PRIMARY NET ASSESSED VALUE FOR TAX YEARS 2001-2005

Legislative Class	2001 Amount	2001 % of Total	2002 Amount	2002 % of Total	2003 Amount	2003 % of Total	2004 Amount	2004 % of Total	2005 Amount	2005 % of Total
I. 8-11, 13. Commercial, Mines & Utilities R. P.	1,296,320,306	29.72%	1,342,144,858	28.74%	1,351,067,500	26.90%	1,411,647,857	26.08%	1,460,588,573	24.97%
I. 11-12. Commercial & Telecommunications P.P.	305,608,698	7.01%	336,503,870	7.21%	413,589,302	8.23%	411,943,870	7.61%	422,290,221	7.22%
All Class I Property	1,601,929,004	36.73%	1,678,648,728	35.95%	1,764,656,802	35.14%	1,823,591,727	33.69%	1,882,878,794	32.19%
II. R. Vacant Land / Agricultural R.E.	244,772,162	5.61%	260,482,054	5.58%	277,199,827	5.52%	298,890,167	5.52%	319,532,991	5.46%
II. P. Vacant Land / Agricultural P.P.	2,166,166	0.05%	2,788,200	0.06%	4,043,019	0.08%	3,432,956	0.06%	3,614,344	0.06%
All Class II Property	246,938,328	5.66%	263,270,254	5.64%	281,242,846	5.60%	302,323,123	5.59%	323,147,335	5.52%
III. Residential, Owner Occupied	2,123,851,784	48.70%	2,316,475,976	49.61%	2,529,622,089	50.37%	2,805,801,628	51.84%	3,096,602,265	52.94%
IV. Residential, Renter Occupied	371,081,930	8.51%	392,592,468	8.41%	425,444,257	8.47%	459,238,565	8.48%	519,000,732	8.87%
V. Railroads	7,823,426	0.18%	8,072,773	0.17%	8,932,551	0.18%	8,110,288	0.15%	9,415,670	0.16%
VI. Historic Owner Occupied Residential	9,624,461	0.22%	10,009,278	0.21%	12,161,790	0.24%	12,971,322	0.24%	18,057,463	0.31%
VII. Historic Commercial	87,140	0.00%	110,946	0.00%	227,790	0.00%	272,526	0.01%	299,793	0.01%
VIII. Historic Rental Residential	156,919	0.00%	155,261	0.00%	186,089	0.00%	172,365	0.00%	146,766	0.00%
IX. Possessory Interests	n/a	n/a	n/a	n/a	n/a	n/a	68,536	0.00%	n/a	n/a
All Property	$4,361,492,992		$4,669,335,684		$5,022,474,214		$5,412,550,080		$5,849,548,818	
Percent Change From Previous Year	6.08%		7.06%		7.56%		7.77%		8.07%	

Sources: Pima County Clerk of the Board of Supervisors' "Abstract by Legislative Class," for all years.

PROPERTY TAX LEVIES AND COLLECTIONS - 10 YEAR HISTORY[1]

(in thousands)

Fiscal Year	Original Real Property Tax Levy	Board Ordered Changes to Levy	Adjusted Levy	Collected thru June 30th End of Tax Fiscal Year[2] Amount	Collected thru June 30th End of Tax Fiscal Year[2] Percent of Original Levy	Collected thru June 30, 2004[2] Amount	Collected thru June 30, 2004[2] Percent of Adjusted Levy
1994-95	143,765	-1,115	142,650	136,440	94.9%	141,432	99.1%
1995-96	147,786	-594	147,192	140,805	95.3%	146,632	99.6%
1996-97	152,009	-1,066	150,943	145,204	95.5%	150,543	99.7%
1997-98	168,688	-748	167,940	160,593	95.2%	167,225	99.6%
1998-99	180,550	-1,671	178,879	172,330	95.4%	179,475	100.3%
1999-00	201,925	-992	200,933	192,409	95.3%	200,981	100.0%
2000-01	214,642	-794	213,848	204,424	95.2%	213,542	99.9%
2001-02	228,477	-752	227,725	218,192	95.5%	227,273	99.8%
2002-03	241,416	-704	240,712	231,619	95.9%	240,735	100.0%
2003-04	260,570	-427	260,143	250,929	96.3%	250,929	96.5%

Source: Pima County Comprehensive Annual Financial Report, June 30, 2004.

(1) Unsecured personal property taxes are not included in this schedule, because the dates of the monthly property tax rolls vary each year. On average, 93 percent of the unsecured property taxes are collected within 90 days after the due date.

(2) Amounts collected are on a cash basis rather than the modified accrual basis used in the financial statements.

PROPERTY TAX RATES - DIRECT AND OVERLAPPING GOVERNMENTS - 10 YEAR HISTORY[1]

(Per $100 Net Assessed Value)

Fiscal Year	Pima County	Pima Flood Control District[2]	County Free Library	State of Arizona	Education Assistance	Junior College District	City of Tucson	City of South Tucson	Central AZ Water Conservation District[3]
1996/97	4.5387	0.3596	0.2224	0.0000	0.5300	1.2433	1.1489	0.2937	0.1400
1997/98	4.6388	0.3296	0.2224	0.0000	0.5300	1.1836	0.9916	0.2937	0.1400
1998/99	4.7017	0.3246	0.2224	0.0000	0.5300	1.1922	0.9601	0.2937	0.1400
1999/00	5.0581	0.3046	0.2024	0.0000	0.5217	1.3696	1.0238	0.2937	0.1400
2000/01	5.0565	0.3046	0.2024	0.0000	0.5123	1.5574	1.1270	0.2918	0.1300
2001/02	5.0158	0.3546	0.2124	0.0000	0.4974	1.5470	1.1202	0.2828	0.1300
2002/03	4.9328	0.3546	0.2124	0.0000	0.4889	1.5333	1.1202	0.2706	0.1300
2003/04	4.9311	0.3546	0.2124	0.0000	0.4717	1.4884	1.1569	0.2513	0.1200
2004/05	4.9297	0.3546	0.2124	0.0000	0.4560	1.3428	1.1847	0.2383	0.1200
2005/06	4.8290	0.3746	0.2575	0.0000	0.4358	1.3114	1.2364	0.2383	0.1200

(1) Some rates apply to limited areas or base measures.

(2) The Flood Control District Tax Levy applies only to real property.

(3) Under the Central Arizona Water Conservation District is a Ground Water Replenishment District with a per Acre Foot Water Fee of $177.00 in fiscal year 1998/99, $178.00 in 1999/00, $187.00 in 2000/01, $188.00 in 2001/02, $198.00 in 2002/03, $199.00 in 2003/04, 208.00 in 2004/05, and 226.00 In 2005/06.

PIMA COUNTY POPULATION - CITIES & TOWNS, AND UNINCORPORATED AREAS: 1991 - 2004[1]

	Incorporated Towns & Cities		Unincorporated Pima County		Total Pima County	
Year	Population	Annual % Change	Population	Annual % Change	Population	Annual % Change
1991	425,325	2.10%	248,750	0.88%	674,075	1.64%
1992	434,473	2.15%	251,953	1.29%	686,426	1.83%
1993	443,386	2.05%	258,929	2.77%	702,315	2.31%
1994	456,369	2.93%	266,830	3.05%	723,199	2.97%
1995	474,221	3.91%	269,783	1.11%	744,004	2.88%
1996	484,736	2.22%	282,408	4.68%	767,144	3.11%
1997	496,388	2.40%	288,396	2.12%	784,784	2.30%
1998	512,372	3.22%	290,129	0.60%	802,501	2.26%
1999	523,879	2.25%	300,973	3.74%	824,852	2.79%
2000	541,992	3.46%	306,393	1.80%	848,385	2.85%
2001	556,695	2.71%	313,915	2.46%	870,610	2.62%
2002	569,880	2.37%	320,665	2.15%	890,545	2.29%
2003	585,525	2.75%	325,425	1.48%	910,950	2.29%
2004	598,700	2.25%	332,510	2.18%	931,210	2.22%

[1] Source: Pima Association of Governments; Draft *Population Estimates & Projections,* March 15, 2004 & Arizona Department of Economic Security, *Arizona Demographics, DES Official Population Estimates*. Note: All population numbers are as of July 1 of the listed year.

POPULATION PROJECTIONS & ESTIMATES
PIMA COUNTY COMPARED WITH ARIZONA, MARICOPA AND OTHER COUNTIES
FOR YEARS 2000 to 2006, 2010 & 2020

	Arizona	Pima County		Maricopa County		Other Counties	
Year	Population	Population	% of State	Population	% of State	Population	% of State
2000	5,130,632	848,385	16.45%	3,072,149	59.88%	1,214,737	23.68%
2001	5,319,895	870,610	16.37%	3,192,125	60.00%	1,257,160	23.63%
2002	5,472,750	890,545	16.27%	3,296,250	60.23%	1,285,955	23.50%
2003	5,629,870	910,950	16.18%	3,396,875	60.34%	1,322,045	23.48%
2004	5,832,150	931,210	15.97%	3,524,175	60.43%	1,376,765	23.60%
2005	5,947,000	942,000	15.84%	3,614,000	60.77%	1,391,000	23.39%
2006	6,105,000	961,000	15.74%	3,720,000	60.93%	1,424,000	23.33%
2010	6,735,000	1,037,000	15.40%	4,145,000	61.54%	1,553,000	23.06%
2020	8,305,000	1,240,000	14.93%	5,210,000	62.73%	1,855,000	22.34%

Source of 2000 data: *Tables DP-1. Profile of General Demographic Characteristics: 2000*, For Arizona, Maricopa, and Pima Counties. U. S. Census Bureau, Census 2000.

Source of 2001 through 2004 data: *Arizona Demographics, DES Official Population Estimates.*

Source of 2005 - 2020 Population Projections. *State Wide Economic Study 2002*, "Projected Population Growth. July 2002;" For the Arizona Department of Commerce, by Tom Rex, Research Manager, Center for Business Research, L. William Seidman Research Institute, College of Business, Arizona State University. (Note: This source did not provide data for the years between 2006 and 2010 and 2010 and 2020.)

PIMA COUNTY

POPULATION & EMPLOYMENT: 10-YEAR HISTORY

Year	Population as of July 1	Total Employment	Unemployment Rate	Natural Resources & Mining	Construction	Manufacturing	Private Service Providers	Government Services
1995	744,004	371,300	3.3%	2,200	20,600	27,400	184,000	68,400
1996	767,144	358,600	3.8%	2,300	20,400	27,200	187,900	69,400
1997	784,784	350,800	3.3%	2,200	20,600	27,600	193,700	71,300
1998	802,501	358,800	2.7%	2,100	20,600	28,400	201,400	71,700
1999	824,852	372,600	3.1%	1,900	22,100	30,300	209,100	73,100
2000	848,385	373,700	2.8%	1,800	22,900	32,900	216,100	76,300
2001	870,610	395,500	4.3%	1,800	22,700	33,000	213,100	76,800
2002	890,545	399,200	5.6%	1,500	22,500	30,500	213,600	77,900
2003	910,950	405,500	5.2%	1,200	22,900	28,700	216,900	78,700
2004	931,210	418,900	4.6%	1,300	24,000	28,700	226,000	79,600

Sources: Employment data are from the Arizona Department of Economic Security. Years 1995 through 2000 are benchmarked to 2002, Q1. 2001 through 2004 are benchmarked to 2004, Q1.
Population information is from the Arizona Department of Economic Security, Estimates of Population.

ADDRESSES & TELEPHONE NUMBERS

NOTE: Area Code is 520 for all areas. City, State & ZIP Code is Tucson, AZ 85701 unless otherwise noted.

County Operator		**740-8011**
Telecommunications Device for the Hearing Impaired		**740-8093**
Superior Court Building	**110 W. Congress Street**	
Old Courthouse	**115 N. Church Avenue**	
Administration Building	**130 W. Congress Street**	
Health & Welfare Building	**150 W. Congress Street**	
Legal Services Building	**32 N. Stone Avenue**	
Public Works Building	**201 N. Stone Avenue**	

COUNTY ADMINISTRATION

Supervisor District 1	**Ann Day**	**130 W. Congress St, 11th Fl**	**740-2738**
Supervisor District 2	**Ramón Valadez**	**130 W. Congress St, 11th Fl**	**740-8126**
Supervisor District 3	**Sharon Bronson**	**130 W. Congress St, 11th Fl**	**740-8051**
Supervisor District 4	**Raymond Carroll**	**130 W. Congress St, 11th Fl**	**740-8094**
Supervisor District 5	**Richard Elías**	**130 W. Congress St, 11th Fl**	**740-8126**
Assessor	**Bill Staples**	**115 N. Church Ave, 3rd Fl**	**740-8172**
Clerk of the Board	**Lori Godoshian**	**130 W. Congress St, 5th Fl**	**740-8449**
County Administrator	**C. H. Huckelberry**	**130 W. Congress St, 10th Fl**	**740-8751**
Elections	**Brad Nelson**	**130 W. Congress St, 8th Fl**	**740-4260**
Finance	**Tom Burke**	**130 W. Congress St, 10th Fl**	**740-3030**
Human Resources	**Gwyn Hatcher**	**150 W. Congress St, 4th Fl**	**740-8672**
Information Technology	**Bill Glasner**	**150 W. Congress St, 5th Fl**	**740-8308**
Medical Examiner	**Dr. Bruce Parks**	**2825 E. District St Tucson, AZ 85714-2081**	**294-3846**
Procurement	**George Widugiris**	**130 W. Congress St, 3rd Fl**	**740-8161**
Recorder	**F. Ann Rodriguez**	**115 N. Church Ave, 1st Fl**	**740-4350**
Risk Management	**Dave Parker**	**32 N. Stone Ave, 20th Fl**	**740-5297**
Treasurer	**Elizabeth Ford**	**115 N. Church Ave, 1st Fl**	**740-8775**

COMMUNITY & ECONOMIC DEVELOPMENT

Community & Economic Development Admin	**Hank Atha**	**130 W. Congress St, 10th Fl**	**740-3992**
Community Resources	**Kate O'Rielly**	**2500 E. Ajo Way Tucson, AZ 85713**	**434-1011**
Community Development & Neighborhood Conservation	**Margaret Kish**	**2797 E. Ajo Way Tucson, AZ 85713**	**243-6745**
Community Services, Employment & Training	**Art Eckstrom**	**2797 E. Ajo Way Tucson, AZ 85713**	**243-6741**
Economic Development & Tourism	**Tom Moulton**	**120 N. Stone Avenue Suite 200**	**243-1955**
County Free Library	**Hank Atha**	**130 W. Congress St, 10th Fl**	**740-3992**
School Superintendent	**Linda Arzoumanian**	**130 W. Congress St, 4th Fl**	**740-8451**
Stadium District	**Kate O'Rielly**	**2500 E. Ajo Way Tucson, AZ 85713**	**434-1011**

ADDRESSES & TELEPHONE NUMBERS

JUSTICE & LAW ENFORCEMENT

Clerk of the Superior Court	Patti Noland	110 W. Congress St, 1st Fl	740-3201
Constables	Mary Dorgan, Admin Constable	32 N. Stone Ave, 7th Fl	740-5442
County Attorney	Barbara LaWall	32 N. Stone Ave, 14th Fl	740-5600
Indigent Defense	Isabel Garcia, Legal Defender	32 N. Stone Ave, 7th Fl	740-5775
Indigent Defense	Robert Hooker, Public Defender	32 N. Stone Ave, 4th Fl	740-5300
Justice Court Ajo	Judge Maria Alvillar	111 La Mina Avenue, Ajo, AZ 85321	387-7684
Justice Court Green Valley	Judge Gail Wight	601 N. La Cañada Drive, Green Valley, AZ 85614	648-0658
Justice Courts Tucson	Presiding Judge Jim Angiulo	115 N. Church Ave	740-3505
Juvenile Court	Presiding Judge Patricia Escher	2225 E. Ajo Way, Tucson, AZ 85713	740-2054
Office of Court Appointed Counsel	Patricia Alvarez Hurley	130 W. Congress St, 10th Fl	740-8311
Public Fiduciary	Anita Royal	10 E. Pennington, 2nd Fl	740-5471
Sheriff	Clarence W. Dupnik	1750 E. Benson Highway, Tucson, AZ 85714	741-4700
Superior Court	Presiding Judge John S. Leonardo	110 W. Congress St, 4th Fl	740-3155

MEDICAL SERVICES

Institutional Health	Felipe Lundin	150 W. Congress St, 2nd Fl	740-3748
Pima Health System & Services	Karen Fields	5055 E. Broadway, A-200 Tucson, AZ 85711	512-4486
Public Health	Dennis W. Douglas	150 W. Congress St, 2nd Fl	740-8267

PUBLIC WORKS

Capital Projects	Don Spiece	201 N. Stone Ave, 6th Fl	740-6701
Development Services	Carmine DeBonis	201 N. Stone Ave, 1st Fl	740-6506
Environmental Quality	Ursula Kramer	150 W. Congress St, 1st Fl	740-3352
Facilities Management	Mike Tuinstra	150 W. Congress St, 5th Fl	740-3090
Fleet Services	William D. Anderson	1301 S. Mission Rd Tucson, AZ 85713	740-2671
Graphic Services	Susan Beebe	17 E. Pennington, 1st Fl	205-8303
Natural Resources, Parks & Recreation	Rafael Payan	3500 W. River Rd Tucson, AZ 85741	877-6000
Public Works Admin	John Bernal	130 W. Congress St, 10th Fl	740-8480
Regional Flood Control District	Suzanne Shields	201 N. Stone Ave, 3rd Fl	740-6350
Solid Waste Management	Ursula Kramer	150 W. Congress St, 1st Fl	740-3352
Transportation	Kurt Weinrich	201 N. Stone Ave, 3rd Fl	740-6437
Wastewater Management	Michael Gritzuk	201 N. Stone Ave, 8th Fl	740-6549

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