Pima County

Arizona

Adopted Budget

Fiscal Year 2007/2008

PIMA COUNTY, ARIZONA

ADOPTED BUDGET

FISCAL YEAR 2007/2008

RICHARD ELÍAS, CHAIR
District 5

RAMÓN VALADEZ, VICE CHAIR
District 2

SHARON BRONSON, ACTING CHAIR
District 3

ANN DAY, MEMBER
District 1

RAYMOND CARROLL, MEMBER
District 4

Submitted by:

C. H. HUCKELBERRY
COUNTY ADMINISTRATOR

Prepared by the Finance and Risk Management Department

Thomas Burke, Director
J. Thomas House, Budget Division Manager
Robert W. Johnson, Budget Supervisor
Cris Simon, Budget Supervisor

BUDGET STAFF

Bruce Basemann
John Bruno
Carey Dean
Peggy Czapko
Craig Horn
John McGuire
Melanie Parker
Victor Rodriguez
Margaret Rudd
Stephanie Storch
Bill Tisch

PREFACE

The Fiscal Year 2007/2008 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 2007/08 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 2007/08.

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

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

MEMORANDUM

Date: August 22, 2007

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

From: C.H. Huckelberry
County Administrator

Re: **Fiscal Year 2007/08 Adopted Budget**

Transmitted herewith is the budget for fiscal year 2007/08, as adopted by the Board on June 19, 2007. This document provides the detail for the fiscal year 2007/08 budget, which totals $1,482,714,496 in expenditures and $1,239,133,403 in revenues, with a projected ending fund balance of $0 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 2006/07 budget document received the Distinguished Budget Presentation Award from the Government Finance Officers Association. This is the ninth consecutive year the County's budget was so recognized.

CHH/jj

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, 2006.

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.

This page intentionally left blank.

TABLE OF CONTENTS

PIMA COUNTY CHARACTERISTICS

Arizona & Pima County Maps 1-1
Background Information 1-2
Demographic Data 1-4

INTRODUCTION

Organization 2-1
Services Provided 2-2
The Budgetary Process 2-3
Fund Composition 2-3
Basis of Presentation 2-3
Basis of Budgeting 2-3
Budgetary Control 2-3
Budget Amendments 2-4
Budget Preparation and Approval 2-4

LEGAL REQUIREMENTS

County Spending Limitation 3-1
Tentative Budget Preparation and Publication 3-1
Final Budget Adoption 3-1
Budget Revisions 3-2
Truth in Taxation 3-2
Adoption of Tax Levy 3-2
Property Tax Levy Limitation 3-3
Pima County Budget Resolution 3-7
County Free Library District Budget Resolution 3-8
Flood Control District Budget Resolution 3-9
Stadium District Budget Resolution 3-10
Levy of Taxes Resolution 3-11

BUDGET ISSUES

Issues Synopsis 4-1
Recommended Budget Memorandum 4-3
Tentative Budget Memorandum 4-47
Adopted Budget Memorandum 4-53

BUDGET OVERVIEW

Summary of Overview 5-1
Financial Structure 5-3
Consolidated Overview of County Budget by Fund 5-7
Total County Budget by Source and Use 5-8
Revenues & Expenditures for Fiscal Years 2005/2006 Through 2007/2008 5-9
Budget in Brief 2007/2008 5-11
Full Time Equivalent Positions 5-16
Capital Improvement Program 5-21

BUDGET PLANNING PRACTICES

Financial Policies 6-1
Non Financial and Strategic Planning 6-15

STATE REPORTS

Summary of Reports 7-1
Summary Schedule of Estimated Revenues and Expenditures/Expenses 7-2
Summary of Tax Levy and Tax Rate Information 7-3
Summary by Fund Type of Revenues 7-5
Summary by Fund Type of Other Financing Sources and Interfund Transfers 7-9
Summary by Department of Expenditures/Expenses Within Each Fund Type 7-12
Summary by Functional Area and Department of Expenditures/Expenses 7-14

SUMMARY SCHEDULES

Summary of Schedules 8-1

Fiscal Years 2005/2006 - 2007/2008

- Summary of Changes in Fund Balances 8-2
- Summary of Expenditures by Fund and Super Department 8-5
- Summary of Revenues by Fund and Category 8-8
- Summary of Expenditures by Functional Area and Super Department 8-12
- Summary of Revenues by Functional Area and Super Department 8-14
- Summary of Expenditures by Fund and Object: Department 8-16
- Summary of Adopted Full Time Equivalent Positions 8-20

Fiscal Years 2007/2008 - 2011/2012 & Beyond

- Summary of Active Capital Improvement Projects 8-22

Fiscal Year 2007/2008

- Summary of Adopted Supplemental Packages 8-28

REVENUE SOURCES

Purpose, Source List, and Dollar Summary 9-1
General Fund 9-2
Capital Projects Fund 9-5
Communications Fund 9-6
County Free Library 9-7
Debt Service 9-8
Development Services 9-9
Economic Development and Tourism 9-10
Employment and Training 9-11
Environmental Quality 9-12
Fleet Services 9-13
Graphic Services Production 9-14
Improvement Districts 9-15
Medical Services 9-16
Other Special Revenue Funds 9-17
Parking Garages 9-19
Public Health 9-20
Regional Flood Control District 9-21
Risk Management 9-22
Solid Waste Management 9-23
Stadium District 9-24
Transportation 9-25
Wastewater Management 9-27
Summary of Revenues by Fund, Department, and Category 9-28

FUNCTIONAL AREAS BY PROGRAM

County Administration

Summary of Expenditures by Fund: Program 10-1
Summary of Revenues by Fund: Program 10-3
Summary of Full Time Equivalents: Program 10-5
Assessor 10-7
Board of Supervisors 10-11
Clerk of the Board 10-15
County Administrator 10-19
Elections 10-27
Finance & Risk Management 10-31
Forensic Science Center 10-39
Human Resources 10-43
Information Technology 10-49
Non Departmental 10-55
Procurement 10-65
Recorder 10-75
Treasurer 10-81

Community & Economic Development

Summary of Expenditures by Fund: Program 11-1
Summary of Revenues by Fund: Program 11-2
Summary of Full Time Equivalents: Program 11-3
Community & Economic Development Administration 11-5
Community Development & Neighborhood Conservation 11-9
Community Development & Neighborhood Conservation Outside Agencies 11-23
Community Resources 11-25
Community Services, Employment & Training 11-31
County Free Library 11-35
Economic Development & Tourism 11-43
School Superintendent 11-47
Stadium District 11-55

Justice & Law Enforcement

Summary of Expenditures by Fund: Program 12-1
Summary of Revenues by Fund: Program 12-3
Summary of Full Time Equivalents: Program 12-5
Clerk of the Superior Court 12-7
Constables 12-15
County Attorney 12-21
Indigent Defense 12-31
Justice Court Ajo 12-37
Justice Court Green Valley 12-43
Justice Courts Tucson 12-47
Juvenile Court 12-53
Office of Court Appointed Counsel 12-61
Public Fiduciary 12-67
Sheriff 12-71
Superior Court 12-85

Medical Services

Summary of Expenditures by Fund: Program 13-1
Summary of Revenues by Fund: Program 13-2
Summary of Full Time Equivalents: Program 13-3
Institutional Health 13-5
Pima Health System & Services 13-11
Public Health 13-21

Public Works

Summary of Expenditures by Fund: Program 14-1
Summary of Revenues by Fund: Program 14-3
Summary of Full Time Equivalents: Program 14-5
Capital Projects 14-7
Development Services 14-15
Environmental Quality 14-23
Facilities Management 14-29
Fleet Services 14-37
Graphic Services 14-45
Natural Resources, Parks & Recreation 14-49
Public Works Administration 14-61
Regional Flood Control District 14-67
Solid Waste Management 14-77
Transportation 14-83
Wastewater Management 14-91

SUPPLEMENTAL INFORMATION

Supplemental Information Summary 15-1
Glossary of Terms and Acronyms 15-2
Super Department Listing 15-18
Pima County Budget Policies 15-22
Pima County Debt Policies and Practices 15-32
Bonding Disclosure, Accountability And Implementation 15-36
Long Term Debt Service Schedules 15-43
Valuation Of Property For Taxing Purposes In Arizona 15-52
Components of Arizona's Property Tax System 15-53
Full Cash Values By Class: 2003 - 2007 15-54
Limited Values By Class: 2003 - 2007 15-55
Assessment Ratios By Class: 2003 - 2007 15-56
Secondary Net Assessed Values By Class: 2003 - 2007 15-57
Primary Net Assessed Values By Class: 2003 - 2007 15-58
Property Tax Levies And Collections - Ten Year History 15-59
Property Tax Rates-Direct and Overlapping Governments-Ten Year History 15-60
Pima County Population, Cities & Towns, and Unincorporated Areas: 1992 - 2006 15-61
Pima County Population Projections Compared with Arizona, Maricopa County and Other Counties: 2000 - 2006, 2010, 2020, 2030, 2040, 2050 15-62
Population & Employment - Ten Year History 15-63
Addresses & Telephone Numbers 15-64

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

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

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

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

Although greatly reduced from its original size, Pima County still covers 9,188.83 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 5.88 million acres. Lands held in trust for the state's schools comprise another 14.6 percent of the County's land ownership, and 27.9 percent is held by Federal agencies as wildlife refuges, national forests, national parks and mounuments. Military reserves and bases occupy 1.2 percent, and local government holdings, used for parks and recreation, account for 0.2 percent. Privately owned lands comprise 14.0 percent of the County's total acreage. Pima County has an Enterprise Zone, covering much of the Tucson metropolitan area and the unincorporated areas to the west and southwest of Tucson, and a foreign trade zone around the international airport. South Tucson and portions of the City of Tucson are located within an Empowerment Zone. Tax incentives are available for businesses locating within each of these zones.

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

[1] *Source: National Climate Data Center 1971-2000 Monthly Normals.*

[2] *Source: Western Regional Climate Center.*

TRANSPORTATION FACILITIES

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

Interstate 10 passes through eastern Pima County, connecting Tucson and the surrounding area with Phoenix and cities farther west such as Los Angeles. Interstate 10 connects with Interstate 8 in central Pinal County, providing Pima County with good highway access to Yuma and San Diego. To the east, Interstate 10 connects the area with New Mexico and other points in the southern and southeastern 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 in eastern Pima County leads north from Tucson and connects this part of the County with Globe, Miami, and the White Mountains of east-central Arizona. State Route 86 connects the more populated eastern part of the County with Tohono O'odham Nation lands in the center of the County and with Ajo in the western portion of the County. State Route 86 ends in the community of Why, where it meets State Route 85. State Route 85 goes south from this point to the Mexican border at Lukeville and connects with Mexico Highway 8, leading to the town of Rocky Point on the Gulf of California. State Route 85 goes north from Why to Ajo and on to Interstate 8 near the Maricopa County community of Gila Bend. Less traveled state routes also lead to other towns in southern Pima County. City and County roadways provide the remainder of the road network in the County. Pima County provides the road network for all of the unincorporated areas of the County, and the cities generally provide the road network within their boundaries.

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

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

Source: Pima County Budget Division.

TAX CHARACTERISTICS

CORPORATE INCOME TAX

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

PAYROLL TAX

Payroll taxes 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 .02 percent to 5.4 percent on the first $7,000 of salary for each employee. 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 census population statistics for the County, unincorporated areas of the County, and the state of Arizona.

POPULATION

	1970	1980	1990	2000
Pima County - Total	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

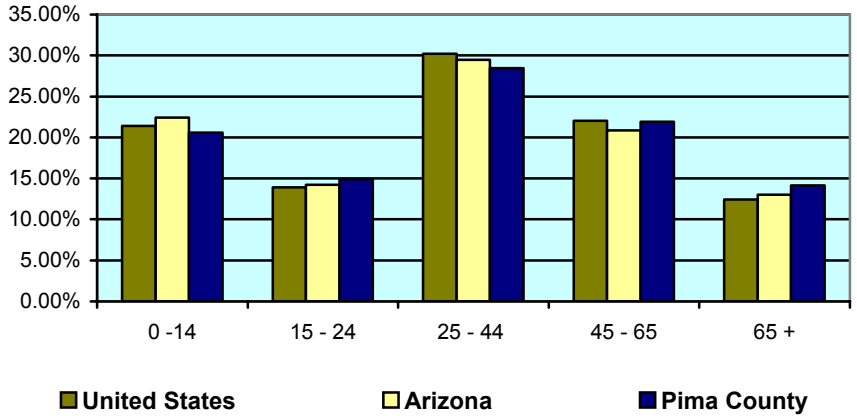
Average Annual Compounded Rate of Change

	1970 - 1980	1980 - 1990	1990 - 2000
Pima County - Total	4.2%	2.3%	2.4%
Unincorporated Pima County	8.8%	2.5%	2.2%
Arizona	4.3%	3.0%	3.4%

Source: Pima County Budget Division.

AGE DISTRIBUTION

2000 Census

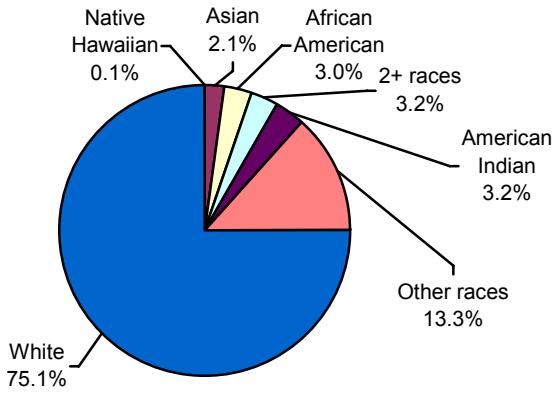


Source: Bureau of the Census, 2000 Census.

POPULATION DIVERSITY

Racial Mix

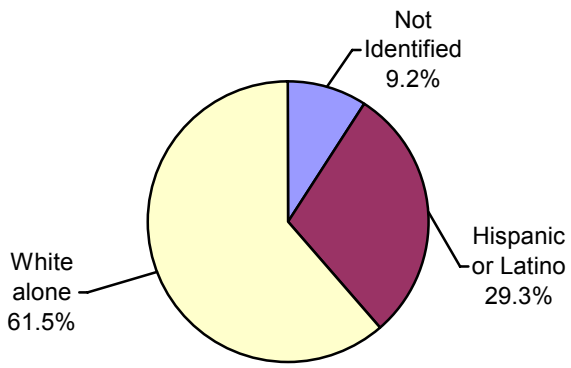
(PERCENT OF TOTAL POPULATION, 2000)



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

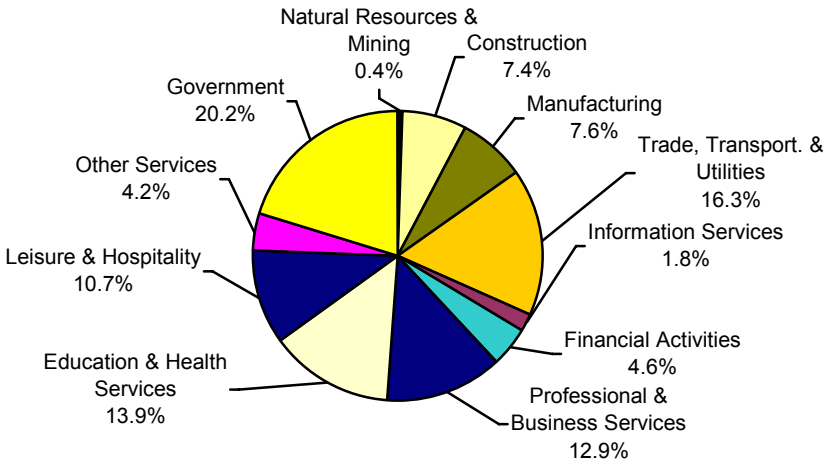
UNEMPLOYMENT RATES

	2001	2002	2003	2004	2005	2006
Pima County	4.3%	5.7%	5.3%	4.6%	4.4%	4.0%
Arizona	4.7%	6.0%	5.7%	4.9%	4.6%	4.1%
United States	4.7%	5.8%	6.0%	5.5%	5.1%	4.6%

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

EMPLOYMENT BY INDUSTRY

Percent of Non-Farm Employment, 2006



Source: Arizona Department of Economic Security.

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

Employer	Employment Sector	Employees	
		2005	2006
Raytheon Missile Systems Co.	Manufacturing	10,756	11,184
University of Arizona	Government (College Ed.)	10,282	10,354
State of Arizona	Government	9,742	9,927
Davis-Monthan Air Force Base	Government (Military)	8,233	8,233
Pima County[1]	Government	7,540	8,131
Tucson Unified School District	Government (Ed. K-12)	7,623	7,419
City of Tucson[1]	Government	6,042	5,848
Wal-Mart Stores	Trade (Retail)	4,980	5,625
Phelps Dodge	Mining	4,123	4,900
Carondelet Health Network	Services (Health)	3,751	4,319
Tohono O'odham Nation	Government	3,665	3,825
TMC Health Care	Services (Health)	3,276	3,474
University Medical Center	Services (Health)	2,969	3,094
United States Border Patrol	Government	2,500	2,763
Sunnyside Unified School District	Government (Ed. K-12)	2,126	2,690
Pima Community College	Government (College Ed.)	2,248	2,211
Amphitheater Public Schools	Government (Ed. K-12)	2,174	2,187
Pascua Yaqui Tribe	Government	2,184	2,184
CheckMate Professional Employer	Services (Business)	2,036	2,131
Citi	Services (Business)	1,200	2,000
Basha's	Trade (Grocery)	2,021	1,938
Fry's Food & Drug Stores	Trade (Grocery)	2,063	1,806

Source: The Star 200 Directory, published by The Arizona Daily Star (March 11, 2007) and Pima County Budget Division.

[1] Budgeted full-time equivalents reported for fiscal years 2005/06 and 2006/07.

MAJOR MANUFACTURERS (Manufacturers with 400 or more employees)

Company	Type of Business	Employees	
		2005	2006
Raytheon Missile Systems Co.	Missile Manufacturing	10,756	11,184
IBM Storage System Division	Computer Systems	1,800	1,750
Honeywell Aerospace	Aircraft Electronic Systems	740	750
Texas Instruments, Tucson	Operation Amplifiers	650	625
Bombardier Aerospace	Aircraft Maintenance	600	614
Ventana Medical Systems	Medical Equipment	498	580

Source: The Star 200 Directory, published by The Arizona Daily Star (March 11, 2007).

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

Industry	2001	2002	2003	2004	2005	2006
Trade, Transportation & Utilities	55,300	54,400	55,100	57,900	59,600	61,800
Educational & Health Services	41,800	43,600	45,600	47,800	50,500	52,800
Professional & Business Services	41,300	41,500	41,200	43,400	45,900	49,100
Leisure & Hospitality	38,200	37,300	37,100	39,100	39,800	40,700
Manufacturing	33,000	30,500	28,600	28,400	28,300	28,800
Construction	22,700	22,500	22,900	24,000	25,700	28,100
Financial Activities	14,500	14,400	15,500	15,900	16,500	17,300
Information Services	7,700	7,900	7,500	7,600	7,200	7,000
Natural Resources & Mining	1,800	1,500	1,100	1,300	1,400	1,600
Other Services	14,300	14,500	14,500	14,700	14,700	15,900
Government	73,800	74,900	75,700	76,900	77,100	76,800
Total Non-Farm Employment	344,500	342,900	345,200	357,100	366,700	379,700

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

EMPLOYMENT BY OCCUPATION, 2006

Occupations	Percent of Total
Office & Administrative Support Occupations	19.0%
Sales & Related Occupations	9.4%
Food Preparation & Serving-Related Occupations	8.7%
Construction & Extraction Occupations	6.7%
Education, Training, & Library Occupations	6.4%
Transportation & Material Moving Occupations	5.1%
Healthcare Practitioners & Technical Occupations	5.0%
Management Occupations	5.0%
Production Occupations	4.1%
Installation, Maintenance, & Repair Occupations	4.1%
Business & Financial Operations Occupations	3.8%
Building & Grounds Cleaning & Maintenance Occupations	3.5%
Architecture & Engineering Occupations	3.3%
Healthcare Support Occupations	3.1%
Personal Care & Service Occupations	2.8%
Protective Service Occupations	2.8%
Computer & Mathematical Occupations	2.1%
Community & Social Services Occupations	1.7%
Arts, Design, Entertainment, Sports, & Media Occupations	1.2%
Life, Physical, & Social Science Occupations	0.7%
Legal Occupations	0.7%
Farming, Fishing, & Forestry Occupations	0.1%

Source: Arizona Department of Economic Security.

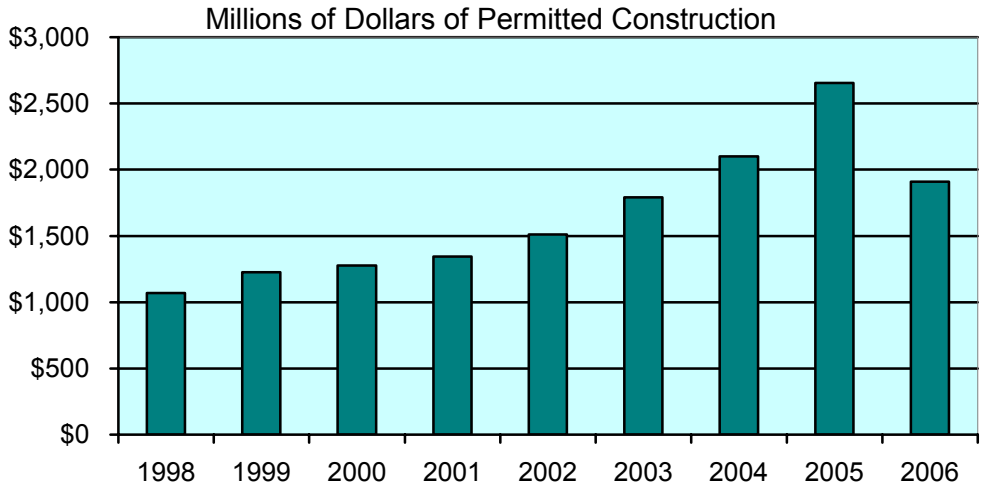
NEW COMPANIES IN PIMA COUNTY (New Companies announced between July 2005 and June 2007)

Company Name	Product or Service	# of Jobs
Pella Corporation	Window and door manufacturer	450
United Collection Bureau, Inc.	Collections & accounts receivable manager	450
Glass Fiber Inc.	Aerospace fiber glass insulation	190
Arizona Canning Company/La Costeña	Canned & preserved foods	175
Global Investment Recovery, Inc.	Telecom equipment & electronics recycling	85
Moll Industries	Plastic medical products	45
Macsteel Service Centers USA	Steel fabrication	25

Source: Tucson Regional Economic Opportunities, Inc.

CONSTRUCTION ACTIVITY

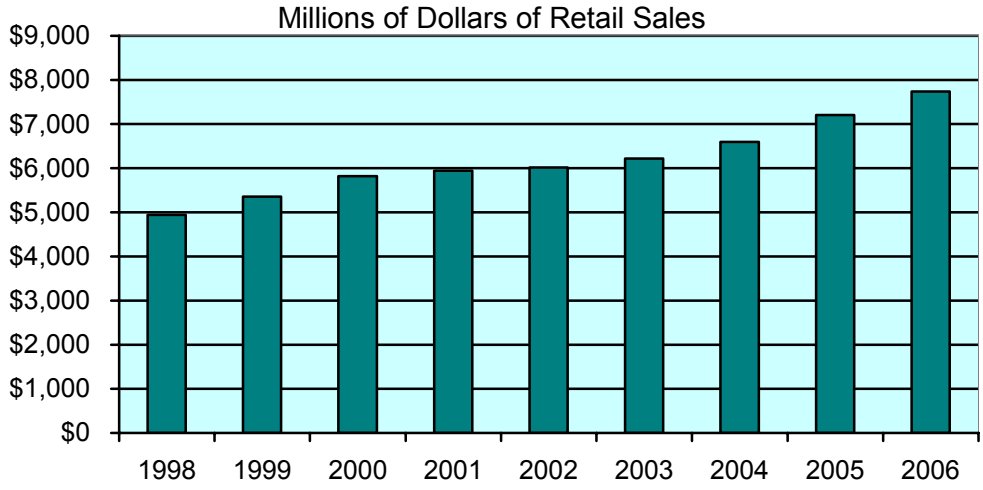
PIMA COUNTY: VALUE OF BUILDING PERMITS



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

RETAIL SALES

PIMA COUNTY RETAIL SALES (not including food sales)



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

INTRODUCTION

ORGANIZATION

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

REPORTING RELATIONSHIPS

Because of Arizona's constitutional provisions and the requirements promulgated by Arizona Revised Statutes, the government of Pima County is organized to have a direct and indirect relationship with the Board of Supervisors. The Board of Supervisors has direct control over the County's general government functions; community services; 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; 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, commissions and/or committees such as the Corrections Officer Retirement Board, Board of Health, Metropolitan Tucson Convention and Visitors Bureau, Public Safety Retirement Board, Stadium District Board, Tucson-Pima Arts Council, 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 & Risk Management, Forensic Science Center, Human Resources, Information Technology, Non Departmental, Procurement, Recorder, and the Treasurer.

COMMUNITY & ECONOMIC DEVELOPMENT

Community & Economic Development provides educational, cultural, social, economic development, 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, 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 2007/08 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. The final step in the process is a public hearing and special Board meeting, where the *Final Budget* is adopted as required by Arizona Revised Statutes. Unless the budget process is accelerated, this special meeting is customarily held on the 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 2007/08, the following departments submitted budgets using the ZBB approach: Facilities Management; Information Technology & Communications Fund; Procurement; Regional Flood Control District; Transportation; and Treasurer.

Capital Improvement Budget

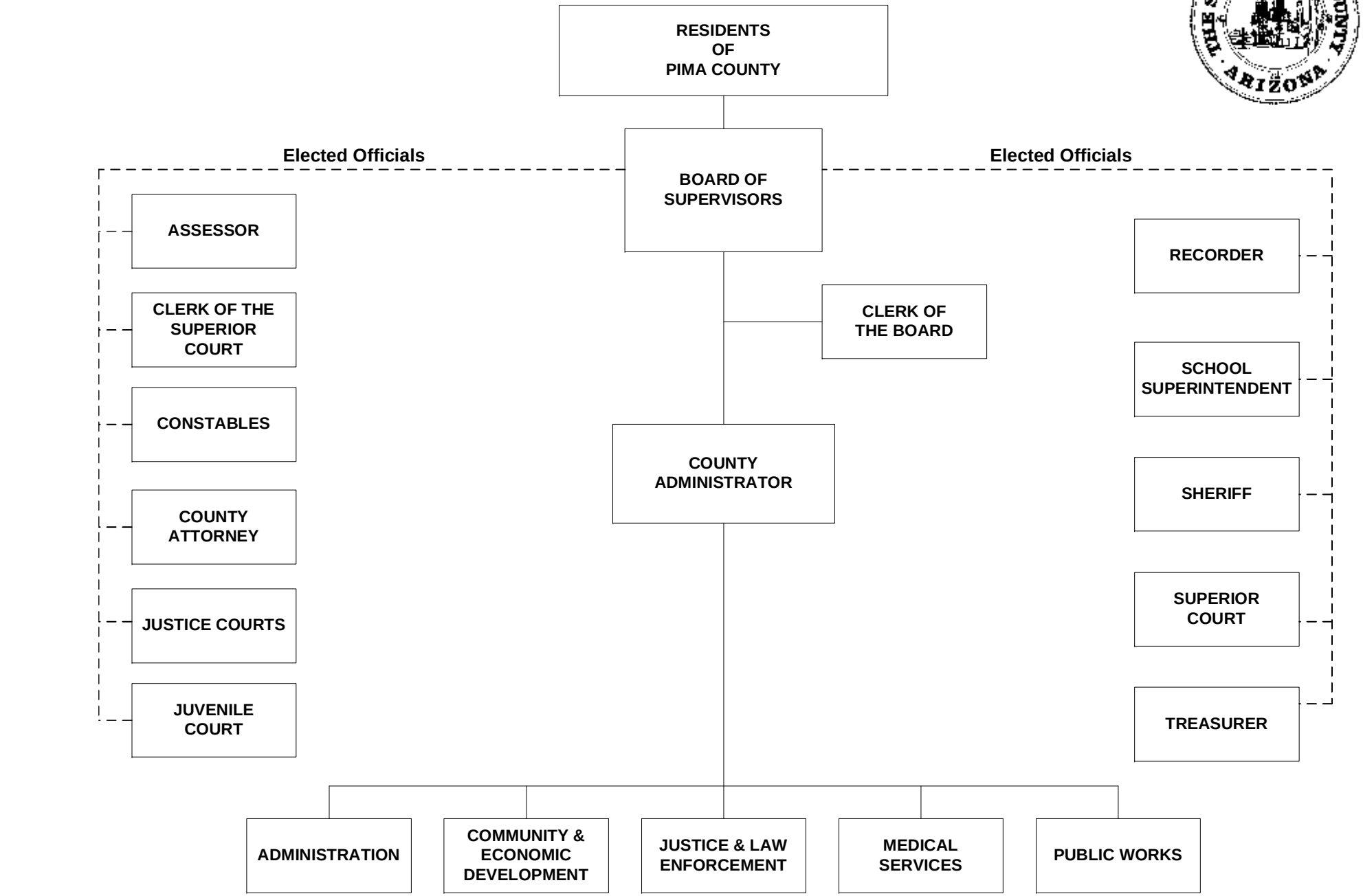
On an annual basis, the County Administrator's office prepares a five-year Capital Improvement Plan (CIP) and a one-year Capital Improvement Budget (CIB). A summary of capital improvement projects for fiscal year 2007/08-2011/12 and beyond is provided in the Summary Schedules section, and a capital improvement 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 2007/08 is provided below.

October 2, 2006	Financial Planning System (the budget system), released for early budgeting, year end projections and zero based budgeting
October 24, 2006	Program/cost center adjustments notice to departments
October 30, 31 & November 1 and 2, 2006	Budget training for department representatives
November 1, 2006	Program/cost center adjustments due from departments
November 15, 2006	Base target budgets, assumptions, and other information are distributed to departments
November 15, 2006	Budget Guide and FPS Users Manual posted on the County website
December 22, 2006	Initial General Government Revenue Forecast
February 2, 2007	Budgets due to the Budget Division from departments
February 16, 2007	Zero Base Budgets due to the Budget Division from departments
March 19 - 23, 2007	County Administrator meets with department directors and managers
April 2 - 20, 2007	County Administrator gives direction to the Budget Division
April 25, 2007	County Administrator submits Recommended Budget to the Board
May 22, 2007	Board of Supervisors Recommended Budget public hearings
May 22, 2007	Board of Supervisors Tentative Budget adoption
June 19, 2007	Board of Supervisors Final Budget adoption
August 20, 2007	Board of Supervisors adoption of the Levy of Taxes

PIMA COUNTY ORGANIZATIONAL CHART



LEGAL REQUIREMENTS

COUNTY SPENDING LIMITATION

Pima County, like all counties and cities in Arizona, is subject to numerous budgetary and related legal requirements. Article 9, Section 20 of the Arizona Constitution sets limits on the County's legal budget capacity. In general, the Board of Supervisors, as the governing body of the County, cannot authorize expenditures from local revenues in excess of the expenditure limitations determined annually by the Arizona Economic Estimates Commission. This limitation is based on the County's actual payments of local revenues during fiscal year 1979/80, which is 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 grant and aid 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 the County's expenditures and revenues. Pima County refers to these estimates as the *Tentative Budget*. According to ARS § 42-17101, this Tentative Budget must be included in the governing body's minutes and must be fully itemized in accordance with forms supplied by the state Auditor General. (See the *State Reports* section.) ARS § 42-17102 defines those expenditures and revenues comprising the Tentative Budget. The Tentative Budget and state reports include all monies used for County purposes 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 and special meeting 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 public hearing and special meeting must be held on or before the fourteenth day before the day the Board levies taxes.

ARS § 42-17105 prescribes that once the Tentative Budget has been published, expenditures may not be increased above the published amounts; however, they may be decreased. In effect, with the publication of the Tentative Budget, the Board has set its maximum limits for expenditures, but these limits may be reduced upon adoption of the final budget.

FINAL BUDGET ADOPTION

State law (ARS § 42-17105) specifies that after the hearing required by ARS § 42-17104, the Board of Supervisors must adopt the estimates of proposed expenditures for the fiscal year at a special meeting called for that purpose. The proposed expenditures become the final adopted budget for the current fiscal year when approved by a majority of the supervisors, provided that

the total amounts proposed to be spent in the budget do not exceed the total amounts that were proposed for expenditures in the published estimates, i.e., the Tentative Budget.

Copies of the Board of Supervisors' resolutions adopting the fiscal year 2007/08 budgets for Pima County, the County Free Library District, the Flood Control District, and the Stadium District are provided on pages 3-6 through 3-9.

BUDGET REVISIONS

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

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

TRUTH IN TAXATION

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

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

ADOPTION OF TAX LEVY

ARS § 42-17151 specifies that on or before the third Monday in August the Board of Supervisors must fix, levy, and assess the amounts to be raised from primary property taxation and secondary property taxation. The Board must also designate the amounts to be levied for

each purpose appearing in the adopted budget and determine and fix a primary property tax rate and the secondary tax rates.

ARS § 42-17052 requires that the primary property tax rate and levy adopted by the Board shall be fixed using the net assessed value of real and personal property from the assessment roll of the County as transmitted by the Assessor on or before February 10th of each year, unless a subsequent change in such value is approved by the Property Tax Oversight Commission. Pima County uses the net assessed values from this assessment roll in fixing the secondary property tax rates in the adopted budget. Although the County's secondary tax rates are fixed using the February values, the secondary levy amounts adopted in the Board's resolution for the levy of taxes are based on actual property tax billing values available from the Assessor around the beginning of August. This allows the Assessor to produce the most accurate billing roll possible, using the most current information for property values and exemption amounts.

A copy of the Board of Supervisors' resolution for the levy of taxes for fiscal year 2007/08 is provided on pages 3-10 through 3-22.

PROPERTY TAX LEVY LIMITATION

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

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

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

Secondary tax levies are commonly referred to as *unlimited levies* because such property taxes may be levied in amounts necessary to meet expenses. However, the Fire District Assistance

Tax is somewhat of an exception in that the FDAT tax rate cannot by statute exceed ten cents per $100 of assessed valuation.

Not only is the dollar amount of the secondary tax levy unlimited, the actual full cash value of property used to determine the secondary tax levy can vary without limitation to reflect changes in overall market values. This is in contrast to the limitations placed on the primary property tax levy and the changes in the value of property used to determine the primary levy. (See Article 9, Sections 18 and 19 of the Arizona Constitution.)

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

This page intentionally left blank.

RESOLUTION NO. 2007 - 128
PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE BUDGET
FISCAL YEAR 2007/2008

WHEREAS, in accordance with the provisions of A.R.S. §42-17101 et. seq., the Board of Supervisors did, on May 22, 2007, 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 June 19, 2007, 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 2007/2008.

Passed and adopted this 19th day of June, 2007.

Chairman
Pima County Board of Supervisors

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Deputy County Attorney

RESOLUTION NO. 2007 - LD 1

PIMA COUNTY

RESOLUTION FOR THE ADOPTION OF THE COUNTY FREE LIBRARY DISTRICT BUDGET FOR FISCAL YEAR 2007/2008

WHEREAS, in accordance with the provisions of A.R.S. §42-17101 et. seq. and §48-3903, the Board of Supervisors, sitting as the County Free Library District Board, did, on May 22, 2007, 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 19, 2007, 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 2007/2008.

Passed and adopted this 19th day of June, 2007.

Chairman
Pima County Free Library District Board

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Deputy County Attorney

RESOLUTION NO. 2007 - FC 6
PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE FLOOD CONTROL DISTRICT BUDGET FOR FISCAL YEAR 2007/2008

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 22, 2007, 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 19, 2007, 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 2007/2008.

Passed and adopted this 19th day of June, 2007.

Chairman
Pima County Flood Control District Board

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Deputy County Attorney

RESOLUTION NO. 2007 - SD 1

PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE
STADIUM DISTRICT BUDGET FOR
FISCAL YEAR 2007/2008

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 22, 2007, 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 19, 2007, 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 2007/2008.

Passed and adopted this 19th day of June, 2007.

Chairman
Pima County Stadium District Board

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Deputy County Attorney

RESOLUTION NO. 2007 - 216

RESOLUTION OF THE PIMA COUNTY BOARD OF SUPERVISORS FOR THE LEVY OF TAXES FOR FISCAL YEAR 2007/2008

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 22, 2007, 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 19, 2007, the Pima County Board of Supervisors did adopt the budget of Pima County, Pima County Flood Control District and Pima County Free Library District and the amounts to be raised by taxation upon real and personal property within Pima County for Fiscal Year 2007/2008, and;

WHEREAS, pursuant to A.R.S. §42-17104, a meeting was held on June 19, 2007, 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); §15-393, 972, 991.01, 992, 993, 994, 995, 1022, 1461 and 1462; A.R.S. §42-17151; and A.R.S. §48-575, 709, 719, 723, 806, 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 Joint Technological Education District, 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 Facilities Districts 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 2007/2008 for the entities listed:

PIMA COUNTY FISCAL YEAR 2007/08 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
STATE OF ARIZONA:			
State of Arizona Property Tax			
Primary	7,353,331,088	0	0.0000
PIMA COUNTY:			
Primary			
General Fund	7,353,331,088	264,866,986	3.6020
Secondary			
County Free Library	8,220,395,835	32,676,073	0.3975
Debt Service	8,220,395,835	56,309,711	0.6850
Fire District Assistance	8,220,395,835	3,148,412	0.0383
Flood Control District	7,412,190,230	25,542,408	0.3446
TOTAL PIMA COUNTY		382,543,590	5.0674
UNORGANIZED SCHOOL DISTRICT TAX:			
Primary	11,225,129	179,827	1.6020
EDUCATION ASSISTANCE:			
Primary	7,353,331,088	0	0.0000
PIMA COMMUNITY COLLEGE:			
Primary	7,353,331,088	74,937,796	1.0191
Secondary	8,220,395,835	13,596,535	0.1654
TOTAL PIMA COMMUNITY COLLEGE		88,534,331	1.1845
CENTRAL ARIZONA WATER CONSERVATION DISTRICT:			
Ad Valorem Secondary	8,220,395,835	4,932,238	0.0600
Water Storage Secondary	8,220,395,835	3,288,158	0.0400
Ground Water Replenishment			
Category 1 (rate per acre-foot and usage of 604.37 acre-feet)		160,158	265.0000
Category 2 (rate per acre-foot and no usage)		0	240.0000
CITY OF TUCSON:			
Primary	3,133,309,748	10,327,380	0.3296
Secondary	3,484,462,013	27,962,810	0.8025
TOTAL CITY OF TUCSON		38,290,190	1.1321
CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT:			
		339,967	list attached
CITY OF SOUTH TUCSON:			
Primary	20,444,638	46,166	0.2258

PIMA COUNTY FISCAL YEAR 2007/08 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
STREET LIGHTING IMPROVEMENT DISTRICTS:			
Cardinal Estates	1,049,914	9,085	0.8653
Carriage Hills No. 1	2,576,016	7,008	0.2720
Carriage Hills No. 3	1,101,675	3,156	0.2865
Desert Steppes	1,600,122	4,205	0.2628
Hermosa Hills Estates	2,426,113	3,605	0.1486
Lakeside No. 1	2,083,130	5,607	0.2692
Littletown	1,969,712	16,320	0.8285
Longview Estates No. 1	2,451,703	7,609	0.3104
Longview Estates No. 2	3,102,981	8,811	0.2840
Manana Grande "B"	2,238,432	6,007	0.2684
Manana Grande "C"	2,776,437	9,812	0.3534
Midvale Park	4,838,889	8,981	0.1856
Mortimore Addition	4,476,819	28,771	0.6427
Oaktree No. 1	1,182,341	15,289	1.2931
Oaktree No. 2	894,025	11,948	1.3364
Oaktree No. 3	1,076,681	15,677	1.4560
Orange Grove Valley	1,463,839	5,781	0.3949
Peach Valley	661,780	3,463	0.5233
Peppertree	8,668,977	6,793	0.0784
Rolling Hills	6,480,264	14,417	0.2225
Salida del Sol	813,276	10,171	1.2506
FIRE DISTRICTS:			
Avra Valley	30,411,484		
Operations		912,345	3.0000
Bonds		51,700	0.1700
Total Avra Valley		964,045	3.1700
Corona de Tucson	43,941,256	1,138,079	2.5900
Drexel Heights	211,332,939		
Operations		5,600,323	2.6500
Bonds		697,399	0.3300
Total Drexel Heights		6,297,722	2.9800
Golder Ranch	351,957,168		
Operations		5,948,076	1.6900
Bonds		682,797	0.1940
Total Golder Ranch		6,630,873	1.8840
Green Valley	342,015,821	6,156,285	1.8000
Heritage Hills	66,281,268	662,813	1.0000
Hidden Valley	12,370,898	81,648	0.6600
La Canada	33,060,391	413,255	1.2500
Mt. Lemmon	10,686,876	347,323	3.2500
North Ranch/Linda Vista	54,888,142	670,020	1.2207

PIMA COUNTY FISCAL YEAR 2007/08 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
FIRE DISTRICTS (continued):			
Northwest	996,446,019		
Operations		23,021,889	2.3104
Bonds		2,558,873	0.2568
Total Northwest		25,580,762	2.5672
Picture Rocks	34,100,231	1,108,258	3.2500
Rincon Valley	84,458,524	2,223,033	2.6321
Sabino Vista	32,110,019	279,678	0.8710
Sonoita-Elgin	4,161,422	62,417	1.4999
Tanque Verde Valley	13,295,807	182,113	1.3697
Three Points	29,800,030		
Operations		864,201	2.9000
Bonds		447,000	1.5000
Total Three Points		1,311,201	4.4000
Tucson Country Club Estates	20,051,112	82,911	0.4135
Why	1,010,457	26,395	2.6122
HEALTH DISTRICTS:			
Ajo-Lukeville Health District	13,812,445	103,593	0.7500
TUCSON UNIFIED SCHOOL DISTRICT NO 1:			
Primary	3,079,056,675		
Maintenance & Operation		165,403,846	5.3719
Unrestricted Capital		6,299,750	0.2046
Soft Capital		4,187,517	0.1360
Adjacent Ways		1,154,646	0.0375
TOTAL PRIMARY		177,045,759	5.7500
Secondary	3,436,034,593		
Class A Bond Interest and Redemption		35,188,430	1.0241
Class B Bond Interest and Redemption		9,480,019	0.2759
TOTAL SECONDARY		44,668,449	1.3000
MARANA UNIFIED SCHOOL DISTRICT NO 6:			
Primary	656,186,833		
Maintenance & Operation		23,839,924	3.6331
Unrestricted Capital		515,107	0.0785
Soft Capital		284,785	0.0434
Adjacent Ways		536,761	0.0818
TOTAL PRIMARY		25,176,577	3.8368
Secondary	750,524,308		
Class A Bond Interest and Redemption		8,332,321	1.1102
Class B Bond Interest and Redemption		2,252	0.0003
Override Maintenance & Operation		6,314,912	0.8414
TOTAL SECONDARY		14,649,485	1.9519

PIMA COUNTY FISCAL YEAR 2007/08 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
FLOWING WELLS UNIFIED SCHOOL DISTRICT NO. 8:			
Primary	191,523,584		
Maintenance & Operation		7,769,920	4.0569
Unrestricted Capital		694,656	0.3627
TOTAL PRIMARY		8,464,576	4.4196
Secondary	211,004,208		
Class A Bond Interest and Redemption		1,832,783	0.8686
Override Maintenance & Operation		2,699,166	1.2792
TOTAL SECONDARY		4,531,949	2.1478
AMPHITHEATER UNIFIED SCHOOL DISTRICT NO. 10:			
Primary	1,322,813,945		
Maintenance & Operation		49,989,139	3.7790
Unrestricted Capital		31,748	0.0024
Soft Capital		223,556	0.0169
TOTAL PRIMARY		50,244,443	3.7983
Secondary	1,491,531,478		
Class A Bond Interest and Redemption		17,459,867	1.1706
Override Maintenance & Operation		7,867,829	0.5275
TOTAL SECONDARY		25,327,696	1.6981
SUNNYSIDE UNIFIED SCHOOL DISTRICT NO. 12:			
Primary	389,899,846		
Maintenance & Operation		15,658,768	4.0161
Unrestricted Capital		1,353,732	0.3472
Soft Capital		1,257,037	0.3224
TOTAL PRIMARY		18,269,537	4.6857
Secondary	427,585,731		
Class A Bond Interest and Redemption		6,805,454	1.5916
Override Maintenance & Operation		8,003,122	1.8717
TOTAL SECONDARY		14,808,576	3.4633

PIMA COUNTY FISCAL YEAR 2007/08 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
TANQUE VERDE UNIFIED SCHOOL DISTRICT NO. 13:			
Primary	175,386,634		
Maintenance & Operation		6,285,506	3.5838
Unrestricted Capital		98,743	0.0563
Soft Capital		259,748	0.1481
TOTAL PRIMARY		6,643,997	3.7882
Secondary	203,700,324		
Class A Bond Interest and Redemption		1,624,103	0.7973
Override Maintenance & Operation		774,061	0.3800
Override Election K-3		280,699	0.1378
TOTAL SECONDARY		2,678,863	1.3151
AJO UNIFIED SCHOOL DISTRICT NO. 15:			
Primary	15,475,252		
Maintenance & Operation		722,509	4.6688
Unrestricted Capital		30,007	0.1939
TOTAL PRIMARY		752,516	4.8627
Secondary	16,569,664	0	0.0000
CATALINA FOOTHILLS UNIFIED SCHOOL DISTRICT NO. 16:			
Primary	564,911,080		
Maintenance & Operation		23,364,157	4.1359
TOTAL PRIMARY		23,364,157	4.1359
Secondary	634,764,455		
Class A Bond Interest and Redemption		9,079,671	1.4304
Class B Bond Interest and Redemption		1,683,395	0.2652
Override Maintenance & Operation		2,297,847	0.3620
Override Election K-3		674,120	0.1062
Override Capital Outlay		599,852	0.0945
TOTAL SECONDARY		14,334,885	2.2583

PIMA COUNTY FISCAL YEAR 2007/08 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
VAIL UNIFIED SCHOOL DISTRICT NO. 20:			
Primary	362,131,006		
Maintenance & Operation		12,577,172	3.4731
Unrestricted Capital		546,094	0.1508
Soft Capital		368,287	0.1017
Adjacent Ways		1,200,102	0.3314
TOTAL PRIMARY		14,691,655	4.0570
Secondary	414,650,850		
Class A Bond Interest and Redemption		2,052,936	0.4951
Class B Bond Interest and Redemption		2,297,166	0.5540
Override Maintenance & Operation		3,842,155	0.9266
TOTAL SECONDARY		8,192,257	1.9757
SAHUARITA UNIFIED SCHOOL DISTRICT NO. 30:			
Primary	248,839,923		
Maintenance & Operation		8,478,225	3.4071
Unrestricted Capital		864,968	0.3476
Soft Capital		202,058	0.0812
Adjacent Ways		565,364	0.2272
TOTAL PRIMARY		10,110,615	4.0631
Secondary	267,293,853		
Class A Bond Interest and Redemption		3,077,354	1.1513
Class B Bond Interest and Redemption		776,489	0.2905
Override Maintenance & Operation		1,806,372	0.6758
TOTAL SECONDARY		5,660,215	2.1176
SAN FERNANDO ELEMENTARY SCHOOL DISTRICT NO. 35:			
Primary	857,538		
Maintenance & Operation		32,501	3.7900
TOTAL PRIMARY		32,501	3.7900
Secondary	879,854	0	0.0000
EMPIRE ELEMENTARY SCHOOL DISTRICT NO. 37:			
Primary	5,373,917		
Maintenance & Operation		365,373	6.7990
Unrestricted Capital		17,997	0.3349
Soft Capital		23,452	0.4364
TOTAL PRIMARY		406,822	7.5703
Secondary	5,792,332	0	0.0000

PIMA COUNTY FISCAL YEAR 2007/08 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
CONTINENTAL ELEMENTARY SCHOOL DISTRICT NO. 39:			
Primary	278,995,918		
Maintenance & Operation		2,766,245	0.9915
Unrestricted Capital		183,579	0.0658
Soft Capital		61,658	0.0221
Adjacent Ways		3,627	0.0013
A.R.S. 15-992 B		1,454,406	0.5213
TOTAL PRIMARY		4,469,515	1.6020
Secondary	312,815,492		
Class A Bond Interest and Redemption		729,173	0.2331
Override Maintenance & Operation		193,633	0.0619
TOTAL SECONDARY		922,806	0.2950
INDIAN OASIS UNIFIED SCHOOL DISTRICT NO. 40:			
Primary	1,059,349		
Maintenance & Operation		0	0.0000
TOTAL PRIMARY		0	0.0000
Secondary	1,059,349	0	0.0000
REDINGTON ELEMENTARY SCHOOL DISTRICT NO. 44:			
Primary	1,271,609		
Maintenance & Operation		62,248	4.8952
TOTAL PRIMARY		62,248	4.8952
Secondary	1,387,480	0	0.0000
ALTAR VALLEY ELEMENTARY SCHOOL DISTRICT NO. 51:			
Primary	29,070,563		
Maintenance & Operation		1,202,155	4.1353
Unrestricted Capital		124,451	0.4281
Soft Capital		27,908	0.0960
Adjacent Ways		62,182	0.2139
TOTAL PRIMARY		1,416,696	4.8733
Secondary	30,747,110		
Class A Bond Interest and Redemption		61	0.0002
Override Maintenance & Operation		287,516	0.9351
TOTAL SECONDARY		287,577	0.9353

PIMA COUNTY FISCAL YEAR 2007/08 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
JOINT TECHNOLOGICAL EDUCATION DISTRICT			
Secondary	7,854,718,813	3,927,359	0.0500
DOMESTIC WATER IMPROVEMENT DISTRICTS:			
Mt. Lemmon Domestic Water District			
Secondary	8,621,407	315,254	3.6566
IMPROVEMENT DISTRICTS:			
Hayhook Ranch			
Secondary	904,687	45,000	4.9741
GLADDEN FARMS COMMUNITY FACILITIES DISTRICT:			
Secondary	19,418,911		
Maintenance & Operation		58,257	0.3000
Bond Indebtedness		485,473	2.5000
TOTAL SECONDARY		543,730	2.8000
VANDERBILT FARMS COMMUNITY FACILITIES DISTRICT:			
Secondary	1,132,218		
Maintenance & Operation		3,397	0.3000
TOTAL SECONDARY		3,397	0.3000
QUAIL CREEK COMMUNITY FACILITIES DISTRICT:			
Secondary	3,476,566		
Maintenance & Operation		10,430	0.3000
Bond Indebtedness		104,297	3.0000
TOTAL SECONDARY		114,727	3.3000
CORTARO-MARANA IRRIGATION DISTRICT 12,325.57 ACRES (APPROX)			
Maintenance & Operation		801,162	65.0000
FLOWING WELLS IRRIGATION DISTRICT 2,078.44 ACRES			
Maintenance & Operation		26,812	12.9000
SILVERBELL IRRIGATION & DRAINAGE DISTRICT 1,640 ACRES			
Maintenance & Operation		4,920	3.0000
TOTAL		**1,055,836,298**	

FISCAL YEAR 2007/08 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY	PARCEL ID #	TAX LEVY
11706166A	3,748.11	117100670	632.08
11706168A	2,638.29	117100680	222.39
11706168B	100.91	11710069A	205.00
11706168C	449.02	11710069B	272.10
117061740	209.03	117100710	42.40
11706177A	475.46	117100750	1,239.09
11706177B	830.19	117100760	2,699.29
117061780	249.31	11710077A	1,161.02
11706179A	1,615.12	117100780	363.79
11706187D	2,366.45	11710079A	949.44
117061900	1,183.01	11710081D	800.04
117061910	1,682.11	11710082A	852.35
11706193A	1,922.52	11710083A	450.50
11706194A	453.26	117100840	389.34
11706195A	1,933.02	11710089A	9,083.03
117061960	1,441.28	117100920	326.53
11706197A	1,061.22	11710094A	247.51
117062000	559.68	117100950	278.25
117062010	2,254.09	117100960	465.61
117062020	3,529.91	117100970	200.08
117062050	1,127.10	11710098A	311.85
117062060	1,292.88	117100990	592.43
117062070	1,824.10	11710100A	774.44
117062080	1,127.10	117101010	1,654.40
117062090	1,127.10	117101020	1,231.14
117062100	2,976.96	117101210	1,204.90
117062110	463.11	117101250	441.33
117062120	856.16	117101260	538.69
117062160	1,731.40	117101270	335.81
117062170	2,584.28	117101280	699.60
11706218A	1,219.53	117101290	472.23
11706219D	2,459.25	117101300	346.20
117062200	2,350.29	117101310	307.29
117100600	1,374.40	117101320	286.52
117100610	765.90	11710133A	628.63
117100620	1,235.59	117101350	392.36
117100630	1,356.59	117101360	339.49
11710065A	872.22	117110160	908.74
11710066A	782.92	117110170	10,938.62

FISCAL YEAR 2007/08 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY	PARCEL ID #	TAX LEVY
117110180	487.71	117120150	215.18
11711020A	1,165.15	11712017A	2,004.78
117110210	2,335.45	11712019A	481.08
117110730	524.17	117120200	2,425.23
117110740	764.63	117120210	2,593.61
117110750	211.79	117120220	541.93
11711076A	834.75	117120280	651.37
11711076B	1,765.64	117120290	717.83
117110770	420.34	117120300	403.86
117110780	434.44	117120310	1,896.66
117110790	766.82	11712033A	1,193.45
11711080A	21,275.26	117120360	254.40
11711080B	2,550.41	11712037A	1,639.05
117110820	1,129.85	117120470	1,359.56
117110830	1,298.50	11712048A	76.11
117110840	1,947.75	117120490	58.83
11711085A	2,452.68	117120860	1,308.89
117110880	1,634.10	117120870	4,295.49
117110890	756.10	11712088A	214.33
117110900	3,179.84	11712089A	1,525.87
117110910	941.28	11712091D	566.04
117110920	828.07	117120950	192.92
11711096C	8,637.52	11712098A	15,406.36
11711096D	7,412.00	11712099A	2,573.47
11711096E	4,683.93	11712103C	18,492.28
117110980	1,199.13	117121240	416.58
117110990	538.48	117121250	398.83
117111000	1,381.87	117121260	406.19
117111010	1,005.94	117121270	205.16
117111020	1,002.23	117121280	414.99
117111040	1,214.18	117121290	936.83
117111050	1,283.66	117121300	129.00
117111060	278.94	117121310	152.53
117120030	80.30	117121320	152.53
11712006A	752.02	117121330	146.39
11712007A	3,052.80	117121340	227.90
117120080	3,309.43	117121350	786.94
117120130	516.06	117121890	313.23
117120140	735.91	117121900	2,978.81

FISCAL YEAR 2007/08 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY
117130250	694.83
117130260	162.60
11713027A	530.56
117130290	1,102.40
117130300	201.40
117130310	201.40
117130360	1,134.47
11713037A	1,004.03
117130390	3,942.72
117130400	2,078.55
117130410	1,585.97
117130420	897.34
117130430	1,304.75
117131560	3,368.52
11713157A	2,573.92
11713158A	801.68
117131590	780.43
117131600	2,938.72
117131610	583.00
117131620	884.25
117131630	97.94
117131640	657.20
117131650	26.50
117131660	826.80
117131670	826.80
117131680	344.05
117131720	2,525.13
117131740	1,093.81
117131750	461.21
117131760	702.78
117131770	833.16
117131780	636.00
117131790	366.34
117131800	286.52
11713182A	2,593.18
117131830	1,029.79
117132150	922.09
117132160	3,249.80
11714072A	864.85
11714077A	1,578.92
11714081A	1,213.97
117140860	2,291.72
117140870	1,490.78
117150010	2,104.95
117150030	741.31
117150040	826.80
117150050	1,659.85
117160050	1,028.41
117160200	281.06
117160220	845.62
117160330	764.05
117160360	795.00
117160370	975.20
117170010	2,070.82
117170020	779.10
117170060	467.46
11717007B	421.30
11717008B	976.58
117170090	1,471.28
117170100	3,461.27
117170110	1,735.17
117170120	2,298.24
117170170	2,558.36
11717020A	2,419.03
117170340	398.35
117170380	812.54
117170400	354.36
11717044B	1,524.02
11720024A	3,448.76
Total Levy	339,966.77

Passed and adopted this 20th day of August, 2007.

Chairman
Pima County Board of Supervisors
AUG 20 2007

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Deputy County Attorney

This page intentionally left blank.

BUDGET ISSUES

This section of the Fiscal Year 2007/2008 Adopted Budget for Pima County identifies the predominant budget issues faced by the Pima County Board of Supervisors, during the formulation and adoption of this fiscal year's budget. The issues are delineated in the County Administrator's memorandum, *Transmittal of Recommended Fiscal Year 2007/08 Budget*, dated April 25, 2007; his May 22, 2007 memorandum *Tentative Budget Adoption: Fiscal Year 2007/2008*; and his June 19, 2007 memorandum, *Fiscal Year 2007/08 Final Budget Adoption*. (The memoranda are located on pages 4-3, 4-47, and 4-53, respectively.)

Issues Synopsis

- Budget Increases But Overall Property Tax Rate Decreases - The overall County budget, including all funds is $1,482,714,496, an increase of $203.1 million over the fiscal year 2006/07 budget. The increase is due to increased expenditures in the General Fund ($49.2 million), in Capital Projects ($94.6 million), the Enterprise Funds ($33.5 million), Special Revenue Funds ($21.1 million) and Debt Service Fund ($4.5 million).

  The total County tax rate decreased by $0.2732. The primary property tax rate for the General Fund decreased by $0.2400; the secondary tax rate for Bond Debt Service decreased by $0.0300; the secondary tax rate for the Regional Flood Control District decreased by $0.0300; and the secondary tax rate for the Library District increased by $0.0300. The Fire District Assistance rate decreased by $0.0032.

- Library District Property Tax Increase – On February 21, 2006, the Board of Supervisors unanimously approved an agreement with the city of Tucson to transfer library operations and funding to the County Free Library District. The agreement allows the city to decrease its funding for library services incrementally until the year 2010. City funding decreased to $8,000,000 in fiscal year 2005/06 and to $6,000,000 in fiscal year 2006/07. For fiscal year 2007/08 the city's contribution will be $4,000,000, decreasing to zero in fiscal year 2009/10. To facilitate the transition of funding of the library system to the County, the Board approved an increase of $0.0300 in the County Free Library District tax rate.

- Primary Property Tax Rate Reduction – The Board of Supervisors approved a $0.2400 reduction in the tax rate to lessen the impact of the substantial jump in market appreciation of property on taxpayers in the County. This reduction in the primary property tax rate (6.25 percent reduction in the tax rate) reduces the General Fund base revenues by $17,055,696.

- Half-cent General Excise Tax (Sales Tax) - Despite the County Administrator's strong recommendation that the County levy a half-cent sales tax to diversify the County's revenue sources and provide property tax relief, the Board was unable to garner the unanimous vote (mandated by Arizona Revised Statutes) needed to enact such a tax. The estimated fiscal year 2007/08 sales tax revenues of $55,000,000 would have reduced the primary property tax rate by $0.7739 per $100 of assessed value.

- $16.5 million of the Fiscal Year 2006/07 Ending Fund Balance Used – The Board of Supervisors adopted the County Administrator's recommendations to use $16,507,377 of the fiscal year 2006/07 ending fund balance to fund fiscal year 2007/08 requirements. An additional $11,345,000 was reserved for potential allocation to University Physicians Health Care to cover actual operating losses in fiscal year 2007/08. Set aside in the Contingency Fund were the $375,000 County contribution to the Critical Path Institute (C-Path) and $500,000 to cover potential Solid Waste Program losses that exceed available fund balance. To facilitate relocations to a newly acquired building, $1,500,000 was allocated to the

Facilities Renewal Fund. Funding in the amount of $1,050,000 was reserved in the Information Technology Enhancement Fund for the second and final phase of the Sheriff's mobile data computers replacement program. The Board also approved several departmental requests for one-time funding: $921,418 to fund several one-time equipment needs of the Sheriff; $273,714 for capital equipment, tools, and vehicles for new Natural Resources, Parks and Recreation facilities and properties; $250,000 to conduct a mandated evaluation to determine if market place discrimination exists against minority and women-owned business enterprises; $100,000 to upgrade the accounting and case management software system in the Public Fiduciary's Office; and $192,245 to fund other departmental requests for supplemental funding for one-time expenditures.

- Rainy Day Funds Increased – $24,500,000 of the projected fiscal year 2006/07 ending fund balance was rolled-over and budgeted as a General Fund Reserve for fiscal year 2007/08. 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. To comply with state statute, what has formerly been budgeted as ending fund balance will, henceforth, be budgeted as the General Fund Reserve.

- Employees Receive Salary Adjustments – The Board of Supervisors approved a general salary adjustment of 2.1 percent to address inflation effective July 8, 2007. The Board also approved an additional 0.5 percent salary adjustment to employees participating in the Arizona State Retirement System to offset an equal percentage increase in required employee contributions. Additionally, as a first step toward addressing market disparity, the Board also approved a 2.5 percent market adjustment for most employees. The cost to the General Fund for these salary adjustments is $7,506,935. Non-General Fund supported departments will absorb these increases.

  Effective on January 6, 2008, the step plans for Commissioned Officers will be increased by 10 percent, the step plan for Corrections Officer and Specialist will be increased by 5 percent, and the Corrections Sergeant pay range and salaries will be increased by 10 percent. The General Fund cost to fund these adjustments for fiscal year 2007/08 is $2,406,078.

- Supplemental Requests From Departments – The Board approved a General Fund net negative fund impact of $7,883,891 for supplemental funding requests. More than 70 percent of this total went to fund supplemental requests from the Justice and Law Enforcement System.

- Capital Projects Fund Budget – The Capital Projects Fund Budget for fiscal year 2007/08 is $250,542,995, an increase of $94,641,209 or 60.7 percent over the Capital Projects Fund Budget for fiscal year 2006/07. Implementation of large projects, such as the Joint Justice and Municipal Court Complex, the Public Safety Wireless Integrated Radio Communication Network, and several major Transportation projects, require provision of excess expenditure authority.

MEMORANDUM

Date: April 25, 2007

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

From: C.H. Huckelberry
County Administrator

Re: Transmittal of Recommended Fiscal Year 2007/08 Budget

Introduction

This memorandum is to transmit the Recommended Fiscal Year 2007/08 Budget for Pima County. These recommendations are made based on information available in mid-April 2007. 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 22, 2007	Budget Hearing
May 22, 2007	Tentative Budget Adoption (Sets Budget Ceiling)
June 19, 2007	Final Budget Adoption
August 20, 2007	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 2007/08. 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 does include projected continuing and new cost shifts, revenue reductions and revenue sharing from the State. It is possible, 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.

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. The results of this process for General Fund departments that constructed their budgets using a zero-base approach are discussed in Section V(B)(3) of this memorandum.

Index of Budget Memorandum

I. Overview of Recommended Budget 6

II. Summary of Key Budget Issues 7

III. General Fund Ending Fund Balance: Fiscal Year 2006/07 10

A. Positive Ending Fund Balance 10

B. Recommended Uses of General Fund Ending Balance 10

1. General Fund Reserve 11

2. C-Path 11

3. University Physician's Hospital at Kino: Excess Operating Losses 12

4. Relocation to Former Bank of America Building 13

5. Solid Waste Program Operating Losses 13

6. Mobile Data Computer Replacement 13

7. Departmental Requests for One-Time Supplemental Funding 14

C. Summary of Recommended Uses of General Fund Ending Balance 16

IV. General Fund Base Budget: Fiscal Year 2007/08. 16

A. General Fund Base Budget Revenues 16

1. General Government Revenues Other Than Property Taxes 17

2. Primary Property Tax Revenues 17

3. Departmental Revenues 18

B. General Fund Base Budget Expenditures 18

V. Recommended Adjustments to General Fund Base Budget 19

A. Recommended Adjustments to General Fund Revenues 20

1. Primary Property Tax Rate and Levy Reduction 20

2. Additional Primary Property Tax Rate Reduction Using Alternative Revenues . 20

B. Recommended Increases to General Fund Base Budget Expenditures 23

1. Property Tax Rate Stabilization Fund 24

2. Employee Compensation 24

a. Commissioned and Corrections Officers 25

b. Cost of Living Adjustment 25

c. Employee Retirement Contribution Increase 26

d. Market Adjustment 26

e. Critically Deficient Starting Salaries 27

3. Zero-Base Budget Adjustments 27

4. Recommended Departmental Requests for Supplemental Funding 28

a. Justice and Law Enforcement 28

b. Natural Resources, Parks and Recreation 32

c. Public Health 32

d. Forensic Science Center 33

e. Assessor 33

f. Facilities Management 33

VI. Summary of Recommended Adjustments to General Fund Base Budget 34

VII. The Overall Budget 34

A. Special Districts and Debt Service 34

1. County Library District 34

2. Debt Service Fund 35

3. Regional Flood Control District 37

4. Stadium District 38

B. Annual Capital Projects Fund Budget and Capital Improvement Plan Budget 38

1. Capital Projects Fund Budget 39

2. Wastewater Management Capital Budget 40

C. Combined Total County Budget 40

1. Combined County Property Tax Rate 40

2. Combined County Budget 41

VIII. Conclusion 42

I. Overview of Recommended Budget

Pursuant to state law the valuations of existing property that must be used in calculating property tax liability for Fiscal Year 2007/08 are those set by the County Assessor for 2005. As a result these valuations, on the average, reflect a real estate market that was experiencing rapid, substantial appreciation in property values. This has caused concern among property owners in the County as to the effect these increased valuations will have on their property tax liability. Pima County, as one of many property taxing political subdivisions within the County, needs to do what it can to mitigate the impacts of these inordinate increases in assessed value on the community.

This Recommended Budget addresses the issue of substantial increases in property valuations in two significant ways:

- The primary property tax rate is recommended to be reduced 24 cents to more than eliminate any additional tax dollars being collected as a result of the increase in existing property valuations. The combined net County secondary property tax rates are recommended to decrease an additional 3 cents for a total, combined decrease in County property tax rates of 27 cents. The County will receive a total of $19,195,428 less in property tax revenues as a result of these recommendations.

- The primary property tax rate is recommended to be reduced an additional 77.39 cents by substituting the revenues generated by a countywide one-half cent sales tax in effect for the final three-quarters of next fiscal year. This recommendation will correct the historic over-reliance by the County on property taxation that exacerbates the issue of property valuation. It will also provide much needed diversification in County General Fund revenues that is already in place within every other local government in the State. This will enable the County to capture the fair value of services enjoyed by tourists, out of County shoppers and persons residing outside but on the periphery of the County's border rather than requiring County property owners to subsidize these visitors and commuters. Combined with the levy and rate reductions discussed above, the combined County property tax rate will be reduced $1.0439 or 19.7 percent. The total decrease in County property taxes collected will be $74,195,428.

  In addition to providing property tax relief to address the impacts of increased valuations, this Budget continues the County's commitment to invest in the community and improve services to the public. 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.

Significant additional investments provided for in this Budget include:

- Almost $4 million of new funding specifically to enhance the Justice and Law Enforcement System including $966,106 to establish a Border Crime Unit within the Sheriff's Office.

- More than $1 million to enhance the programs and facilities of Natural Resources, Parks and Recreation including operating and maintenance costs for numerous voter approved new and expanded parks, facilities, trails, and properties.

- Almost $400,000 to enhance and expand Public Health programs including response to the threat of West Nile Virus.

- Almost $11 million for an employee compensation package to continue to invest in the County's workforce and attempt to remain competitive in attracting and retaining personnel.

II. Summary of Key Budget Issues

- The projected General Fund available ending balance for Fiscal Year 2006/07 is $41,007,377, an increase of $18,007,377 over the budgeted balance of $23,000,000.

- It is recommended that the one-time Fiscal Year 2006/07 ending balance be allocated for the following purposes:

  - $24,500,000 as the General Fund Reserve for Fiscal Year 2007/08 which is 5 percent of General Fund revenues.

  - $375,000 for the third of five annual contributions to support establishment of the Critical Path Institute or C-Path.

  - $11,345,000 to cover projected operating losses at University Physician's Hospital at Kino in excess of the $10,000,000 available for this purpose pursuant to the existing lease agreement.

  - $1,500,000 for the costs of relocating County tenants into the newly acquired Bank of America building.

  - $500,000 as a set aside to avoid a potential year-end fund deficit resulting from operating losses in the Solid Waste Program.

- $1,050,000 to fund the second, final phase of replacement of the Sheriff's Department's mobile data computers.

- $1,737,377 to fund a variety of departmental requests for supplemental, one-time funding, including vehicles and equipment to establish a Border Crime Unit within the Sheriff's Office.

- Assuming continuation of the current primary property tax rate of $3.8420, General Fund base revenues and transfers-in for Fiscal Year 2007/08 are projected to be $489,666,189.

- The primary property tax rate is recommended to be reduced 24 cents with a corresponding decrease in the primary levy amount of $17,055,696 in order to eliminate collection of any additional taxes resulting from appreciation in value of existing property.

- The primary property tax rate is recommended to be reduced an additional 77.39 cents using $55,000,000 of alternative revenues generated by a one-half cent countywide sales tax effective beginning October 1, 2007.

- The total, combined recommended reduction in the primary property tax rate is $1.0139, from the current rate of $3.8420 to $2.8281. This is a 26.39 percent reduction in the primary rate.

- Recommended increases to base expenditures using the $20,525,256 of excess revenues remaining after reduction of the primary levy are:

  - $5,800,000 set aside in the Property Tax Rate Stabilization Fund to avoid a roller coastering of the primary and County combined tax rates in future years.

  - $10,913,013 for an employee compensation package consisting of a 10 percent increase in the Step Plans for Commissioned Officers, a 5 percent increase in the Step Plans for Corrections Officers and Specialists, a 2.1 percent increase for other employees to address inflation, a 0.5 percent increase for employees who are members of the Arizona State Retirement System to offset a like increase in employee contributions, a 2 percent market adjustment for most employees, and a $1,000,000 set aside to address critically low starting salaries during the coming fiscal year.

  - $523,740 for adjustments to zero-based department budgets, primarily to adjust the cost of supplies and services for inflation.

- $3,288,503 for supplemental departmental funding consisting of:

  - $1,954,006 for Justice and Law Enforcement including funding to establish a Border Crime Unit within the Sheriff's Office.

  - $780,731 for Natural Resources, Parks and Recreation including operating and maintenance costs for numerous new facilities and trails opening next fiscal year.

  - $335,578 for Public Health including an enhanced, expanded response to West Nile Virus.

  - $68,066 for the Forensic Science Center to address increased caseloads.

  - $60,000 to enhance effectiveness and efficiency of property review by the Assessor's Office.

  - $90,122 for operating and maintenance costs at the newly acquired County building on East Broadway.

- The recommended budget for the Library District is $36,618,595 and requires a recommended tax rate of $0.3975, an increase of 3 cents over the current rate to provide increased relief to the City of Tucson's General Fund.

- The recommended budget for Debt Service is $77,945,345, a $4,526,942 increase from this year, and the recommended tax rate to support the General Obligation portion of that budget is $0.6850, a 3 cent decrease from the current year.

- The recommended operating budget for the Regional Flood Control District is $17,074,685, and the recommended tax rate is $0.3446, a 3 cent decrease from the current year.

- The recommended operating budget for the Stadium District is $2,533,809, a $54,903 increase over this year.

- The recommended combined County primary and secondary property tax rates are $4.2552 per $100 of assessed value, a $1.0439 or 19.7 percent decrease from the current year.

- The overall recommended expenditure authority for all funds in the County is $1,463,516,575.

III. General Fund Ending Fund Balance: Fiscal Year 2006/07

A. Positive Ending Fund Balance

The projected General Fund available ending balance for Fiscal Year 2006/07 is $41,007,377. This is a projected increase in the ending fund balance of $18,007,377 over the budgeted ending balance of $23,000,000. This substantial increase results primarily from two factors:

1. Actual revenues in the current year, Fiscal Year 2006/07, that are significantly greater than originally forecast including:

   - $3.8 million Proposition 204 Hold Harmless funding appropriated by the State Legislature due to successfully lobbied legislation after the Budget was prepared.

   - $1.8 million Vehicle License Tax in excess of budget.

   - $1.0 million excess interest income from pooled investments.

   - $0.9 million unbudgeted election revenue due to the Regional Transportation Authority election.

   - $0.4 million of increased inmate housing reimbursement from the City of Tucson.

2. Actual expenditures in the current year that are significantly less than originally forecast including:

   - $5.2 million reduction in the County's state mandated payment to fund the Arizona Long Term Care System due to successfully lobbied legislation.

   - $1.8 million reduction in State mandated expenditures for Superior Court and Juvenile Court Probation that were budgeted but not expended due to successfully lobbied legislation.

   - $1.4 million retirement system contribution savings which resulted from successfully lobbied legislation.

B. Recommended Uses of General Fund Ending Balance

Set forth below are my recommendations for use of the $41,007,377 of non-recurring, one-time monies projected as the available ending balance of the General Fund on June 30, 2007.

1. General Fund Reserve

It has been the stated goal of the County for many years pursuant to Board of Supervisors' Policy to maintain a reserve, or rainy day fund balance at a minimum of 5 percent of General Fund revenues. This goal tracks the recommendation of the Government Finance Officers Association that at least 5 percent of general operating revenues be set aside as fund balance.

In Fiscal Year 1996/97 the General Fund Reserve was budgeted at zero. Since that time the Board of Supervisors has taken a variety of significant actions to stabilize the finances and enhance the fiscal integrity of the County which has enabled the Reserve Fund to be steadily increased. Last year, in adopting the current year's Budget, the Board of Supervisors was able for the first time to achieve the goal of 5 percent.

Increasing the 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.

Based on projected revenues and transfers-in for Fiscal Year 2007/08, $24,483,309 is needed to reserve 5 percent of General Fund revenues. I recommend that this minimum benchmark continue to be funded and that $24,500,000 of this year's projected General Fund ending balance be rolled-over and budgeted as the General Fund Reserve for Fiscal Year 2007/08.

2. C-Path

In the fall of 2004 the University of Arizona requested that Pima County provide support to locally establish an Institute for Global Pharmaceutical Development now known as The Critical Path Institute or C-Path. This non-profit Institute is a collaborative partnership involving the University of Arizona, SRI International, and the Federal Drug Administration. The purpose of the Institute is to facilitate expedited development and approval of new medications.

As an enhancement to local economic development, Pima County was asked to contribute $375,000 annually for five years to this project whose total annual budget was projected to be approximately $4 million. The first of these five contributions was appropriated by the Board of Supervisors in the Fiscal Year 2005/06 Budget. I recommend that the third year's contribution of $375,000 be allocated to the Reserve Contingency Fund for payment to the Institute during the next fiscal year.

3. University Physician's Hospital at Kino: Excess Operating Losses

In 2004 Pima County entered into a lease agreement with University Physicians, Inc., now University Physicians Healthcare (UPH) to operate Kino Community Hospital. This occurred within the context of numerous developments within the health care industry and indigent health care financing, both locally and nationally, that had combined to increase operating costs and substantially reduce patient utilization, and therefore revenues, of the Hospital. At the time, the continued viability of the Hospital to remain open was in serious doubt.

In entering into the lease UPH was tasked with reinvigorating the Hospital, now University Physicians Hospital at Kino, with an expanded physician base, additional and enhanced healthcare services and infrastructure, increased utilization by the community, and establishment of medical education and research programs. Since 2004 UPH has made a substantial investment in and progress toward achieving these goals. Services available and patient utilization at the Hospital have steadily increased, however, revenues are currently projected to be insufficient under the existing terms of the lease to offset initial capital investments and the costs of operating the Hospital. A significant contributor to this problem is the current patient/payer mix at the Hospital which results in a very high level of bad debt. Self pay/charity care, which drives bad debt, is more than three and one-half times greater at the Hospital than at the next highest level existing in the community at University Medical Center.

Pursuant to the lease UPH receives an annual payment from the County up to a fixed amount of actual operating losses in each year. The amount to be potentially paid began at approximately $25 million in the first year and under the terms of the lease has been reduced $5 million each year since. Recommended General Fund base expenditures for Fiscal Year 2007/08 include $10 million for payment of losses pursuant to the lease. In order to remain operational UPH has requested that the County increase this amount to cover all projected operating losses next fiscal year. The projected additional loss is $11,345,000.

I recommend that this additional $11,345,000 be reserved in the Contingency Fund for potential allocation by the Board of Supervisors based on actual losses next fiscal year as an advance against future year payments under the lease. I am recommending that this funding come from non-recurring revenues because I do not believe that this additional subsidy can continue indefinitely or in this amount if the County is to continue to meet its many governmental service responsibilities to a growing population. It is incumbent upon UPH, the County, the University of Arizona, University Medical Center, and local health care providers to work cooperatively in the coming year toward solutions that will increase patient utilization and improve the payer mix at the Hospital. The potential closure of the

Hospital, including the only emergency medical department south of Broadway Boulevard, would have substantial negative impacts on other hospital providers and the community at-large. Consequently, the entire healthcare community needs to be engaged in this dialogue to ascertain how to sustain this resource.

4. Relocation to Former Bank of America Building

This year the Board of Supervisors will acquire the former Bank of America building at 33 North Stone Avenue to address an acute shortage of downtown office space and reduce a steadily increasing reliance by the County on leased space. During the coming fiscal year the process will begin of relocating County tenants to this new facility. Various costs will be incurred to move, install telephone and computer lines, and modify work space to accommodate the County programs that will be housed there.

To facilitate these relocations I recommend that $1,500,000 be allocated to the Facilities Renewal Fund and reserved for this purpose. I further recommend that all expenditures be conditioned on advance approval of specific relocation plans by the County Administrator to ensure that all costs incurred are necessary, utilitarian and cost effective.

5. Solid Waste Program Operating Losses

Transmitted to the Board of Supervisors earlier this year was a financial audit of the County's Solid Waste Program prepared by an outside consultant. This audit projects an operating loss for the program in Fiscal Year 2007/08 of $1,855,440. In response to this report containing numerous recommendations and options, the Board of Supervisors has taken some actions affecting solid waste operations, and may take further actions next fiscal year, that may result in reduction of the projected operating loss.

Given the difficulty predicting and quantifying the future impacts of operational changes in the Solid Waste Program, I believe it is necessary at this time to set aside General Fund monies to ensure that at the end of next fiscal year a long-term deficit in this enterprise fund does not rollover to the next fiscal year. Solid Waste is projected to end the current fiscal year with a fund balance of $1,431,203 which can be used to partially offset operating losses. I recommend that an additional $500,000 be reserved in the Contingency Fund to cover losses that exceed available fund balance.

6. Mobile Data Computer Replacement

Mobile data computers are used by the Sheriff's Office to efficiently dispatch and clear calls for service and perform records checks in the field. These units are

heavily used and the existing units, over six years in service, are experiencing a high failure rate.

In adopting the current year's Budget the Board of Supervisors appropriated $1,000,000 as the first of a two year program to replace all of these units. As the second and final phase of this replacement I recommend that an additional $1,050,000 be appropriated next fiscal year and reserved in the Information Technology Enhancement Fund for this purpose.

7. Departmental Requests for One-Time Supplemental Funding

Numerous departmental requests for supplemental funding are for one-time expenditures next fiscal year. Because these costs are non-recurring they can be funded from the projected ending fund balance for the current fiscal year. Such requests that I recommend are:

- $491,418 – Additional Sheriff's Personnel: As further discussed in Section V(B)(4) below I am recommending that 8 Deputies, 3 Detectives, and 1 Sergeant be added as a Border Crime Unit within the Sheriff's Department. This amount will fund the cost of vehicles and equipment for these new positions.

- $160,000 – Sheriff's Patrol Equipment: This will fund global positioning systems, radar guns, and portable breath test instruments to enhance the efficiency and effectiveness of the law enforcement efforts of the Sheriff's Patrol Division.

- $270,000 – Sheriff's Support Operations Equipment Replacement: This will fund replacement and upgrade of antiquated telephone switches at Office headquarters and the corrections campus and dictation equipment currently experiencing a high failure rate. I recommend that this amount be reserved in the Information Technology Enhancement Fund for expenditure after the specific proposed procurements are reviewed by the Information Technology Department and approved by the County Administrator.

- $273,714 – Natural Resources, Parks and Recreation: New Facilities and Properties: Numerous new or improved parks, facilities, and trails will open during the coming fiscal year including field lighting at Mehl Foothills Park and Dan Felix Park, Ellie Towne Flowing Wells Community Center, Mt. Lemmon Community Center, Rillito Park soccer fields, historic buildings and projects at Canoa Ranch and Empirita Ranch, and over 46 miles of new trails including portions of Juan Bautista de Anza, Arizona Trail, Robles Pass, Sweet Water, and Jeremy Wash. Capital equipment, tools, and some vehicles necessary to maintain and staff these new facilities is funded by $231,100 of this total. As further discussed in Section V(B)(4) below, the remaining $42,614 will fund

capital costs associated with establishment of an Open Space Operations and Maintenance Unit to maintain, repair, preserve, and monitor over 30,000 acres of open space newly acquired pursuant to the County's Bond Program.

- $36,145 – Public Health West Nile Virus Response: As further discussed in Section V(B)(4) below, I am recommending an enhancement of the County's capability to proactively respond to the threat of West Nile Virus. This amount will fund the cost of equipment related to this program expansion.

- $250,000 – MWBE Disparity Study: Federal law requires that every five years the County conduct an evaluation to determine whether market place discrimination exists against minority, woman-owned business enterprises including construction contracting and subcontracting, and purchase of goods, general services, and professional services. The current study in place expires in May, 2008. I recommend that this amount be reserved in the Contingency Fund for expenditure based on actual costs incurred.

- $80,200 – Procurement Enhancements: Of this total $65,200 will fund enhancements to the Synergen system in the areas of P-Card interface, vendor registration and broadcasting, and request for quotes processing. The remaining $15,000 will increase capacity and efficiency in procurement records retention. I recommend that this total amount be allocated to the Information Technology Enhancement Fund for expenditure based on review by the Information Technology Department, advance approval by the County Administrator, and actual costs ultimately incurred.

- $100,000 – Public Fiduciary Accounting Software: This funding will replace and upgrade the accounting and case management software system in the Public Fiduciary's Office to increase capability and efficiency. I recommend that this amount be allocated to the Information Technology Enhancement Fund for expenditure conditioned upon review and recommendation of the Information Technology Department and prior approval by the County Administrator of the specific proposed procurement.

- $47,000 – Clerk of the Board Micrographics Equipment: I recommend that this funding to purchase equipment to facilitate electronic document retrieval and storage be allocated to the Information Technology Enhancement Fund for expenditure conditioned upon review and recommendation of the Information Technology Department and prior approval of the County Administrator of the specific proposed procurement.

- $13,900 – Justice Court Ajo: This appropriation will replace a failing copier machine, a time stamp machine, and worn out carpeting. I recommend that $5,000 of this total be allocated to the Facilities Renewal Fund for recarpeting.

- $15,000 – NACCED Conference: Pima County was selected through a competitive process to host the annual conference of the National Association of County Community and Economic Development in October, 2007. This appropriation will fund the requested contribution of the host county toward a total conference budget of over $100,000.

The total amount recommended above for departmental requests for one-time supplemental funding is $1,737,377.

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 2006/07 available ending fund balance of $41,007,377.

Table 1

Recommended Allocation of Fiscal Year 2006/07
General Fund Ending Balance

Recommendation		Amount
General Fund Reserve at 5%		$ 24,500,000
C-Path		375,000
University Physician's Hospital at Kino: Excess Operating Losses		11,345,000
Relocation to Former Bank of America Building		1,500,000
Solid Waste Program Operating Losses		500,000
Mobile Data Computer Replacement		1,050,000
Departmental One-Time Supplemental Funding		1,737,377
	Total	**$41,007,377**

IV. General Fund Base Budget: Fiscal Year 2007/08

A. General Fund Base Budget Revenues

Assuming continuation of the current primary property tax rate of $3.8420, projected Fiscal Year 2007/08 base budget revenues and operating transfers to the General Fund total $489,666,189. This is a 9.70 percent or $43,312,039 increase over the current year's budgeted revenues and operating transfers to the General Fund.

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

1. General Government Revenues Other Than Property Taxes

Excluding primary property tax revenues, projected Fiscal Year 2007/08 base budget General Government revenue from all other sources is $164,357,261, which is $7,670,733 or 4.90 percent more than the current adopted budget. The projected rate of growth in this category of general revenues is less than one-third of the growth rate experienced during the current fiscal year. The slowing in the growth of these revenue sources is reflective of the overall economy whose growth has been moderated by numerous factors including a downturn in residential construction, a slowing rate of increase in housing prices, uncertainty in the sub-prime mortgage market, rising fuel prices and a volatile stock market. Partially offsetting these negative factors are positive components of our State and local economies including continued population growth, relatively low inflation, rising wages, and higher commodity prices.

Fiscal Year 2007/08 projections for specific increases in revenue sources within this category include:

- State shared sales tax – $3,700,000 or 3.41 percent increase over the current budget. This rate of growth is substantially less than the 17.03 growth rate adopted in this year's budget.

- Vehicle license tax – $900,000 or 3.3 percent increase over projected actual revenues this fiscal year.

- Business license and permit revenue – $453,320 or 18.4 percent increase over the current budget resulting primarily from increases in the number of residences in the unincorporated area of the County and the resulting new cable connections.

- Interest on cash balances – $690,000 increase, a slower rate of growth than adopted in the current year's budget as a result of leveling interest rates.

2. Primary Property Tax Revenues

The Preliminary Primary Net Assessed Value for Fiscal Year 2007/08 totals $7,353,331,088. This is a 6.87 percent increase over the current year that is attributable to new construction that has been added to the tax base and an additional 6.38 percent increase representing market appreciation in the value of existing property. The assessed values of all classes of property has grown over the past few years with the greatest growth being in owner occupied residential properties. The assessment ratio for class one property, commercial, mines, and utilities, is, however, being reduced as a result of state legislation enacted in 2006.

This ratio will be reduced next fiscal year from 24.5 percent to 24 percent and will continue to decrease in one-half point increments each year until the ratio is 20 percent.

Assuming the same primary rate as this year, $3.8420 per $100 of assessed value and a collection rate of 96.64 percent, current year General Fund property tax revenues for Fiscal Year 2007/08 are projected to be $273,033,266 which is $32,128,172 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 $11,758,891. Together with the projected primary property tax collections next year as discussed above, the total base property tax revenues projected for Fiscal Year 2007/08 are $284,792,157 a 12.45 percent increase over projections for Fiscal Year 2006/07.

3. Departmental Revenues

Base budget General Fund revenues from departments and operating transfers-in for Fiscal Year 2007/08 are projected to be $40,516,771. This amount is $4,446,785 more than the department revenues and operating transfers-in adopted for this fiscal year.

Significant departmental revenue increases include:

- $2,853,671 resulting from additional rental revenue from County facilities.
- $317,000 of additional fees from the recently implemented mandatory Vehicle Tow Program.
- $314,600 due to increases in adult correctional housing reimbursements.
- $217,350 due to increases in juvenile correctional housing reimbursements.
- $78,393 resulting from enhanced eligibility screening and collection efforts from criminal defendants who are appointed a contract attorney at County expense but are able to contribute some amount toward the total cost of their defense.

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 $452,085,237. This

base expenditure amount represents adopted departmental budgets adjusted for new or amended federal and state mandated expenditures, recurring supplemental requests, annualized as appropriate, that were adopted in the current year's budget, 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, 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 $58,172,600 which includes combined increases next year of $723,626.

- State mandated payments to fund the State's indigent mental health program of $10,563,474.

- Funding for adult and juvenile detention healthcare of $12,403,875.

- State mandated cost shift requiring funding for the State Restoration to Competency Program of $2,400,000 including an increase next year of $400,000.

- State mandated employer contributions to the various State retirement systems totaling $21,398,605 which includes combined increases next year of $1,841,167.

- Funding for the County's contribution toward the cost of non-retirement benefits for our employees, primarily medical insurance premiums, totaling $36,127,267.

- Funding to annualize the cost of departmental supplemental funding requests previously approved by the Board of Supervisors, totaling $1,062,843.

- Funding for the annual total amount of state mandated salary increases for judges awarded in January, 2007 of $534,410.

- Funding for the Board Contingency Fund at its historic level of $1,000,000.

V. Recommended Adjustments to General Fund Base Budget

As discussed in Section IV above the amount required to fund base budget expenditures is $37,580,952 less than the amount of base budget revenues projected for Fiscal Year 2007/08. Set forth below are my recommendations for adjustments to base revenues and expenditures.

A. Recommended Adjustments to General Fund Revenues

1. Primary Property Tax Rate and Levy Reduction

Pursuant to the administrative structure for property taxation set forth in state statute, the levies and rates adopted by the Board of Supervisors for Fiscal Year 2007/08 will be based on property valuations set by the County Assessor for calendar year 2005. As a result these valuations continue to reflect the unprecedented market appreciation that occurred locally, statewide and nationally during the period of 2004 through 2006. While this was a positive development in adding significant worth to the property of individual and business owners, it has also added potential increased property tax liability for these assets at a rapid pace. Based on the current primary property tax rate of $3.8420 per $100 of assessed value, the levy would increase next fiscal year by $15,883,268 or 6.38 percent as a result of increases in valuation of existing properties. This increase represents an average of all valuations in the County, consequently many individual property valuations increased by more than 6.38 percent.

Given the substantial jump in market appreciation of property, consideration should be given to balancing the needs served by County programs against the impacts these increased valuations will have on taxpayers in our community. This is particularly important as they affect individuals and small businesses whose income is not increasing at as great a rate, as well as larger businesses that compete in national and international markets. The County needs to do what it can, as one of many property taxing jurisdictions within the County, to moderate these impacts while continuing to meet its responsibilities. Therefore I am recommending that the primary property tax levy and resulting tax rate be reduced in an amount sufficient to eliminate any additional taxes resulting from increases in the valuation of existing property.

Specifically I recommend that the primary property tax rate be reduced 24 cents per $100 of assessed value or a 6.66 percent reduction of the current rate. The current primary rate of $3.8420 will be reduced to $3.6020 which is the lowest County primary rate in ten years. This rate adjustment will reduce projected General Fund base revenues by $17,055,696. As was the case last year when the Board of Supervisors adopted the current year's budget, because the only new tax dollars contained in this recommended levy are entirely attributable to new construction added to the tax rolls and does not contain any additional tax dollars to address inflation, no special notice or hearing will be required pursuant to the state "Truth in Taxation" statutes.

2. Additional Primary Property Tax Rate Reduction Using Alternative Revenues

Since being appointed County Administrator it has consistently been my judgement that the County's General Fund revenues are insufficiently diversified to provide

a stable, predictable and efficient tax base for the institution or the community. The County is far too reliant on property tax. Historical circumstances that have developed over the past thirteen years within the County have reinforced this opinion and illustrated the critical need for enhanced revenue diversification.

Unlike municipalities, Arizona counties do not receive any portion of the State income tax and can not levy a local income tax. The only other significant local option available to counties to diversify their general fund revenues is a countywide sales tax at a rate not to exceed one-half percent. Of the ninety municipalities in Arizona, all levy a sales tax. Of the fourteen counties in the State that are authorized to levy a sales tax to support general operating expenses, thirteen, all but Pima County, do so.

The dilemma caused by the County's over-reliance on property tax has been well demonstrated by the recent cycle of rapid, substantial market appreciation of property. Individuals and businesses have no control over changes in the market value of their property. While an increase in valuation does not in and of itself create additional tax liability, it creates the potential for an increase in taxes and, therefore, an uncertainty that is difficult to plan for and accommodate. If additional taxes do result, they require cash that is not available from the non-liquid property that is being taxed. Increases in the income sources of taxpayers may not keep pace with the appreciation of their property, as is the case for individuals who are retired or disabled and rely on fixed incomes. Over-reliance on property tax makes all of these problems inherent in property taxation more acute resulting in greater hardships being borne by taxpayers. In addition, over-reliance on property tax, which is paid entirely by owners of property within the County, creates an inordinate property tax burden as compared to other jurisdictions. As such it constitutes a material disincentive in retaining and recruiting business investment in our community. This impediment to local economic development contributes to a declining long-term viability of the County's tax base to generate revenues sufficient to provide services to the community.

Inclusion of a local sales tax in the General Fund revenues of the County will mitigate many of the negative effects of over-reliance on property tax. As compared to property tax, sales tax affords considerable discretion and, therefore, the ability to make choices, manage, plan for, and accommodate the tax liability incurred. This is further facilitated by state statute that exempts food, services, rents, and prescription medication from sales taxation by counties. Unlike property tax, sales tax will not be paid entirely by residents and property owners of the County. As we continue to enhance our efforts to attract more tourists, conventions, and retail shoppers from the Republic of Mexico, the County is simultaneously failing to directly capture the legitimate, equitable share of revenues from these visitors to fund the cost of government services which they enjoy while in Pima County. This is particularly true as regards the enormous cost of our

criminal justice and law enforcement system which accounts for approximately one-half of County General Fund expenditures. Perhaps a more significant development that compels inclusion of a local sales tax in the County's General Fund revenues is the proliferation of residential development outside, but peripheral to the County's border. Approximately 49,000 of such new homes are currently in some stage of actual development and will house over 120,000 people within the next five to seven years. No property taxes will be paid to Pima County on these homes, yet most of their owners will commute to Pima County for work, school, shopping, services and recreation. Failure to capture the fair share of the value of General Fund services to these commuters will result in Pima County property owners subsidizing these distant bedroom communities.

Allowing three months for administrative implementation, levy of a countywide one-half percent sales tax effective October 1, 2007 is estimated to generate $55,000,000 during the next fiscal year. Using these revenues, dollar-for-dollar, as a substitute for existing primary property tax revenue will result in a reduction of the primary rate by $0.7739 per $100 of assessed value. Combined with the 24 cent rate reduction recommended in Paragraph 1 above, the total reduction in the primary rate will be $1.0139 or 26.39 percent less than the current primary rate. Next fiscal year the primary rate will be reduced from the current $3.8420 to $2.8281 per $100 of assessed value. In Fiscal Year 2008/09, during which the sales tax will be in effect for the full year, an additional $0.2394 can be reduced from the primary rate based on current projections.

Excluding sales taxes levied by municipalities, the existing combined sales tax rate in Pima County is 6.1 percent consisting of 5.6 percent by the State and 0.5 percent by the Regional Transportation Authority. Eight of the remaining other fourteen counties have a comparable combined rate that is greater than 6.1 percent as listed in Table 2 below.

Table 2

Combined State, County and Regional
Transportation Sales Tax Rates Greater Than 6.1 Percent

County	Combined State, County and Regional Rate	County General Fund	County Jail Tax	County Open Space	County Hospital/ Health Services	Regional Transportation Tax	State
Coconino	6.725 %	0.5%	0.50%	0.125%			5.6%
Yuma	6.7 %	0.5%	0.50%		0.1%		5.6%
Gila	6.6 %	0.5%				0.5%	5.6%
La Paz	6.6 %	0.5%	0.50%				5.6%
Pinal	6.6 %	0.5%				0.5%	5.6%
Santa Cruz	6.6 %	0.5%	0.50%				5.6%
Yavapai	6.35 %	0.5%	0.25%				5.6%
Maricopa	6.3 %		0.20%			0.5%	5.6%

All of the municipalities in Pima County levy a 2 percent sales tax except South Tucson which levies 2.5 percent. The result is that the existing total combined rate for Pima County is 6.1 percent in the unincorporated area and 8.1 percent in 99.76 percent of the incorporated area. Therefore, levy of a 0.5 percent County sales tax would increase the total combined rate within almost all of the incorporated area to 8.6 percent. The total combined sales tax rate within many municipalities throughout the State currently equals or exceeds 8.6 percent including all of the municipalities in Santa Cruz County, Pinal County and Cochise County except Huachuca City and Sierra Vista. Seven municipalities in Maricopa County have a combined rate greater than 8.6 percent.

Using sales tax revenues to reduce the primary property tax rate by $0.7739 per $100 of assessed value will reduce property taxes on the average owner occupied home next year by $119.93. The average full cash value for all owner occupied homes in Pima County is $171,617. It is estimated that the average additional annual sales tax to be paid by this same average household of 2.5 persons would be $91 as a result of levying a County sales tax of 0.5 percent. The resulting average annual net reduction in tax liability for each household is $28.93 and the total combined savings to all homeowners in the County would be $7,406,167. This reflects that all of these property taxes are paid by County residents but sales taxes are not. The $0.7739 reduction in the primary rate will reduce the property tax liability of the average business in Pima County by $1,010 next year and will reduce property taxes to all businesses in the County by a total of $13,572,380. All of these projected reductions in tax liability can increase by approximately 25 percent in Fiscal Year 2008/09 when the sales tax is in effect for the entire year.

Therefore, I recommend that the Board of Supervisors levy a 0.5 percent countywide sales tax effective October 1, 2007 and that the projected revenues be used to reduce the primary property tax rate by $0.7739 per $100 of assessed value. Unlike adoption of the County Budget, levy of the sales tax requires a unanimous vote of the Board of Supervisors pursuant to state statute. If this recommendation to levy a sales tax does not receive a unanimous vote it will not change any other revenues or expenditures in this Recommended Budget. The only effect would be that the primary property tax rate will be $3.6020 instead of $2.8281 and the resulting primary property tax revenues will be $267,736,461 instead of $212,736,461.

B. Recommended Increases to General Fund Base Budget Expenditures

As discussed above the amount required to fund base budget expenditures is $37,580,952 less than the amount of base budget revenues projected for Fiscal Year 2007/08. This amount is reduced by $17,055,696 by the primary rate reduction of 24 cents recommended in Subsection A (1) above. The recommendation to further reduce the primary rate by $0.7739 by substituting sales tax revenue will neither

increase nor decrease available General Fund revenues but will only serve to afford substantial tax relief to property taxpayers. The amount of additional General Fund revenue available for appropriation after the 24 cent rate reduction is $20,525,256. Set forth below are my recommendations for allocation of these resources.

1. Property Tax Rate Stabilization Fund

   Last year in adopting the current year's Budget the Board of Supervisors substantially reduced the existing primary property tax rate by 23 cents resulting in $14,371,021 less in property tax revenues going to the General Fund. In doing so the Board simultaneously funded, as a one-year appropriation, the County's Property Tax Rate Stabilization Fund in the amount of $3,200,000. This was done in recognition that the other sources of revenue to the General Fund, as well as required expenditures, are susceptible to many factors over which the County has no control. Examples of such negative factors are unanticipated actions of the federal and state governments that would shift costs , reduce shared revenues and increase unfunded mandates to the County, and catastrophic world events that cause a precipitous decline in the economy and corresponding government revenues.

   Setting funding aside in the Property Tax Rate Stabilization Fund will help to avoid a possible roller coastering of the County primary and combined rates. Instability in these rates, coupled with rapid increases in valuation, would make it difficult for individuals to plan for and accommodate their future property tax liability. Given that I am recommending that the primary property tax rate be substantially reduced for a second consecutive year, I am also recommending renewal of this set aside to ensure stability. Therefore I recommend that $5,800,000 be appropriated to the Property Tax Rate Stabilization Fund.

2. Employee Compensation

   The County continues to be challenged to remain competitive in attracting and retaining experienced, high quality personnel throughout our workforce. A countywide compensation market study is currently in progress to assess all job classifications to determine which have fallen below the compensation being paid by actual competing employers and to what extent. This study will be complete during the early part of next fiscal year and will be used to develop recommendations for the Board of Supervisors as to which classifications and levels within these classifications need to be addressed and in what amount and order of priority. Pending future implementation of the results of the market study, I recommend the following compensation package for inclusion in the Fiscal Year 2007/08 Budget.

a. Commissioned and Corrections Officers

In 2005 new, competitive pay plans were implemented in the County for commissioned and corrections officers in an attempt to stay in market and address what had become an acute problem in recruiting and retaining personnel that resulted in substantial expenditures for overtime. Since that time market benchmarks for this workforce have continued to increase rapidly. A primary competitor, the City of Tucson, has awarded substantial increases to their uniformed personnel during the past two years and appears likely to do so again in Fiscal Year 2007/08.

Therefore, I recommend the following adjustments:

- That the Step Plans for Commissioned Officers be increased 10 percent effective January 6, 2008. This will raise the starting salary of deputies to $20.24 per hour. The cost to fund this adjustment next fiscal year is $1,798,078. The annualized cost in Fiscal Year 2008/09 will be $3,596,156.

- That the Step Plans for Corrections Officer and Corrections Specialist be increased 5 percent and that the Corrections Sergeant pay range and salaries be increased 10 percent effective January 6, 2008. This will raise the starting salary for Corrections Officers to $17.01 per hour. The cost to fund these adjustments next fiscal year is $608,000. The annualized cost in Fiscal Year 2008/09 will be $1,216,000.

I recommend that this funding be reserved in the Contingency Fund for transfer to the Sheriff's Department in an exact amount after a specific implementation plan has been reviewed by the Human Resources Department and approved by the County Administrator.

b. Cost of Living Adjustment

The increase in the National Consumer Price Index from January 2006 to January 2007, the benchmark used by the City of Tucson to calculate cost of living adjustments for next fiscal year, is 2.1 percent. I recommend that a 2.1 percent increase to address inflation be awarded effective with the pay period beginning July 8, 2007 to all eligible employees, except the standard exclusions and those that will receive an increase pursuant to paragraph (a) above, but including those who have reached the top of the classification or step plan. The cost to the General Fund is $3,911,016. Non-General Fund supported departments will absorb this increase.

c. Employee Retirement Contribution Increase

The officers and employees of the County participate in one of five different state retirement plans depending upon their status. The required contributions to keep all of these plans adequately funded will increase next fiscal year. As a result of the state laws governing these different plans, however, only one plan, the Arizona State Retirement System (ASRS) to which most County personnel belong, will require both the employer's and the employees' contributions to increase. In the other four plans the entire contribution increase must be borne by the County and employees in those plans will see no increase. Table 3 below sets forth increases in contribution rates for the plans in which the County participates.

Table 3

Required Contributions to Retirement Plans

Plan	Required Contributions FY 2006/07		Required Contributions FY 2007/08		Increase	
	County	Employee	County	Employee	County	Employee
Arizona State Retirement System	9.10%	9.10%	9.60%	9.60%	0.50%	0.50%
Public Safety	19.06%	4.00%	21.90%	4.00%	2.84%	0.00%
Correction Officers	6.23%	8.50%	7.44%	7.96%	1.21%	(0.54)%
County Attorney Investigators	12.87%	7.65%	16.04%	7.65%	3.17%	0.00%
Elected Officials	11.00%	7.00%	12.84%	7.00%	1.84%	0.00%

As this table shows the contribution of employees who belong to ASRS will increase 0.5 percent. Because this cost is in addition to inflationary increases addressed by the compensation adjustment recommended in paragraph (b) above, I recommend that all eligible County employees who are members of the ASRS on July 8, 2007, excluding those who are contributing only for the purpose of buying back previous years of service, receive a 0.5 percent increase effective on that date. The cost to the General Fund next fiscal year is $792,725. Non-General Fund supported departments will absorb this cost.

d. Market Adjustment

The countywide compensation market study will be completed and recommendations for its implementation will occur during the coming fiscal year. The study will provide discrete information about the market position of the many job classifications within the County that can be used to strategically address areas in our workforce that are experiencing acute recruitment and

retention problems. Pending future implementation of that plan, sufficient information exists to indicate that, as an initial, first phase, a countywide market increase is appropriate and necessary for inclusion at this time in the Fiscal Year 2007/08 Budget. One example is the City of Tucson which has recommended to its Mayor and Council that, in addition to a cost of living adjustment and holding all employees harmless from retirement system and health insurance premium contribution increases, 5 percent "merit" pay be awarded to 98 percent of their employees next fiscal year.

Consequently, as a first step toward addressing market disparity, I recommend that effective with the pay period beginning July 8, 2007 all eligible employees be awarded a 2 percent market adjustment. Excluded from this recommendation are the commissioned and corrections officers who will receive increases pursuant to paragraph (a) above and employees of the Superior Court, Clerk of the Superior Court and Juvenile Court as these departments implemented the first phase of their plan to address market disparities in the fall of 2006 in an amount equivalent to 2.4 percent of their combined payroll.

The cost to the General Fund for this 2 percent increase is $2,803,194. Non-General Fund supported departments will absorb this cost.

e. Critically Deficient Starting Salaries

It is anticipated that the pending countywide compensation market study will indicate that a number of positions currently have starting salaries that are inadequate to successfully attract and employ new hires. In order to address the most critical of these situations identified by the study next fiscal year, I recommend that $1,000,000 be reserved in the Contingency Fund for this purpose subject to future allocation by the Board of Supervisors.

3. Zero-Base Budget Adjustments

Pursuant to the schedule adopted by the Board of Supervisors, four General Fund supported departments and three Non-General Fund departments, Communications, Regional Flood Control District, and Transportation, developed their budget requests using a zero-based approach without regard to their target base which has been the basis for their budget in prior years. A separate report compiling the materials and information generated in the zero-base budget development process for Fiscal Year 2007/08 has been transmitted to the Board of Supervisors in conjunction with this Recommended Budget. Table 4 below summarizes requests for zero-base budget adjustments from the General Fund supported departments.

Table 4

Zero-Base Adjustment Requests
General Fund Supported Departments

Department	Expenditure Variance Request	Revenue Variance Request	Net General Fund Impact of Request
Facilities Management	$ 0	$9,938	$ 9,938
Information Technology	(633,113)	(6,378)	(639,491)
Procurement	0	0	0
Treasurer	(114,283)	0	(114,283)
Totals	**$(747,396)**	**$3,560**	**$(743,836)**

I recommend these requests subject to one adjustment. The Information Technology request does not budget any savings resulting from position vacancies. To date the department's actual attrition this fiscal year has averaged 9.9 percent. Therefore, I am recommending that Information Technology's request for $633,113 of increased expenditures be offset by $220,096 representing 3 percent vacancy savings. The resulting recommended net General Fund cost for Information Technology is $419,395. The resulting total net cost to the General Fund of all recommended zero-base adjustments is $523,740 which will primarily fund increased costs for postage, mail pre-sort services, software, printing and additional program service requirements.

4. 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 of Supervisors in conjunction with this Recommended Budget. The total net negative General Fund impact of all supplemental requests received by departments is $43,469,087. The amount available to fund these requests after adjusting base revenues and expenditures as recommended above is $3,288,503.

Categorized below are brief descriptions of the supplemental requests that I am able to recommend.

a. Justice and Law Enforcement

1) $474,688 – Border Crime Unit: Funds creation of a Border Crime Unit within the Sheriff's Office consisting of 3 new Detectives beginning October 1, 2007 and a new operational squad of 8 Deputies and 1 Sergeant beginning January 8, 2008 to address increasing violent crimes

associated with undocumented aliens that have resulted from the federal government's failure to implement effective policies regulating international borders. The one-time cost for vehicles and equipment for these positions has been recommended for funding from the ending fund balance in Section III (B)(7) above. The annualized cost of this package in the second year will be $977,257.

2) $188,492 – COPS in Schools Grant '05: Funds the matching requirements of this federal grant awarded in August 2005 to hire 14 additional Deputies.

3) $611,105 – County Attorney Felony Prosecution: Funds 6 Attorneys, 3 Paralegals, 3 Legal Secretaries and 2 Legal Processing and 1 Administrative Support positions beginning October 1, 2007 to address increased felony caseloads, ensure timely processing and disposition of cases, and reduce pre-trial/disposition incarceration costs at the jail. The annualized cost of this package in the second year will be $802,379.

4) $286,716 – County Attorney Misdemeanor Prosecution: Funds 3 Attorneys, 1 Paralegal, 1 Legal Secretary, 1 Legal Processing Support position and 1 Investigative Support Specialist position beginning October 1, 2007 to address increased misdemeanor caseloads and facilitate the efficient and timely disposition of these cases. The annualized cost of this package in the second year will be $376,819.

5) $96,735 – County Attorney Misdemeanor Victim Notification: Funds 1 Litigation Support position, 1 Administrative Support Specialist position, and supplies and services needed to comply with a recent Arizona Court of Appeals ruling that expands required, state mandated victim notifications to include misdemeanor crimes.

6) $1,095,660 – Contract Criminal Defense Attorneys: Funds the projected increase in costs for Court Appointed Criminal Defense Attorneys for the indigent based on current caseload trends and utilization of the Contract Attorney Program.

7) $73,125 – Public Defender Expansion to Reduce Contract Attorney Costs: The Public Defender has requested $966,318 to add 22 new positions, including 11 Attorneys, and associated supplies and services in order to increase that Office's capacity to represent indigent felony defendants and correspondingly decrease the County's reliance on outside, contract attorneys for these services. The one-time capital costs for equipment to implement this expansion are $73,125 which I recommend for

appropriation. I also recommend approval to establish and fill the requested positions to be funded by transfers from the budget for the Contract Attorney Program based on per case claims made to the Office of Court Appointed Counsel on the same terms, rates and conditions as are made available to private contract attorneys.

8) $86,049 – Public Defender Law Clerk Program: Funds establishment of a Law Clerk Program in this Office consisting of 1 full time clerk and 4 half time clerks to conduct legal research and facilitate more cost effective use of attorneys' time.

9) $81,555 – Justice Courts - Tucson Security: Funds 2 Judicial Security Officers for the Court which is now operating in three separate locations requiring over 400,000 screenings per year of persons entering these facilities.

10) $30,094 – Justice Court Ajo Interpreter: Funds an Interpreter, which the Court does not currently have, to provide judicially mandated services to non-english speaking defendants beginning October 1, 2007.

11) $28,357 – Justice Court Green Valley Security: Funds a Security Officer/Bailiff, which the Court currently does not have, beginning October 1, 2007.

12) $82,473 – Superior Court Grant Replacement: Funds partial replacement of reductions to grants that have been used to fund 2 Judges Pro Tempore for the criminal bench.

13) $207,100 – Superior Court Security System: Funds upgrades to the Court's video surveillance and electronic door locks systems to increase capacity, reliability, and quality of judicial security.

14) $75,330 – Superior Court Security Officers: Funds 2 Security Officers to enhance security at first floor access points to the Court.

15) $43,102 – Superior Court Interpreters: Funds 1 additional Court Interpreter to address a substantially increasing demand for these services.

16) $150,000 – Superior Court Mandated Services: Funds projected increased expenditures for these services, which include provision of jurors and interpreters, primarily as a result of increased case filings. I recommend that this allocation be reserved in the Budget Stabilization Fund for transfer in an amount based on actual additional expenditures.

17) $126,130 – Clerk of the Superior Court Additional Court Support: Funds 1.5 Courtroom Clerks and 3 Support Staff positions to staff 2 new Hearing Officers that were established by the Superior Court during mid-Fiscal Year 2006/07.

18) $25,306 – Forensic Science Center Forensic Investigation: Partial year funding for 1 additional Forensic Medical Investigator to address a substantially increasing caseload and demand for these services from law enforcement.

19) $(1,808,011) – Attrition Adjustments: In several of the Package A, base budget requests submitted by large Justice and Law Enforcement departments no or low rates of attrition, or projected savings from vacant positions, have been budgeted without any corresponding significant overtime being budgeted. A substantial variance exists between the budgeted vacancy savings requested by these departments and the actual average attrition and resulting vacancy savings they are experiencing in the current fiscal year. Therefore, I recommend that personal services within these requested base budgets be adjusted to reflect a more realistic, probable amount of vacancy savings next fiscal year and that these reductions be redirected and used to fund some of the pressing needs in the Justice and Law Enforcement area identified by the supplemental packages recommended above.

- The County Attorney's Office budgeted zero attrition but has had an average attrition rate in the current fiscal year of 10.8 percent. The projected variance in savings is $2,032,008. I recommend that this base budget be reduced by $897,821 and be used to fund recommended Packages 3 and 4 above. This represents an attrition rate of 4.77 percent.

- Indigent Defense budgeted 2 percent attrition and has had an average rate in the current year of 7.7 percent. The projected variance is $775,754. I recommend that this base budget be reduced by $86,049 and used to fund recommended Package 8 above. This represents an attrition rate of 2.64 percent.

- Superior Court budgeted 3 percent attrition and has had an average rate in the current year of 5.9 percent. The projected variance is $715,594. I recommend that this base budget be reduced by $118,432 and used to fund recommended Packages 14 and 15 above. This represents an attrition rate of 3.5 percent.

- Clerk of the Superior Court budgeted 2 percent attrition and has had an average rate in the current year of 6.5 percent. The projected variance is $446,245. I recommend that this base budget be reduced by $126,130 and used to fund recommended Package 17 above. This represents an attrition rate of 3.3 percent.

- Juvenile Court has budgeted 3.3 percent attrition and has had an average rate in the current year of 12 percent. The projected variance is $1,852,798. I recommend that this base budget be reduced by $579,579 and used to fund recommended Packages 9,10,11,12,13, and 16 above. This represents an attrition rate of 6 percent.

The total net amount recommended above for the Justice and Law Enforcement System is $1,954,006.

b. Natural Resources, Parks and Recreation

1) $650,000 – Operating and Maintenance Costs for New Facilities: Funds the on-going costs of new or expanded facilities that will open during the first three-quarters of the next fiscal year including: lighting at Mehl Foothills Park and Dan Felix Park, Ellie Towne Flowing Wells Community Center, Mt. Lemmon Community Center, Rillito Park soccer fields, Robles Park, historic building projects at Canoa Ranch and Empirita Ranch, and over 46 miles of new trail added to Bautista de Anza, Arizona Trail, Robles Pass, Sweetwater and Jeremy Wash.

2) $79,842 – Open Space Operating and Maintenance: Funds establishment of an Open Space Maintenance Program consisting of 1.5 Trades Maintenance Technician positions and associated supplies beginning October 1, 2007 to repair, preserve, and monitor the over 30,000 acres of open space newly acquired pursuant to the County's Bond Program.

3) $50,889 – Shooting Ranges: Funds 1 Recreation Program Manager devoted to shooting sports and associated supplies beginning October 1, 2007 to enhance safety and address increased usage of County Shooting Ranges.

The total amount recommended above for Natural Resources, Parks and Recreation is $780,731.

c. Public Health

1) $261,434 – West Nile Virus Response: Funds enhancement of the Public Health Department's ability to provide a timely, effective response to the threat of West Nile Virus consisting of 4 additional positions and associated

supplies and services to increase surveillance activities, investigations, respond to public complaints, inspections, implement treatment and abatement plans, community education, and enforcement functions.

2) $38,848 – Disease Control Intervention: Funds 1 additional Communicable Disease Investigator to address an inability to serve all clients currently presenting themselves at County clinics seeking HIV/STD services.

3) $35,296 – Animal Care Center Staffing: Funds one-half the cost of adding 2 Animal Care Technicians to enhance the Center's capability to operate the spay/neuter clinic and maintain sanitary, disease free sheltering of animals. I recommend that this funding be placed in reserve in the Contingency Fund for transfer to the Center conditioned upon the City of Tucson providing the remaining one-half of funding needed to affect this upgrade.

The total amount recommended above for Public Health is $335,578.

d. Forensic Science Center

- $68,066 – Body Transportation: Funds 2 Forensic Field Agents and equipment to increase the Center's in-house capability for body removal and transport to address substantial increases in calls for service and reduce the County's current reliance on outside service contractors.

e. Assessor

- $60,000 – Pictometry: Funds one-fourth the cost of enhanced aerial photography to increase the effectiveness of this Office to identify new construction and efficiency in use of staff time. It is anticipated that the full cost of this new service will be shared with the Pima Association of Governments and the City of Tucson. I recommend that this funding be reserved in the Contingency Fund pending commitment by these other entities for the remaining cost.

f. Facilities Management

- $90,122 – New Operating and Maintenance Costs: Funds utilities and maintenance costs for the County building at 6920 East Broadway purchased in the fall of 2006.

The total amount recommended above to fund departmental requests for supplemental funding is $3,288,503.

VI. Summary of Recommended Adjustments to General Fund Base Budget

As discussed in Section IV above the amount of projected General Fund revenues for Fiscal Year 2007/08 exceed the amount necessary to fund General Fund base expenditures by $37,580,952. Set forth in Table 5 below are the adjustments to base recommended in Section V above.

Table 5

Recommended Adjustments to Base Budget

Base Revenues in Excess of Base Expenditures			$ 37,580,952
Recommended Decreases to Base Revenues:			
• Primary Tax Rate Reduction: 24 cents	$ 17,055,696		
• Half Cent Sales Tax Levy/77.39 cents Primary Rate Reduction	0		
		$ 17,055,696	
Recommended Increases to Base Expenditures:			
• Property Tax Rate Stabilization Fund	$ 5,800,000		
• Employee Compensation	10,913,013		
• Zero-Based Adjustments	523,740		
• Supplemental Department Funding:			
• Justice and Law Enforcement	1,954,006		
• Natural Resources, Parks and Recreation	780,731		
• Public Health	335,578		
• Forensic Science Center	68,066		
• Assessor	60,000		
• Facilities Management	90,122		
		$ 20,525,256	
Total			**$ 37,580,952**

VII. The Overall Budget

A. Special Districts and Debt Service

1. County Library District

On February 21, 2006, the Board of Supervisors unanimously approved an agreement with the City of Tucson to transfer library operations and funding to the Pima County Free Library District. Governance and administration of the library system, including all library employees, transferred to the Library District on July 1, 2006. As a result, the Library District is now responsible for funding 264 permanent and 93.5 part-time library staff, maintenance and repair of all 341,250 square feet of library facilities, and library collection and technology support for all 25 library facilities and 1 affiliate branch in the Town of Oro Valley.

The agreement with the City of Tucson allows the City to decrease its financial support for the library system incrementally until the year 2010 at which time the City will provide no funding whatsoever. For Fiscal Year 2007/08 the City's contribution will decrease $2,000,000 from the current fiscal year for a total decrease of about $6,000,000 as a result of the County's agreement to assume full funding of the library system. In addition, the Library District has funded all subsequent expenditures for growth in the system including the operating costs of new facilities and enhancements to collections, services, programs, and hours. In order to provide this relief to the City of Tucson's General Fund the Library District's secondary property tax rate is now $0.2197 per $100 of assessed value higher than it would have been if the agreement were not in place.

The recommended Fiscal Year 2007/08 Library District expenditure budget is $36,618,595. Included in this recommendation is funding to:

- Upgrade library materials including purchase of books, audio visual materials, and electronic resources.
- Extend Sunday hours at 14 library branches.
- Complete construction of the Wheeler Abbett-Marana and Flowing Wells library branches.
- Acquire initial library collections for the two new branches.
- Provide for operating and maintenance costs of the two new branches when they open during the coming fiscal year.

The recommended Library District levy rate necessary to support the recommended budget is $0.3975 per $100 of assessed value. This is an increase of $0.03 over the current year's rate of $0.3675. This 3 cent increase in the secondary property tax rate will produce the additional levy needed to afford the City of Tucson's General Fund additional relief next fiscal year as provided for in the library transfer agreement.

2. Debt Service Fund

The total Recommended Fiscal Year 2007/08 Debt Service Fund budget is $77,945,345, a $4,526,942 increase from this fiscal year. The Debt Service Fund includes payments on the County's General Obligation debt, Street and Highway Revenue debt, Highway Expansion/Extension Loan Program debt,

Flood Control General Obligation debt, and Improvement District debt payable to third parties, 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 $56,252,488 will fund existing debt service as well as debt service on a proposed $120,000,000 bond sale expected to occur in January, 2008. As originally planned when the 1997 Bond Program began, the debt service on new bond sales supported by a 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 and 2006 bonds are being sold incurring new debt.

I recommend that the General Obligation Debt Service tax rate be decreased to $0.6850 per $100 of net assessed value for Fiscal Year 2007/08, a reduction of $0.03 from this year's rate of $0.7150 which will adequately fund all existing and planned debt in the coming year.

- 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 2007/08 of $18,057,251 will fund existing debt service as well as debt service on a proposed $25,000,000 bond sale expected to occur in May, 2008.

- Highway Expansion/Extension Loan Program (HELP)

In addition to Street and Highway Revenue bonds, the Transportation Department has one HELP loan for the Alvernon Way 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 2007/08 debt service on the existing HELP loan is $2,827,611. This debt service is also paid from HURF revenues.

- 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 2007/08 debt service for the Flood Control General Obligation bonds is $807,995 which represents approximately $0.0113 of its secondary tax levy.

- 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 geological location. Debt service for Improvement District bonds held by third parties is included in the Debt Service Fund. For Fiscal Year 2007/08, because all outstanding Improvement District debt is held by other Pima County funds, the debt service of $560,124, paid from direct assessments to the property owners in the respective improvement districts, will not need to be included in the Debt Service Fund this fiscal year. There are currently two Improvement Districts paying debt service: La Cholla Boulevard Improvement District and Camino Ojo de Agua Improvement District. In addition, the Hayhook Ranch Improvement District annual assessments are anticipated to begin in December, 2007. 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 $17,074,685. Also recommended are operating transfers totaling $11,401,261. Of this total transfer amount, $10,563,000 is allocated to the Capital Projects Fund, $807,995 is for payment of Flood Control General Obligation debt service and $30,266 goes 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.

This recommended budget includes funding to complete emergency repair work begun this fiscal year along the Pantano Wash, Rillito River, and the lower Santa Cruz River which sustained significant damage during the July 31, 2006 flood event. The total cost of these repairs is approximately $10,000,000. It is anticipated that 90 percent of these costs will be reimbursed to the District from FEMA and the Arizona Office of Emergency Management.

In order to mitigate the impact of increases in valuations on property taxpayers, I recommend that the Regional Flood Control District's tax rate be decreased to $0.3446 per $100 of assessed value, a $0.03 cent reduction from the current rate of $0.3746.

4. Stadium District

The Stadium District operating budget for Fiscal Year 2007/08 is $2,533,809, a $54,903 increase from this year's budgeted amount. The District's budget also includes a $3,014,260 operating transfer from the Stadium District to the General Fund to pay the Stadium District Debt Service on the outstanding Certificates of Participation used to finance construction of the Stadium.

Funding for the District derives from four sources: a $3.50 per contract car rental surcharge, a $0.50 per day rental tax on recreational vehicle spaces, a 2 percent hotel/motel tax in the unincorporated area of the County, and revenue from baseball and other events scheduled at Kino Veterans Memorial Stadium. Tourism directly affects the car rental surcharge, recreational vehicle surcharge, hotel/motel tax, and revenues generated from ticket sales, parking and concession at Spring Training games.

Fiscal Year 2007/08 contract car surcharge revenue is expected to total $1,680,000 for an increase of $230,000 over the current year's budgeted collections, and recreational vehicle space revenue is projected at $225,000 for an increase of $20,000 over the current year.

On September 13, 2005 the Board of Supervisors approved an increase in the hotel/motel tax, doubling the Stadium's share and yielding approximately $3.2 million annually in funding from this source. This funding has allowed the District to fully fund its Debt Service, undertake a major capital improvement program to maintain the Stadium as a safe and attractive public entertainment venue, and invest in revenue generating enhancements such as new signage, food and beverage outlets, paving of parking lots, and event marketing programs. Efforts to increase revenues through non-baseball events held at the Stadium and adjacent facilities will continue during the coming fiscal year with additional emphasis on community music festivals and sports tournaments.

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

Transmitted under separate cover will be the Fiscal Year 2007/08 recommended Capital Improvement Budget of $330,230,594, which consists of the Capital Projects Fund Budget of $234,717,175 and the Wastewater Management Capital Budget of $95,513,419, as set forth in Table 6 below.

Table 6

Recommended Fiscal Year 2007/08 Capital Projects Fund Budget and Wastewater Capital Improvement Plan Budget

	FY 2006/07 Bond and Non-Bond Project Budgets	FY 2007/08 Bond and Non-Bond Project Budgets	Difference	1997 Bond Projects	2004/2006 Bond Projects	Non-Bond Projects
Capital Projects Fund Budget						
Facilities Management	$ 28,892,491	$ 46,029,939	$ 17,137,448	$ 500,000	$ 38,267,787	$ 7,262,152
Transportation	53,765,504	63,673,008	9,907,504	46,003,988		17,669,020
Flood Control	21,738,778	23,320,849	1,582,071	1,000,000	13,228,994	9,091,855
Parks and Recreation	13,908,586	15,652,314	1,743,728	5,253,543	10,248,771	150,000
Open Space	21,715,199	34,000,000	12,284,801		34,000,000	
Cultural Resources	4,534,256	4,947,262	413,006	430,508	4,516,754	
Neighborhood Reinvestment	4,150,245	8,534,057	4,383,812	3,033,929	5,500,128	
Solid Waste Management	5,862,000	722,000	(5,140,000)	722,000		
Sheriff Radio System	414,318	15,755,456	15,341,138		15,755,456	
CIP Administration	920,409	1,082,290	161,881	292,200	623,551	166,539
Contingency Amount		21,000,000	21,000,000	5,700,000	12,100,000	3,200,000
Total Capital Project Fund Budget	**$155,901,786**	**$234,717,175**	**$78,815,389**	**$62,936,168**	**$134,241,441**	**$37,539,566**
Wastewater Management Capital Improvement Budget	$ 41,969,355	$ 95,513,419	$ 53,544,064	$ 899,179	$ 79,387,993	$15,226,247
Total Capital Improvement Budget	**$197,871,141**	**$330,230,594**	**$132,359,453**	**$63,835,347**	**$213,629,434**	**$52,765,813**

1. Capital Projects Fund Budget

The $234,717,175 Capital Projects Fund Budget for Fiscal Year 2007/08 is an increase of $78,815,389 or 50.6 percent over the Capital Projects Fund Budget of $155,901,786 for the current fiscal year. Because overall project delivery in the County has improved, implementation of very large projects next fiscal year, such as the Joint Justice and Municipal Court Complex and the Public Safety Wireless Integrated Radio Communication Network, require provision of excess expenditure authority. In order to ensure that the speed with which these projects are actually completed does not cause either a budget exceedence or, alternatively, require an unnecessary delay in implementation, a 9.8 percent expenditure contingency has been included.

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, $62,936,168 is allocated to 1997 bond projects, $134,241,441 is allocated to 2004/2006 bond projects, and the remaining $37,539,566 is allocated to non-bond projects.

Included in the recommended Capital Projects Fund budget are construction expenditures for 102 projects now underway totaling $218,713,682, or 80 percent of the total allocated to construction projects. The remaining balance of project expenditures are for planning and design, right-of-way, open space, utility relocation, and public art expenses.

The major budgeted project for Facilities Management is the Joint Justice and Municipal Court Complex, a 2004 bond project. The next largest project expenditure is for the Regional Public Safety Communications System, also a 2004 bond project. There are major budgeted expenditures for three Transportation projects, all of which are 1997 bond projects: Craycroft Road: River Road to Sunrise Road; Kinney Road: Ajo Way to Bopp Road; and Valencia Road: Mark Road to Camino de la Tierra. Other significant projects include the Interagency Victim Advocacy Center, Marana Continental Ranch Library, Colossal Cave Road: Camino Loma Alta to Vail Road, and the Psychiatric Hospital.

Not included in the Capital Projects Fund budget are $10.9 million of expenditures programmed by the U.S. Army Corps of Engineers (USACOE) on five projects for which the Regional Flood Control District has budgeted its cost sharing responsibilities of $5,300,000. The major USACOE expenditure will be $9,000,000 for the Arroyo Chico Detention Basin.

2. Wastewater Management Capital Budget

The recommended capital budget for Wastewater Management is increased by $53,544,064, or 127.6 percent. The Wastewater Management Capital Budget reflects the substantial completion of the 1997 sewer bond program. With total recommended budgeted capital expenditures for existing projects of $95,513,419, 1997 bond projects account for only $899,179, or 1 percent. The 2004 bond projects account for $79,387,993, or 83 percent while the remaining $15,226,247, or 16 percent, are for non-bond projects. Major expenditures include construction on the Avra Valley Biological Nutrient Removal Oxidation Ditch Expansion to 4 million gallons per day; Santa Cruz Interceptor: Prince to Franklin; Marana Wastewater Treatment Plant Expansion; and Ina Road Water Pollution Control Facility Denitrification.

C. Combined Total County Budget

1. Combined County Property Tax Rate

The combined primary and secondary property taxes levied by the County currently fund about 27 percent of the combined total County Budget. Other than the ability to levy a one-half cent sales tax, these are the only County revenues over which the Board of Supervisors has substantial control. The

remainder of the combined County Budget, 73 percent, is supported almost entirely by charges for services and intergovernmental revenues, primarily state revenue sharing and grants.

As discussed above, it is recommended that the primary property tax rate which supports the County General Fund be reduced 24 cents to eliminate the entire increase in the levy resulting from the increase in the valuation of existing property. It is further recommended that the primary rate be reduced by an additional 77.39 cents using all of the revenues of a countywide one-half cent sales tax in effect for the last three-quarters of the fiscal year. The total combined reduction is $1.0139 per $100 of assessed value, from the current rate of $3.8420 to $2.8281. The combined net County secondary property tax rates are recommended to decrease by 3 cents as follows: the Library District is increased by 3 cents to provide additional relief to the City of Tucson's General Fund, Debt Service is decreased by 3 cents, and Regional Flood Control District is decreased by 3 cents.

The result is a net reduction in the combined County property tax rate of $1.0439, from this year's rate of $5.2991 to $4.2552. This is a 19.7 percent reduction in the combined rate. This lower rate will reduce the average homeowner's property tax liability next year by $162 and reduce property taxes for all homeowners by a total of $41,539,935. The average business in the County will pay $1,366 less in property taxes and, collectively, businesses will pay a total of $18,349,216 less next year.

2. Combined County Budget

The combined total Recommended County Budget, set forth in the budget schedules and departmental budget summaries following this memorandum, is $1,463,516,575. This is an increase of $183,858,534 over the current year's budget. Of this total, General Fund expenditure increases account for $45,487,386. These increases are discussed in Sections IV and V above with one exception. The largest single General Fund expenditure increase of $24,500,000 results from a change in accounting procedure that resulted from a reclassification by the State Auditor General of the General Fund Reserve as an "expenditure." Significant non-General Fund increases in the overall County Budget include:

- $78,815,389 in the Capital Projects Fund as discussed in Section VII (A)(2) above.

- $18,434,960 in the Pima Health System Services Enterprise Fund due to the increased cost of providing medical services to additional members enrolled in the long-term care program and increases in the rate of medical inflation.

- $18,060,501 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.

- $5,903,137 in Transportation for increased road repairs and maintenance, public transportation programs, emergency flood planning, and expanded services related to Regional Transportation Authority funded capital improvements.

- $4,526,942 in Debt Service as discussed in Section VII (A)(2) above.

- $2,173,410 in the County Free Library District Fund to provide increased relief to the City of Tucson's General Fund as discussed in Section VII (A)(1) above.

VIII. Conclusion

Pursuant to state law the valuations of existing property that must be used in calculating property tax liability for Fiscal Year 2007/08 are those set by the County Assessor for 2005. As a result these valuations, on the average, reflect a real estate market that was experiencing rapid, substantial appreciation in property values. This has caused concern among property owners in the County as to the effect these increased valuations will have on their property tax liability. Pima County, as one of many property taxing political subdivisions within the County, needs to do what it can to mitigate the impacts of these inordinate increases in assessed value on the community.

This Recommended Budget addresses the issue of substantial increases in property valuations in two significant ways:

- The primary property tax rate is recommended to be reduced 24 cents to more than eliminate any additional tax dollars being collected as a result of the increase in existing property valuations. The combined net County secondary property tax rates are recommended to decrease an additional 3 cents for a total, combined decrease in County property tax rates of 27 cents. The County will receive a total of $19,195,428 less in property tax revenues as a result of these recommendations.

- The primary property tax rate is recommended to be reduced an additional 77.39 cents by substituting the revenues generated by a countywide one-half cent sales tax in effect for the final three-quarters of next fiscal year. This recommendation will correct the historic over-reliance by the County on property taxation that exacerbates the issue of property valuation. It will also provide much needed diversification in County

General Fund revenues that is already in place within every other local government in the State. This will enable the County to capture the fair value of services enjoyed by tourists, out of County shoppers and persons residing outside but on the periphery of the County's border rather than requiring County property owners to subsidize these visitors and commuters. Combined with the levy and rate reductions discussed above, the combined County property tax rate will be reduced $1.0439 or 19.7 percent. The total decrease in County property taxes collected will be $74,195,428.

In addition to providing property tax relief to address the impacts of increased valuations, this Budget continues the County's commitment to invest in the community and improve services to the public. 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.

Significant additional investments provided for in this Budget include:

- Almost $4 million of new funding specifically to enhance the Justice and Law Enforcement System including $966,106 to establish a Border Crime Unit within the Sheriff's Office.

- More than $1 million to enhance the programs and facilities of Natural Resources, Parks and Recreation including operating and maintenance costs for numerous voter approved new and expanded parks, facilities, trails, and properties.

- Almost $400,000 to enhance and expand Public Health programs including response to the threat of West Nile Virus.

- Almost $11 million for an employee compensation package to continue to invest in the County's workforce and attempt to remain competitive in attracting and retaining personnel.

This page intentionally left blank.

Board of Supervisors Memorandum

May 22, 2007

Tentative Budget Adoption: Fiscal Year 2007/2008

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. Prior to final adoption on June 19, 2007 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

Based on additional information available since transmittal of the Recommended Budget on April 25, 2007, I recommend the following General Fund adjustments to the original recommendations:

- Facilities Management has submitted a cost listing of various General Fund departmental projects that have been started but will not be finished this year, involving the carry-forward of $1,619,047 of this year's expenditure authority to next fiscal year. This increase in next year's expenditures will be funded by an increase in beginning fund balance, and this amount will be placed in the Contingency Fund carry-forward center. Included within this total is a carry-forward for $919,989 for Superior Court and Juvenile Court for the following projects:

Juvenile Court	Reconfigure Library Shelving	$ 1,000
Juvenile Court	Cabinet Remodel	3,000
Juvenile Court	Reconfigure J1025	4,000
Juvenile Court	Provide Sound Proofing in North Window	5,500
Juvenile Court	Mail Room	7,000
Juvenile Court	Remodel Mediation Room J1009	9,000
Juvenile Court	Lobby Security Modifications	14,000
Juvenile Court	02 – Provide Cubicle Expansion	28,000
Juvenile Court	Reconfigure (6) Work Stations	30,000
Juvenile Court	Remodel (10) Courtrooms	43,000
Juvenile Court	Provide Signage Package	45,000
Juvenile Court	Reconfigure (11) Work Stations	70,000
Juvenile Court	Parking Lot Repair and Seal Coat	82,000
Juvenile Court	Warehouse Mezzanine	151,000
Juvenile Court	Gym Floor Refinishing	158,489
Superior Court	Digital Record Making Equipment	15,000
Superior Court	Conference Room Upgrades	102,000
Superior Court	Facilities Plan	152,000
	Total	**$919,989**

- The Deputy County Administrator for the Community and Economic Development functional area has requested that $392,000 be carried over to: cover the second half of the Summer Youth Intern and Employment Program, which crosses two fiscal years; provide funding for the development of the Targeted Economic and Employment Development Plan for the Southwest Comprehensive Planning Area; and, provide additional funding for hosting the National Association of County Community and Economic Development in October, 2007. This increase in next year's expenditures will be funded by an increase in beginning fund balance, and this amount will be placed in the Contingency Fund carry-forward center.

- As a result of a finalized debt service schedule for the recently acquired Bank of America Building, a $92,000 over funding of the amount needed to cover the General Fund debt service payments for this building will be used to cover the following three items: $44,500 will be transferred to the Capital Projects Fund to cover additional needed funding for the completion of Brandi Fenton Memorial Park; $40,000 will be added to the budget of the Human Resources Department to increase educational reimbursement costs submitted by County employees; $7,500 will be added to the Outside Agency budget, earmarked specifically for the Arizona Women's Conference.

- The Clerk of the Court has requested that $37,954 of this year's expenditure authority (which had previously been carried forward from last fiscal year and placed in the Contingency Fund carry-forward center) continue to be carried forward to the next fiscal year. This is for unfinished software support for the Clerk of the Court's automated collection system. This increase in next year's expenditures will be funded by an increase in beginning fund balance and this amount will be placed in the Contingency Fund carry-forward center.

- The Ajo Justice Court has requested that $17,600 of this year's expenditure authority be carried forward in order to pay for various office equipment, as well as to cover overtime costs associated with relocating court files to the basement of the Ajo Courthouse. This increase in next year's expenditures will be funded by an increase in beginning fund balance and this amount will be placed in the Contingency Fund carry-forward center.

In addition to the General Fund adjustments listed above, there are several other adjustments to non-General Fund departments as follows:

- Capital Projects Fund budgeted expenditures have been revised upward by $15,825,820 to $250,542,995 to reflect current cost estimates of projects' completion.

- Recent estimates indicate that the amount of funding needed to be contributed next fiscal year by the Development Services Department to the Capital Projects Fund in

order to complete the renovation of office space in the Public Works Building needs to be increased. The result is that the Department's fund balance will be reduced by $1,627,586 and that amount then transferred to the Capital Projects Fund.

- The Recorder has requested that expenditure authority for the Document Storage and Retrieval Fund be increased by $1,350,000 for computer equipment, and for services related to the mandated redaction of social security numbers from records accessible to the general public via the internet.

The effect of all of the bulleted adjustments is that the Recommended Budget amount of $1,463,516,575 will increase by $19,197,921 to $1,482,714,496.

Prior to final adoption of the Budget on June 19, 2007, 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 2007/2008 Budgets and Tax Rates

The table below outlines the budgets and tax rates that I recommend for Fiscal Year 2007/2008. 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 2007/2008 Budget	Budget	Tax Rate
Total County Budget	$1,482,714,496	$2.8281
County Free Library District	36,618,595	0.3975
Flood Control District	17,074,685	0.3446
Debt Service	77,945,345	0.6850
Stadium District	2,533,809	------

According to the Assessor, Pima County's neutral 2007 Primary Levy will be $265,539,762. A neutral levy is defined by State statute as containing no increase that results from any increase in the value of existing property in the County due to market appreciation. The recommended budget contains two primary property tax rate cuts: a 24 cent reduction to mitigate the increase in property valuation resulting from appreciation and a 77.39 cent reduction to be offset by the implementation of a half-cent sales tax. With the first reduction of 24 cents, the County's 2007 Primary Levy will be less than the neutral levy by $672,776 thus obviating the need, under State statute, to issue a Truth in Taxation Notice and hold a Truth in Taxation public hearing.

Following the Board's adoption of the tentative budget, the County is required to publish the tentative budget in a format prescribed by the Arizona Auditor General. The budget, presented in the required format, is attached.

Respectfully submitted,

C.H. Huckelberry
County Administrator

Note: The final paragraph of this memorandum, Tentative Budget Adoption: Fiscal Year 2007/2008, May 22, 2007, makes reference to the publication of the Tentative Budget, ". . . in a format prescribed by the Arizona Auditor General" and indicates that the format is presented in the attachment. However, these pages, which show the estimates of revenues and expenditures/expenses, have been withdrawn, since they replicate the information provided in the section labeled State Reports. Please refer to the tab labeled State Reports for the estimates of revenues and expenditures/expenses.

This page intentionally left blank.

Board of Supervisors Memorandum

June 19, 2007

Fiscal Year 2007/08 Final Budget Adoption

Background

The fiscal year 2007/08 recommended budget was transmitted to the Board on April 25, 2007. The tentative budget was adopted by the Board on May 22, 2007 as originally recommended, with the following exceptions: Capital Projects Fund budgeted expenditures were revised upward by $15,825,820 to reflect current cost estimates of projects' completion; $2,066,601 of expenditures were added to accommodate one-time carryover requests; $1,350,000 in expenditure authority was added to the Recorder's Document Storage and Retrieval Fund for computer equipment, and for services related to the redaction of social security numbers from records accessible to the public via the internet; $40,000 was added to the Human Resources Department budget to cover increased educational reimbursement costs submitted by County employees; $7,500 was added to the Outside Agency budget for the Arizona Women's Conference; and $92,000 was subtracted from the General Fund Debt Service budget. Adoption of the tentative budget served to set the maximum County expenditure ceiling.

Recommended Adjustments to the Tentative Budget

I recommend the following adjustments to the Board adopted tentative budget, all of which can be accomplished within the budget ceiling established by that adoption:

1. Impact of Proposition 100 - On May 17, 2007, I forwarded to the Board a report on the impact of Proposition 100, approved by the voters in November 2006, which generally requires "no bail for foreign nationals." The Arizona Supreme Court requires certain court proceedings to comply with the Proposition. In my May report, I recommended that an additional $500,000 be set aside in the Budget Stabilization Fund to cover the cost of Proposition 100 implementation. I recommend that the $500,000 be taken from the Tax Rate Stabilization Fund. I also recommend that we request reimbursement of this cost from the Arizona Legislature or federal government due to their failure to control the international border.

2. Pima Council on Aging – Neighbors Care Program - On May 21, 2007, I forwarded to the Board a request from the Pima Council on Aging for an appropriation of $70,000 to support the Neighbors Care program. At that time I stated that at the time of final budget adoption I would request appropriate direction from the Board regarding the source of funding for this $70,000 request. With Board concurrence I have funded this request in the Outside Agency General Services and Economic Development and Tourism budgets. This program is being partially funded by the RTA and requires matching funds from the City of Tucson. Our allocation to this program should be conditioned on an equal appropriation from the City of Tucson.

3. Additional 0.5 Percent Market Adjustment - At adoption of the tentative budget, reference was made to possibly including another 0.5 percent market adjustment for County employees to be effective on the same date for the same group of employees as the 2 percent market adjustment already contained in the tentative budget. This adjustment would cost the general fund approximately $700,000. Since the Board has set budget expenditure ceilings, it is not possible to increase overall revenues to accommodate such an adjustment. I would recommend, if the Board chooses to approve this additional market adjustment, to which I have no objection, that the Board require all departments to absorb this increase in market compensation through departmental attrition. The additional attrition required would equal 0.2 percent.

4. Additional Funding for Outside Agency Social, Youth and Health Programs - In their recommendation to the Board, the Outside Agency Review Committee recommended an additional $65,000 in supplemental funding, and approximately $14,000 in under-funding of a Scrappy's Youth Center. In total, these items amount to $79,000.

5. Metropolitan Education Commission Funding - In the Outside Agency Economic Development Program, $38,000 has been requested by the Metropolitan Education Commission for a college outreach program matching high school graduates to colleges, thereby enhancing continuing higher education. Given the shortage of the number of professional positions just in the County, it would appear that there needs to be a redoubling of efforts to fill future professional positions for lawyers, engineers, architects, accountants, nurses and physicians. Hence, funding this item subject to a City match would be a sound investment. I believe it would be appropriate to fund this request through the Economic Development and Tourism Department.

6. JobPath Request of Funding to TREO - On April 10, 2007, JobPath requested an additional $120,000 in funding to continue their efforts to develop a skilled workforce. This request was forwarded to the agency administering the JobPath employment and training contract at TREO. It is my understanding that TREO has declined to fund this additional amount. Board direction is necessary if there is a desire to allocate these funds, which would be subject to the County funding of JobPath being not more than actual funding of JobPath by the City of Tucson.

Other Issues

1. Courts Budget Request - I received a memorandum dated June 8, 2007, from the Presiding Judge of the Superior Court, on which the Board was copied, regarding their budget submittal. After reviewing their responses to certain questions I raised regarding their budget, I do not see any reason to alter my recommendation regarding the Superior Court or Juvenile Court budgets.

2. Advance Payment to University Physicians Healthcare for Operating University Physicians Healthcare Hospital at the Kino Campus - Included in the budget was a payment of $21.3 million for hospital operations. I indicated at the time that it was possible that this amount could increase at final budget adoption. In further discussions with University Physicians Healthcare, it is apparent that $25 million is the minimum amount that will be necessary for hospital operations for next fiscal year. This is an increase of $3.7 million. I recommend that the funds necessary for this increase be reallocated from $2 million of anticipated savings in contract juvenile and adult correction medical costs and the allocation of $1.7 million in estimated Pima Health System profits for next fiscal year.

3. Capital Improvement Program Reduction - On June 4, 2007, I distributed a memorandum to the Board, indicating that as much as $65 million could be reduced from the budget by simply eliminating the expenditure capacity for the Program, and delaying a number of projects. I do not recommend that the Board reduce or delay the Capital Improvement Program.

Recommendation

Set forth below are the proposed fiscal year 2007/08 final budget amounts and tax rates. These amounts and rates are the same as those 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 2007/08 Budget	Budget	Tax Rate
Total County Budget	$1,482,714,496	$3.6020
County Free Library District	36,618,595	0.3975
Regional Flood Control District	17,074,685	0.3446
Debt Service	77,945,345	0.6850
Stadium District	2,533,809	------

Respectfully submitted,

C.H. Huckelberry
County Administrator

CHH/jj (June 14, 2007)

This page intentionally left blank.

BUDGET OVERVIEW

Financial Structure

Consolidated Overview of the County Budget by Fund

Total County Budget by Source and Use

Revenues & Expenditures for Fiscal Years 2005/2006 Through 2007/2008

Budget in Brief Fiscal Year 2007/2008

Adopted Full Time Equivalent Positions for Fiscal Years 2005/2006 Through 2007/2008

Pima County Capital Improvement Program

This page intentionally left blank.

FINANCIAL STRUCTURE

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

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

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

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

Fund Type	Description	Funding Source
GOVERNMENTAL FUNDS (cont'd)		
Special Revenue Funds (cont'd)		
	• Regional Flood Control District - Accounts for expenditures necessary to analyze, design, and maintain flood control improvements to protect persons and property from floodwaters.	Secondary taxes on real property.
	• School Reserve Fund – Accounts for resources specifically identified to be expended for education programs in the Pima County Accommodation District and specialized educational programs that extend outside the boundaries of individual school districts.	Federal and state grants; private donations.
	• Solid Waste Fund – Accounts for resources used to provide solid waste disposal facilities and services and tire recycling services.	Landfill tipping fees; County share of 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.	Car rental surcharge fees; recreational vehicle surcharge fees; hotel/motel bed taxes; and charges for services provided.
	• Transportation - Accounts for administrative and operating costs expended for highways and streets, as well as resources transferred to the Capital Projects Fund for construction of highways and streets.	County share of gasoline tax collected by state Highway User revenues; Vehicle License Tax revenues; and charges for services.
	• Other Special Revenue Funds - Account for resources to be expended for various other programs of the County, including various probation programs, consumer protection programs, family support, antiracketeering programs, law library, etc.	Federal and state grants. Antiracketeering funding is provided by court ordered forfeitures, diversion fees, and restitution payments.
Debt Service Fund	Accounts for the accumulation of resources for, and the payment of, general long term debt principal and interest applicable to Governmental Funds. This fund manages the debt for the Regional Flood Control District, Transportation bonds and loans, and General Obligation bonds.	Secondary tax levy on real and personal property; transfers of Vehicle License Tax revenues and Highway User revenues from the Transportation Special Revenue Fund for the payment of Transportation bonds and loans; transfers of secondary property tax revenue from the Regional Flood Control District Special Revenue Fund for payment of Flood Control General Obligation bonds.

Fund Type	Description	Funding Source
GOVERNMENTAL FUNDS (cont'd)		
Capital Projects Fund	Accounts for financial resources to be used for the acquisition or construction of major capital assets, including land, buildings, roads and streets, drainage ways, libraries, and parks (other than those financed by Proprietary Funds).	Bond sale proceeds; federal and state grants; transfers of Vehicle License Tax revenues and Highway User revenues from the Transportation Special Revenue Fund; transfers of Regional Flood Control District and Library District monies; reimbursements associated with specific capital projects and from other governments.
PROPRIETARY FUNDS	**Governmental 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:	
	• Development Services - Accounts for the operations that provide zoning permits, enforce ordinances, and administer uniform building codes.	License and permit fees for plan examinations and zoning; penalties related to the issuance of building, plumbing, mechanical, electrical and mobile home permits; and charges for services such as plan checks and subdivision coordination.
	• 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).	Primarily derived from capitation fees.
	• Parking Garages - Accounts for the management and operation of eight parking facilities located in downtown Tucson.	Parking fees from six public parking garages and two parking lots owned by Pima County.
	• Wastewater Management - Accounts for the management and operation of wastewater treatment and water pollution control facilities.	Sewer user and connection fees.

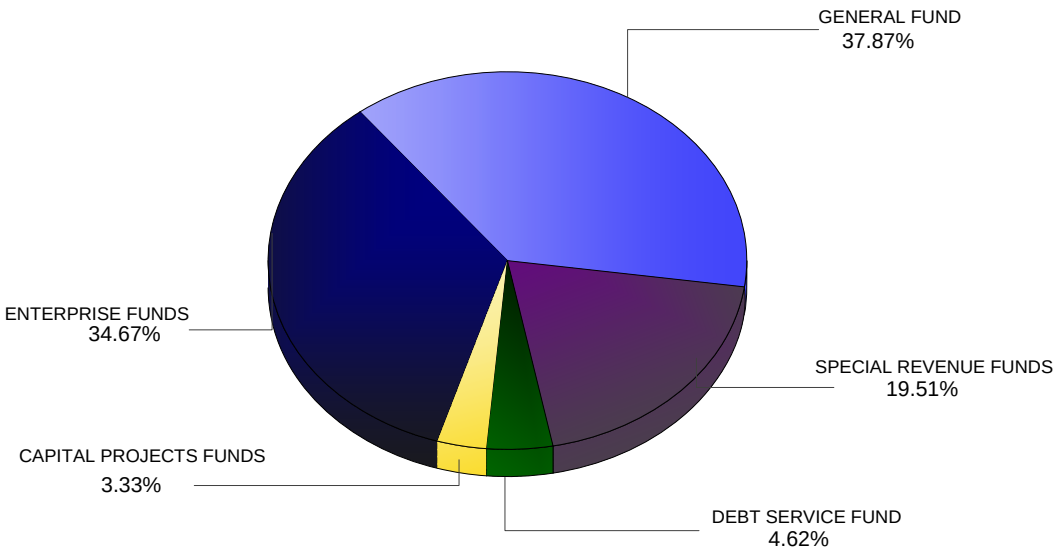
Fund Type	Description	Funding Source
Internal Service Funds	Account for the financing of goods or services provided by one department to other departments of the County on a cost reimbursement basis. Internal Service funds include the following:	
	• Self Insurance Trust Fund - Accounts for the risk management function of the County. The fund is administered by the Board of Supervisors and an appointed board of trustees, and provides self insurance for medical malpractice, workers compensation, unemployment, general liability, property damage, environmental damage, and employee dental benefits. It also acquires coverage for other risks.	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 services provided to County departments.	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 them in its Comprehensive Annual Financial Report.**	
Agency Funds	Account for cash and investments held by the County on behalf of various fire districts, cities and towns, individuals, the state and other agencies. Also included are clearing funds for payroll and property taxes.	
Investment Trust Fund	Accounts for cash and investments held by the County on behalf of various school districts.	

SUBSIDIARY LEDGERS

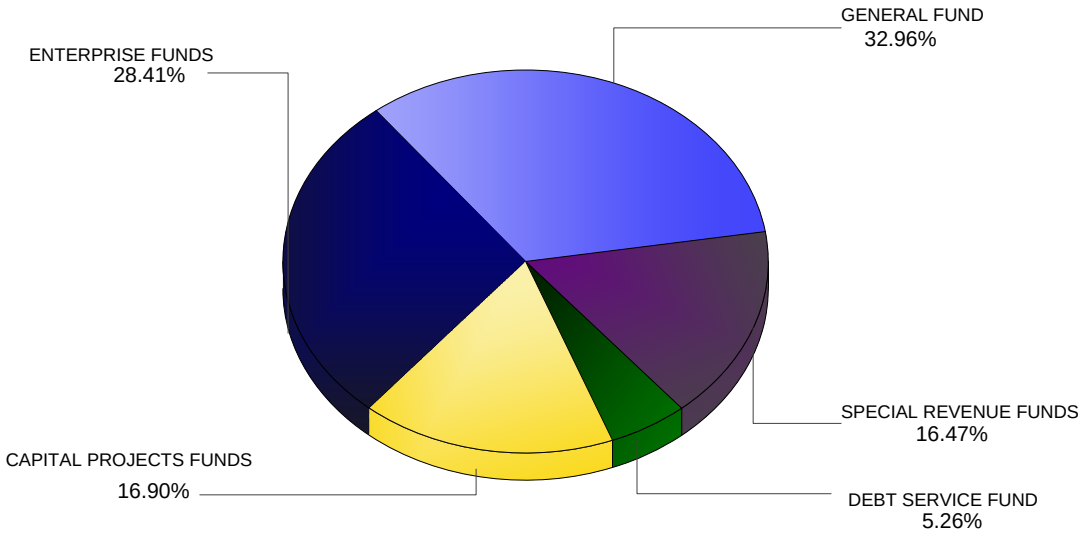
It should be noted that balances from the former General Fixed Asset Account Group and the General Long Term Debt Account Group are now considered subsidiary ledgers and are reported within the County's government-wide financial statements, as required by GASB 34.

CONSOLIDATED OVERVIEW OF COUNTY BUDGET BY FUND

REVENUES BY FUND



EXPENDITURES BY FUND

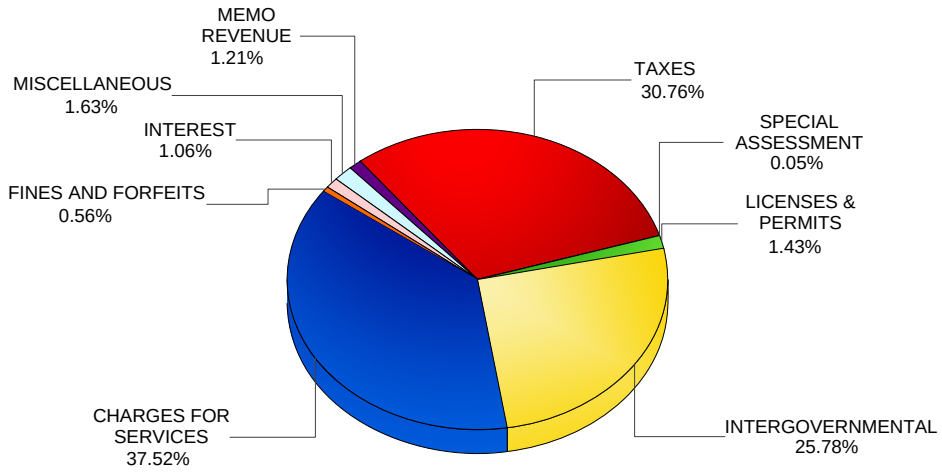


FUNDING SOURCES	EST. BEGINNING FUND BALANCE 2007/2008	ADOPTED REVENUES 2007/2008	ADOPTED EXPENDITURES 2007/2008	OTHER FINANCING SOURCES 2007/2008	INTERFUND TRANSFERS IN / (OUT)	ESTIMATED ENDING FUND BALANCE
GENERAL FUND	**43,073,978**	**469,216,715**	**(488,769,648)**	**0**	**(23,521,045)**	**0**
SPECIAL REVENUE FUNDS	**53,575,305**	**241,727,513**	**(244,232,031)**	**0**	**(17,895,967)**	**33,174,820**
DEBT SERVICE FUND	**11,187,528**	**57,259,988**	**(77,945,345)**	**0**	**21,689,857**	**12,192,028**
CAPITAL PROJECTS FUNDS	**106,189,471**	**41,267,282**	**(250,542,995)**	**145,000,000**	**23,757,617**	**65,671,375**
ENTERPRISE FUNDS	**70,077,700**	**429,661,905**	**(421,224,477)**	**50,000,000**	**(4,282,586)**	**124,232,542**

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

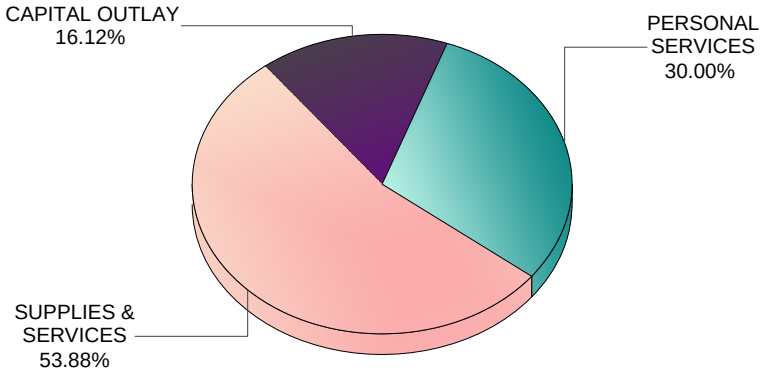
TOTAL COUNTY BUDGET BY SOURCE AND USE

REVENUES



REVENUES	FY 2005/2006 ACTUAL	FY 2006/2007 REVISED	FY 2007/2008 ADOPTED
TAXES	321,475,264	350,439,566	381,106,799
SPECIAL ASSESSMENT	214,757	291,456	560,124
LICENSES & PERMITS	19,665,367	19,705,867	17,752,889
INTERGOVERNMENTAL	294,034,228	299,571,012	319,458,634
CHARGES FOR SERVICES	425,145,483	430,412,081	465,039,585
FINES AND FORFEITS	6,655,450	6,904,517	6,945,192
INTEREST	15,228,020	9,422,527	13,132,323
MISCELLANEOUS	19,461,075	18,101,949	20,137,857
MEMO REVENUE	15,245,877	20,000,000	15,000,000
	1,117,125,521	**1,154,848,975**	**1,239,133,403**

EXPENDITURES



EXPENDITURES	FY 2005/2006 ACTUAL	FY 2006/2007 REVISED	FY 2007/2008 ADOPTED
PERSONAL SERVICES	347,439,720	419,869,688	444,745,930
SUPPLIES & SERVICES	627,933,382	693,158,566	799,016,856
CAPITAL OUTLAY	139,675,151	166,629,787	238,951,710
	1,115,048,253	**1,279,658,041**	**1,482,714,496**

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

REVENUES & EXPENDITURES
FISCAL YEARS 2005/2006 - 2007/2008

	ACTUAL FY 2005/2006	REVISED FY 2006/2007	ESTIMATED FY 2006/2007	ADOPTED FY 2007/2008
GENERAL FUND				
REVENUE				
TAXES	242,948,462	253,565,153	253,319,917	267,784,461
LICENSES AND PERMITS	2,535,630	2,473,492	2,473,492	2,926,812
INTERGOVERNMENTAL	143,920,448	145,517,134	151,783,818	152,524,211
CHARGES FOR SERVICES	27,101,623	30,647,847	32,515,195	31,485,850
FINES AND FORFEITS	5,786,442	5,494,916	4,952,794	5,574,591
INTEREST	2,490,854	1,622,683	2,577,553	2,306,654
MISCELLANEOUS	4,935,286	3,731,638	4,293,339	6,614,136
TOTAL	**429,718,745**	**443,052,863**	**451,916,108**	**469,216,715**
EXPENDITURES				
PERSONAL SERVICES	212,461,871	239,960,001	225,952,911	255,072,228
SUPPLIES & SERVICES	183,459,940	196,949,045	195,109,397	231,128,754
CAPITAL OUTLAY	6,344,804	2,626,381	6,747,690	2,568,666
TOTAL	**402,266,615**	**439,535,427**	**427,809,998**	**488,769,648**
SPECIAL REVENUE FUNDS				
REVENUE				
TAXES	35,271,645	47,428,571	47,623,023	57,069,850
SPECIAL ASSESSMENT	0	0	0	560,124
LICENSES AND PERMITS	4,916,431	5,265,965	4,474,741	4,974,680
INTERGOVERNMENTAL	133,052,926	137,714,689	142,752,255	148,424,007
CHARGES FOR SERVICES	15,649,862	15,470,277	14,823,530	16,012,140
FINES AND FORFEITS	827,293	1,350,801	1,379,801	1,311,801
INTEREST	2,931,905	1,158,935	1,930,929	2,229,213
MISCELLANEOUS	11,718,201	10,651,875	9,967,483	11,145,698
MEMO REVENUE	638,141	0	0	0
TOTAL	**205,006,404**	**219,041,113**	**222,951,762**	**241,727,513**
EXPENDITURES				
PERSONAL SERVICES	72,850,368	94,929,202	92,399,267	101,595,531
SUPPLIES & SERVICES	91,634,784	119,882,492	116,224,352	135,782,770
CAPITAL OUTLAY	6,217,865	8,314,613	7,886,387	6,853,730
TOTAL	**170,703,017**	**223,126,307**	**216,510,006**	**244,232,031**
DEBT SERVICE FUND				
REVENUE				
TAXES	43,255,157	49,445,842	49,551,480	56,252,488
SPECIAL ASSESSMENT	214,757	291,456	291,456	0
INTERGOVERNMENTAL	0	7,500	7,500	7,500
INTEREST	1,316,788	693,000	1,293,000	1,000,000
MISCELLANEOUS	5,102	0	0	0
TOTAL	**44,791,804**	**50,437,798**	**51,143,436**	**57,259,988**
EXPENDITURES				
SUPPLIES & SERVICES	66,829,440	73,418,403	68,930,128	77,945,345
TOTAL	**66,829,440**	**73,418,403**	**68,930,128**	**77,945,345**
CAPITAL PROJECTS FUNDS				
REVENUE				
INTERGOVERNMENTAL	11,157,270	11,881,420	11,881,420	13,781,039
CHARGES FOR SERVICES	19,100,807	17,407,915	17,407,915	23,517,156
INTEREST	4,639,069	4,176,652	4,176,652	3,598,141
MISCELLANEOUS	567,219	1,740,695	1,740,695	370,946
TOTAL	**35,464,365**	**35,206,682**	**35,206,682**	**41,267,282**
EXPENDITURES				
PERSONAL SERVICES	0	799,786	0	711,094
SUPPLIES & SERVICES	0	106,247	0	21,262,196
CAPITAL OUTLAY	121,007,533	154,995,753	163,020,409	228,569,705
TOTAL	**121,007,533**	**155,901,786**	**163,020,409**	**250,542,995**

REVENUES & EXPENDITURES
FISCAL YEARS 2005/2006 - 2007/2008

	ACTUAL FY 2005/2006	REVISED FY 2006/2007	ESTIMATED FY 2006/2007	ADOPTED FY 2007/2008
ENTERPRISE FUNDS				
REVENUE				
LICENSES AND PERMITS	12,213,306	11,966,410	8,309,586	9,851,397
INTERGOVERNMENTAL	5,903,584	4,450,269	4,732,753	4,721,877
CHARGES FOR SERVICES	363,293,191	366,886,042	359,032,487	394,024,439
FINES AND FORFEITS	41,715	58,800	35,000	58,800
INTEREST	3,849,404	1,771,257	4,698,816	3,998,315
MISCELLANEOUS	2,235,267	1,977,741	1,842,638	2,007,077
MEMO REVENUE	14,607,736	20,000,000	19,000,000	15,000,000
TOTAL	**402,144,203**	**407,110,519**	**397,651,280**	**429,661,905**
EXPENDITURES				
PERSONAL SERVICES	62,127,481	84,180,699	66,955,473	87,367,077
SUPPLIES & SERVICES	286,009,218	302,802,379	308,235,294	332,897,791
CAPITAL OUTLAY	6,104,949	693,040	6,579,371	959,609
TOTAL	**354,241,648**	**387,676,118**	**381,770,138**	**421,224,477**
TOTAL REVENUES	**1,117,125,521**	**1,154,848,975**	**1,158,869,268**	**1,239,133,403**
TOTAL EXPENDITURES	**1,115,048,253**	**1,279,658,041**	**1,258,040,679**	**1,482,714,496**

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

BUDGET IN BRIEF

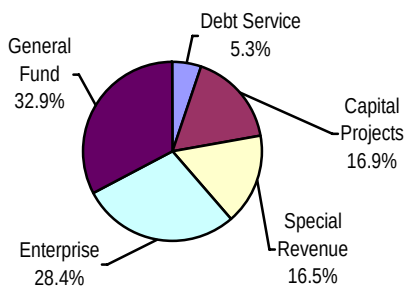
Arizona Revised Statute § 42-17105 requires the Pima County Board of Supervisors to adopt a budget for each fiscal year. On June 19, 2007, the Board adopted the budget for fiscal year 2007/08, which covers the period from July 1, 2007 through June 30, 2008.

Pima County's Fiscal Year 2007/08 Adopted Budget includes:
- $1.483 billion in expenditures
- $1.239 billion in revenues
- $80.7 million in operating transfers between the various operating funds
- $195.0 million total in sales of General Obligation, Transportation, and Sewer Revenue Bonds

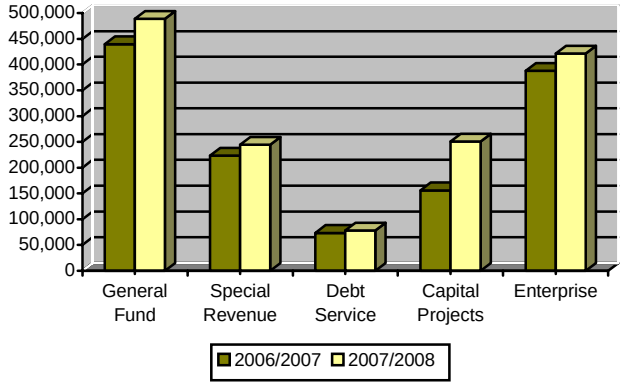
Graphic analyses of expenditures by fund and functional area are presented below:

Comparison of Expenditures by Fund

Expenditures by Fund
Fiscal Year 2007/2008



Expenditures by Fund (000's)
Fiscal Years 2006/2007-2007/2008



GENERAL FUND: The Fiscal Year 2007/08 Adopted Budget for General Fund expenditures increased by $49.2 million over fiscal year 2006/07. Major factors contributing to this net increase include:
- $24.5 million additional expenditure authority to provide for a General Fund Reserve equal to 5% of General Fund revenues
- $15.0 million for advance payment under the agreement with University Physicians Healthcare to operate the former Kino Community Hospital
- $7.5 million for an employee compensation plan (excluding commissioned and corrections officers) for a 2.1% general salary adjustment, a 2.5% market rate adjustment, and a 0.5% increase for employees who are members of the Arizona State Retirement System whose required contribution will increase by that percentage
- $6.1 million in supplemental funding for individual departments
- $2.9 million increase in General Fund Debt Service for certificates of participation issued in connection with the acquisition of the Bank of America building
- $1.4 million net increase in the County's contribution toward the cost of non-retirement benefits; $1.8 million net increase in state mandated employer contributions to the various state retirement system; $1.4 million increase for the County's contribution to individual employee's Health Savings Accounts
- $2.5 million increase in mileage costs charged to various departments
- $2.4 million for a 10% increase in the step plan for commissioned officers effective January 6, 2008, a 5% increase in the step plan for correction officers and corrections specialists effective January 6, 2008, and a 10% increase in the step plan for corrections sergeants effective January 6, 2008
- $1.0 million reserved for potential increases to critically deficient starting salaries to be based on a pending market study
- $500,000 reserve to cover the impact of the Implementation of voter approved Proposition 100
- $500,000 reserve for potential Solid Waste Program operating losses
- $527,000 of various increases identified for General Fund departments that underwent the zero base budget process

- $400,000 increase in Restoration to Competency funding
- $1.5 million net reduction for the primary and general elections held in 2006 partially offset by cost of the planned Presidential Preference Primary scheduled for early 2008
- $18.7 million reduction in various fiscal year 2006/07 one-time expenditure items
- also includes the annualization of fiscal year 2006/07 supplemental requests, annualization of fiscal year 2006/07 salary adjustments, other position related adjustments, adjustments for one time costs, etc.

SPECIAL REVENUE FUNDS: The Fiscal Year 2007/08 Adopted Budget for Special Revenue Funds expenditures increased by $21.1 million over fiscal year 2006/07. Major factors contributing to this net increase include:

- $8.3 million increase in the Regional Flood Control District primarily due to increased costs for flood damage repairs resulting from a significant flood event in July 2006
- $5.9 million increase in Transportation spending for increased repairs and maintenance, motor pool, and increased flood emergency planning costs
- $4.5 million increase in various special revenue grants
- $2.6 million increase in planned expenditures from the Recorder's Document Storage & Retrieval Fund
- $2.2 million increase in County Free Library District expenses reflecting additional costs for new Sunday hours, new branches, books, etc.
- $2.1 million increase in expenditures in the Property Tax Rate Stabilization Fund
- $1.8 million net increase in various other departmental special revenue funds
- $725,000 increase for Public Health operating budget expenditures including $336,000 in supplemental funding
- $3.3 million decrease in expenditures budgeted for the Facilities Renewal Fund
- $4.0 million decrease in planned expenditures in the Space Acquisition Fund
- also includes annualization of fiscal year 2006/07 salary adjustments, other position related adjustments, benefits adjustments, adjustments for one time costs, etc.

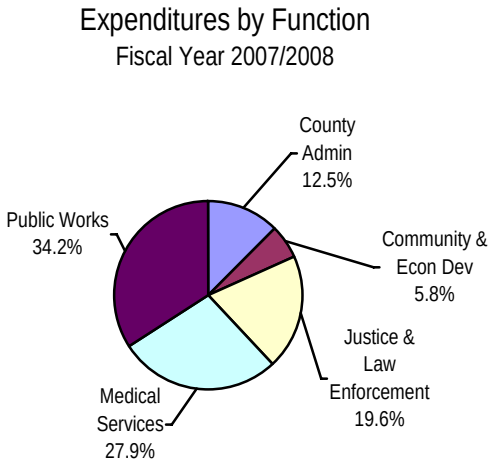
DEBT SERVICE FUND: The Fiscal Year 2007/08 Adopted Budget for Debt Service Fund expenditures increased $4.5 million over fiscal year 2006/07. This increase is the net of retired debt and anticipated debt service costs related to bond sales to be made in fiscal year 2007/08.

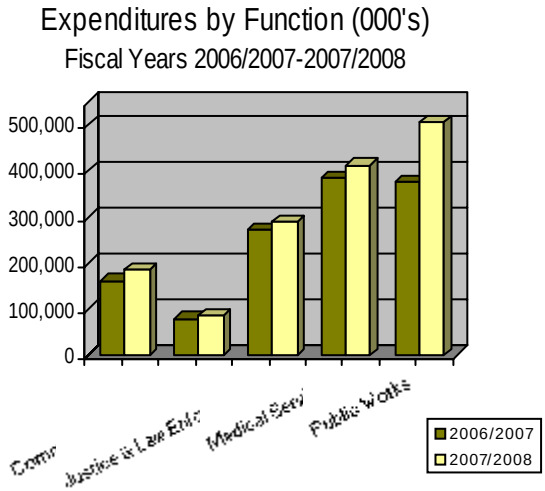
CAPITAL PROJECTS FUND: The Fiscal Year 2007/08 Adopted Budget for the Capital Projects Fund expenditures increased by $94.6 million over fiscal year 2006/07, based on the implementation of the approved current year Capital Improvement Budget, as detailed in the County's Fiscal Year 2007/08 to Fiscal Year 2011/12 Capital Improvement Plan. (*See the Summary Schedules section - Summary of Active Capital Improvement Projects*.)

ENTERPRISE FUNDS: The Fiscal Year 2007/08 Adopted Budget for Enterprise Fund expenses increased by $33.5 million over fiscal year 2006/07. Significant changes include:

- $17.2 million net increase in Pima Health System & Services primarily due to increased enrollment anticipated in the Arizona Long Term Care System and significant inflation in medical costs
- $18.1 million increase in the Wastewater Management Enterprise Fund, relating to the rehabilitation and expansion of the system, increased depreciation, debt service, etc.
- $1.9 million decrease in Development Services reflecting a slowdown in construction activity and the elimination of remodeling costs budgeted as expenditures in fiscal year 2006/07
- also includes position related adjustments, benefits adjustments, adjustments for one time costs, etc.

Comparison of Expenditures by Functional Area





COUNTY ADMINISTRATION: The Fiscal Year 2007/08 Adopted Budget for expenditures for the County Administration functional area increased by $21.9 million over fiscal year 2006/07. Major reasons for the net increase include:

- $24.5 million additional expenditure authority to provide for a General Fund Reserve equal to 5% of General Fund revenues
- Fiscal Year 2007/08 Adopted Budget for Debt Service Fund expenditures increased $4.5 million over fiscal year 2006/07. This increase is the net of retired debt and anticipated debt service costs related to bond sales to be made in fiscal year 2007/08
- $2.9 million increase in General Fund Debt Service for certificates of participation issued in connection with the acquisition of the Bank of America building
- $2.6 million increase in planned expenditures from the Recorder's Document Storage & Retrieval Fund
- $2.1 million increase for Property Tax Rate Stabilization Fund
- $2.4 million of Contingency funds for the increase in the step plans for commissioned officers, corrections officers, corrections specialists, and corrections sergeants effective January 6, 2008
- $1.0 million reserved for potential increases to critically deficient starting salaries base on a pending market study
- $540,000 in supplemental funding for individual departments
- $500,000 of Contingency funds reserved for potential Solid Waste Program operating losses
- $400,000 increase in Restoration to Competency funding
- $1.5 million net reduction for the primary and general elections held in 2006 partially offset by cost of the planned Presidential Preference Primary scheduled for early 2008
- $3.3 million decrease in expenditures for the Facilities Renewal Fund
- $4.0 million decrease in planned expenditures in the Space Acquisition Fund
- $5.0 million decrease in reserve budgeted in fiscal year 2006/07 for possible reimbursement of fiscal year 2004/05 Vehicle License Tax funds
- $8.2 million reduction of expenditure authority in the Budget Stabilization Fund due to the reversal of provisions for various legislative relief actions in fiscal year 2006/07
- also includes current year salary adjustments, other position related adjustments, benefits adjustments, adjustments for one time costs, etc.

COMMUNITY & ECONOMIC DEVELOPMENT: The Fiscal Year 2007/08 Adopted Budget for expenditures for the Community & Economic Development functional area increased by $4.5 million over fiscal year 2006/07. Major factors contributing to this net increase are:

- $2.2 million increase in County Free Library District expenses reflecting additional costs for new Sunday hours, new branches, books, etc.
- $729,000 increase in various Community Services grants

- $420,000 net increase in Community Development & Neighborhood Conservation primarily due to additional Outside Agency funding
- $321,000 increase in Economic Development & Tourism Special Revenue Fund
- $249,000 increase in the Community Services department operations
- $227,000 increase in the Employment and Training Special Revenue Fund
- also includes current year salary adjustments, other position related adjustments, benefits adjustments, adjustments for one time costs, etc.

JUSTICE & LAW ENFORCEMENT: The Fiscal Year 2007/08 Adopted Budget for the Justice & Law Enforcement functional area increased by $17.9 million over fiscal year 2006/07. This net increase is due primarily to:

- $4.2 million of supplemental funding for various Justice & Law Enforcement departments
- $3.6 million net increase in anticipated grant funds
- $2.0 million net increase in base motor pool costs
- $1.3 million in net increases to various other Justice & Law Enforcement Special Revenue Funds
- also includes annualization of fiscal year 2006/07 supplemental requests, annualization of fiscal year 2006/07 step adjustments, current year salary adjustments, other position related adjustments, benefits adjustments, adjustments for one time costs, etc. These miscellaneous adjustments account for a significant portion of the increase between the fiscal years

MEDICAL SERVICES: The Fiscal Year 2007/08 Adopted Budget for the Medical Services functional area increased by $27.2 million over fiscal year 2006/07. The main reasons for this net increase include:

- $17.2 million net increase in Pima Health System & Services primarily due to increased enrollment anticipated in the Arizona Long Term Care System and significant inflation in medical costs
- $15.0 million for advance payment under the agreement with University Physicians Healthcare to operate the former Kino Community Hospital
- $725,000 increase for Public Health operating budget expenditures including $336,000 in supplemental funding
- $153,000 increase in Public Health Grants
- $500,000 decrease in Institutional Health Grants
- also includes current year salary adjustments, other position related adjustments, benefits adjustments, adjustments for one time costs, etc.

PUBLIC WORKS: The Fiscal Year 2007/08 Adopted Budget for the Public Works functional area increased by a net $131.5 million over fiscal year 2006/07. Significant changes include the following:

- Capital Projects Fund expenditures increased by $94.6 million, due to the implementation of the approved current year Capital Improvement Budget, as detailed in the County's proposed fiscal year 2007/08 to 2011/12 Capital Improvement Plan (*See the Summary Schedules section – Summary of Active Capital Improvement Projects*)
- $18.1 million increase in the Wastewater Management Enterprise Fund, relating to the rehabilitation and expansion of the system, increased depreciation, debt service, etc.
- $8.3 million increase in the Regional Flood Control District primarily due to increased costs for flood damage repairs resulting from a significant flood event in July 2006
- $5.9 million increase in Transportation spending for increased repairs and maintenance, motor pool, and increased flood emergency planning costs
- $2.4 million increase in the Facilities Management department due to increased operations in newly acquired County office space, increased motor pool costs, etc.
- $1.1 million of supplemental funding in Natural Resources, Parks and Recreation
- $1.9 million decrease in Development Services reflecting a slowdown in construction activity and the elimination of remodeling costs budgeted as expenditures in fiscal year 2006/07
- also includes annualization of fiscal year 2006/07 supplemental requests, annualization of fiscal year 2006/07 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 2007/08:

General Fund

Due to a change in the method of budgeting for the ending fund balance, the fiscal year 2007/08 adopted ending fund balance for the General Fund is zero, a net decrease of $43.1 million from the budgeted beginning fund balance. General Fund expenditures were increased by $24.5 million, an amount equal to the expected ending fund balance, to represent a General Fund Reserve in order for the County to be in compliance with state statute. Changes other than this reserve represent a net decrease of $18.6 million from the beginning fund balance. Major factors contributing to this decrease are discussed under the Budget Issues Tab (pages 4-12 thru 4-18).

Special Revenue Funds

The fiscal year 2007/08 adopted ending fund balance for all Special Revenue Funds is $33.2 million, a net decrease of $20.4 million from the budgeted beginning fund balance. Major factors contributing to this decrease include net reductions/increases in the various special revenue fund and grant fund balances reflecting increases or decreases in the 8 major and nearly 60 minor County funds due to restricted funds being spent on their specified services. These funds account for such diverse functions as Transportation, Flood Control, Public Health, Solid Waste Management, the County Free Library, Stadium District, Justice and Law Enforcement Grants, etc.

Debt Service Fund

The fiscal year 2007/08 adopted ending fund balance for the Debt Service Fund is $12.2 million, a net increase of $1.0 million from the budgeted beginning fund balance. Major factors contributing to this decrease include:

- $4.5 million increase in overall debt service payments. This increase is the net of retired debt and anticipated debt service costs related to bond sales to be made in fiscal year 2007/08
- $6.8 million dollar increase in projected secondary property tax collections
- $339,000 net decrease in operating transfers in

Capital Projects Fund

The fiscal year 2007/08 adopted ending fund balance for the Capital Projects Fund is $65.7 million, a net decrease of $40.5 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 2007/08 to 2011/12 Capital Improvement Plan. (*See the Summary Schedules section - Summary of Active Capital Improvement Projects*)

Enterprise Funds

The fiscal year 2007/08 adopted ending net assets for all Enterprise Funds is $124.2 million, a net increase of $54.2 million over the budgeted beginning net assets. Major factors contributing to this increase include:

- $54.3 million increase in the Wastewater Management Enterprise Fund due to a combination of increases in sewer revenue and connection fees, and $50 million in additional bond funds
- $1.8 million increase in net assets of Pima County's Medical Services Enterprise Fund
- $2.0 million decrease in net assets of the Development Services 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 2005/2006 - 2007/2008

FUNCTIONAL AREA/SUPER DEPARTMENT	ADOPTED 2005/2006	REVISED 2006/2007	ADOPTED 2007/2008	CHANGE 06/07 to 07/08
COUNTY ADMINISTRATION				
ASSESSOR	161.0	161.0	161.0	0.0
BOARD OF SUPERVISORS	23.2	21.1	24.4	3.3
CLERK OF THE BOARD	19.0	19.0	19.0	0.0
COUNTY ADMINISTRATOR	16.2	16.3	15.8	(0.5)
ELECTIONS	15.4	14.0	15.0	1.0
FINANCE & RISK MANAGEMENT	113.8	112.6	123.5	10.9
FORENSIC SCIENCE CENTER	25.0	27.5	30.1	2.6
HUMAN RESOURCES	42.4	40.9	37.5	(3.4)
INFORMATION TECHNOLOGY	111.5	120.6	137.0	16.4
NON DEPARTMENTAL	0.0	0.0	0.0	0.0
PROCUREMENT	30.0	33.8	34.0	0.2
RECORDER	57.0	66.0	57.0	(9.0)
TREASURER	41.0	41.0	41.0	0.0
TOTAL COUNTY ADMINISTRATION	**655.5**	**673.8**	**695.3**	**21.5**
COMMUNITY & ECONOMIC DEVELOPMENT				
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	8.0	7.6	8.0	0.4
COMMUNITY DEVELOPMENT & NEIGHBORHOOD CONSERV	22.2	27.5	27.5	0.0
COMMUNITY RESOURCES	76.6	72.9	77.0	4.1
COMMUNITY SERVICES, EMPLOYMENT & TRAINING	105.6	115.3	116.9	1.6
COUNTY FREE LIBRARY	1.0	337.9	357.5	19.6
ECONOMIC DEVELOPMENT & TOURISM	2.0	2.0	5.0	3.0
SCHOOL SUPERINTENDENT	15.9	15.4	16.0	0.6
STADIUM DISTRICT	0.0	11.4	14.6	3.2
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**231.3**	**590.0**	**622.5**	**32.5**
JUSTICE & LAW ENFORCEMENT				
CLERK OF SUPERIOR COURT	219.5	230.1	226.1	(4.0)
CONSTABLES	12.7	13.0	13.0	0.0
COUNTY ATTORNEY	404.2	402.2	441.3	39.1
INDIGENT DEFENSE	177.5	197.7	218.5	20.8
JUSTICE COURT AJO	9.8	9.8	10.8	1.0
JUSTICE COURT GREEN VALLEY	8.5	8.5	9.1	0.6
JUSTICE COURTS TUCSON	107.0	118.0	122.3	4.3
JUVENILE COURT	565.4	557.3	582.1	24.8
OFFICE OF COURT APPOINTED COUNSEL	10.0	11.0	10.0	(1.0)
PUBLIC FIDUCIARY	35.3	36.1	37.6	1.5
SHERIFF	1,328.7	1,365.0	1,386.6	21.6
SUPERIOR COURT	647.2	654.7	664.0	9.3
TOTAL JUSTICE & LAW ENFORCEMENT	**3,525.8**	**3,603.4**	**3,721.4**	**118.0**

ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2005/2006 - 2007/2008

FUNCTIONAL AREA/SUPER DEPARTMENT	ADOPTED 2005/2006	REVISED 2006/2007	ADOPTED 2007/2008	CHANGE 06/07 to 07/08
MEDICAL SERVICES				
INSTITUTIONAL HEALTH	18.0	27.0	27.0	0.0
PIMA HEALTH SYSTEM & SERVICES	940.0	968.3	992.4	24.1
PUBLIC HEALTH	358.4	368.5	375.1	6.6
TOTAL MEDICAL SERVICES	**1,316.4**	**1,363.8**	**1,394.5**	**30.7**
PUBLIC WORKS				
CAPITAL PROJECTS	7.3	11.0	10.5	(0.5)
DEVELOPMENT SERVICES	170.0	183.0	182.0	(1.0)
ENVIRONMENTAL QUALITY	53.9	62.8	60.4	(2.4)
FACILITIES MANAGEMENT	157.7	166.6	173.0	6.4
FLEET SERVICES	59.5	56.0	57.0	1.0
GRAPHIC SERVICES	20.5	20.6	20.6	0.0
NATURAL RESOURCES, PARKS & RECREATION	246.9	261.8	283.8	22.0
PUBLIC WORKS ADMINISTRATION	32.5	35.5	37.5	2.0
REGIONAL FLOOD CONTROL DISTRICT	60.8	63.0	75.4	12.4
SOLID WASTE MANAGEMENT	52.5	52.6	53.0	0.4
TRANSPORTATION	417.5	416.7	425.9	9.2
WASTEWATER MANAGEMENT	531.8	570.7	583.7	13.0
TOTAL PUBLIC WORKS	**1,810.9**	**1,900.3**	**1,962.8**	**62.5**
TOTAL ALL FUNCTIONAL AREAS	**7,539.9**	**8,131.3**	**8,396.5**	**265.2**

Major net changes in Full Time Equivalent (FTE) positions from fiscal year 2006/07 to 2007/08 are generally explained below:

FTEs in County Administration increased by 21.5 or 3%. Major factors contributing to this net increase include:

- 3.3 FTE increase in the Board of Supervisors due to increased workloads
- 1.0 FTE increase in Communications due to the addition of a new wireless services support supervisor position
- 0.5 FTE decrease in County Administrator due to the transfer of one position to the Board of Supervisors and increasing one position from part time to full time
- 1.0 FTE increase in the Elections department due to the addition of a new voting machine maintenance position
- 10.9 FTE net increase in Finance & Risk Management primarily due to the transfer of seven safety positions from other departments to Risk Management, two new enterprise resource system project manager positions, and a new Family & Medical Leave Act program manager position
- 2.6 FTE increase in Forensic Science Center due to supplemental funding for two additional Forensic Field Agents and one additional Forensic Medical Investigator.
- 3.4 FTE decrease in the Human Resources department due to the elimination of three positions and a reduction of hours in one position
- 15.4 FTE net increase in Information Technology due to the transfer of eight IT-related positions from other departments and the addition of seven new positions due to increased County information technology needs
- 0.2 FTE increase in Procurement due to annualizing previous year supplemental package positions
- 9.0 FTE decrease in the Recorder primarily due to the reduction of voter registration workers and the elimination of one position

FTEs in Community & Economic Development increased by 32.5 or 5.5%. Major factors contributing to this net increase include:

- 4.0 FTE net increase in Community Resources primarily due to the addition of a Trades Maintenance Technician, a Trades Maintenance Specialist, and an Administrative Support Specialist in Community Resources; the addition of a Driver/Messenger, a Grants Writer, and an Educational Services Coordinator in Pima Vocational High School, and the net reduction of hours for existing positions transferred to the Stadium District
- 1.7 FTE net increase for Community Services, Employment & Training due to the budgeting of increased hours for a number of existing positions
- 19.6 FTE net increase in County Free Library due to 25.6 FTEs added for two new branches and new Sunday hours, less six FTEs transferred to the Information Technology Department
- 3.0 FTE increase in Economic Development and Tourism due to the transfer in of two positions from other departments, and the addition of one new position to help manage six Outside Agencies and 15 County leased properties transferred to the department
- 3.3 FTE net increase in Stadium District primarily due to the transfer of funded hours from Community Resources to recognize a number of County employees providing services to the District
- 0.9 FTE net increase in various other Community & Economic Development departments

FTEs in Justice & Law Enforcement increased by 118.0 or 3%. Major factors contributing to this net increase include:

- 18.6 FTE increase in Indigent Defense General Fund positions due to the annualization of additional positions that became effective during FY 2006/07 and supplemental package funding for new attorney, support staff and law clerk positions
- 27.5 FTE increase in Sheriff General Fund positions for supplemental package funding for new Border Crime Unit, the transfer of positions from the Clerk of the Superior Court for processing bonds, annualization of positions that became effective during FY 2006/07 for additional commissioned staff, the transfer of positions from the Commissary, and new positions for the mandatory tow program and providing dispatching services for the town of Sahuarita
- 32.6 FTE net increase in various Justice and Law enforcement special revenue fund and grant departments
- 2.6 FTE increase in the Superior Court General Fund positions as a result of new positions for first floor security and interpreter services
- 2.0 FTE increase in Justice Courts Tucson General Fund positions due to supplemental package funding for court security staff
- 26.8 FTE increase in the County Attorney General Fund positions for the Criminal Division due to the annualization of additional positions that became effective during FY 2006/07 and supplemental package funding for felony prosecution, misdemeanor case management and victim notification
- 4.0 FTE decrease in Clerk of the Superior Court General Fund positions due to the net effect of the transfer of positions to the Sheriff for processing bonds and a decrease in hours funded to existing positions which was partially offset by new positions for court hearing officers and for processing an increase in passport requests.
- 10.0 FTE increase in Juvenile Court General Fund positions due to increases in the budgeted FTEs for the Administrative and Probation Divisions
- 1.0 FTE decrease in Office of Court Appointed Counsel positions due to the transfer of a position to the Information Technology Department
- 1.0 FTE increase in Justice Court Ajo General Fund positions primarily due to supplemental package funding for a court interpreter
- 0.6 FTE increase in Justice Court Green Valley General Fund positions due to supplemental funding for court security

FTEs in Medical Services increased by 30.7 or 2%. Major factors contributing to this net increase include:

- 24.1 FTE increase in Pima Health System and Services due to additional personnel needed to support a projected increase in ALTCS membership and the growing demands of administering the ALTCS and Ambulatory programs
- 6.6 FTE increase in Public Health primarily due to supplemental funding for four West Nile response positions, two additional Animal Care Technician positions, and one additional Communicable Disease Investigator position

FTEs in Public Works increased by 62.5 or 3%. Major factors contributing to this net increase include:

- 6.4 FTE increase in Facilities Management due to new positions needed for the Bank of America building and garage, and other new County properties
- 22.0 FTE increase in Natural Resources, Parks & Recreation primarily representing positions needed to maintain new parks facilities coming on line in fiscal year 2007/08 and annualization of positions that became effective during fiscal year 2006/07
- 12.4 FTE increase in Regional Flood Control District primarily representing new positions to keep up with the demands of the Department
- 9.2 FTE increase in Transportation due to increased hours in existing PCNs
- 13.1 FTE net increase in Wastewater Management primarily due to enhanced maintenance and rehabilitation activities
- 0.5 net FTE decrease in various other Public Works departments

PIMA COUNTY CAPITAL IMPROVEMENT PROGRAM SUMMARY

Introduction

Pima County's Fiscal Year 2007/08 Adopted Budget for its Capital Improvement Program (CIP) consists of eleven categories: Facilities Management; Transportation; the Regional Flood Control District; Natural Resources, Parks and Recreation; Open Space; Cultural Resources; Neighborhood/Housing Reinvestment; Wastewater Management; Solid Waste Management; Sheriff's Department for the Regional Public Safety Communications System; and Information Technology.

Distinct from the Capital Improvement Program, 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 2007/08, summary data for projects that are part of the adopted Capital Projects Fund for fiscal year 2007/08, and summary operations and maintenance (O&M) data for fiscal year 2007/08.

Overview

In two special elections in 1997, Pima County voters approved $711,980,000 in general obligation, sewer revenue, and Highway User Revenue Fund (HURF) revenue bonds. In preparation for these bond elections, the Board of Supervisors approved two Bond Implementation Plan ordinances (Ordinance Numbers 1997-35 and 1997-80) that identified specific projects and the extent of those projects, bond allocations and other funding allocations, and implementation schedules. In a special election in 2004, Pima County voters approved $732,250,000 in general obligation and sewer revenue bonds. In preparation for this election, the Board of Supervisors approved another Bond Implementation Plan Ordinance (Number 2004-18). In a special election in 2006, Pima County voters approved $54,000,000 in general obligation bonds. In preparation for this election, the Board of Supervisors approved another Bond Implementation Plan Ordinance (Number 2006-29). The Bond Implementation Plan ordinances provide a framework for the development of a CIP budget. New projects (i.e., those not included in the 1997, 2004, and 2006 bond elections) are added to the CIP budget as infrastructure needs dictate and as funding availability permits. No CIP projects are undertaken without full funding.

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. Open Space has the third largest, Regional Flood Control District has the fourth largest, and The Public Safety Wireless Integrated Radio Communication Network and Natural Resources Parks and Recreation are the fifth and sixth largest expenditures components.

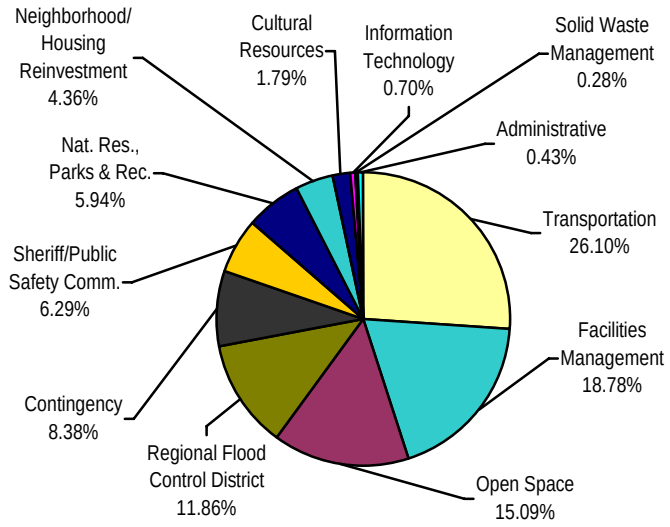
The Regional Flood Control District has a number of projects being developed in cooperation with the Army Corps of Engineers, which typically funds from two-thirds to three-quarters of project costs. The magnitude of the public improvements associated with the Regional Flood Control District's portion 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 Reinvestment Program funds infrastructure investments in high stress neighborhoods throughout the community. Solid Waste programs consist of environmental remediation projects and infrastructure expansion. Information Technology projects provide for networking and telecommunications infrastructure needs.

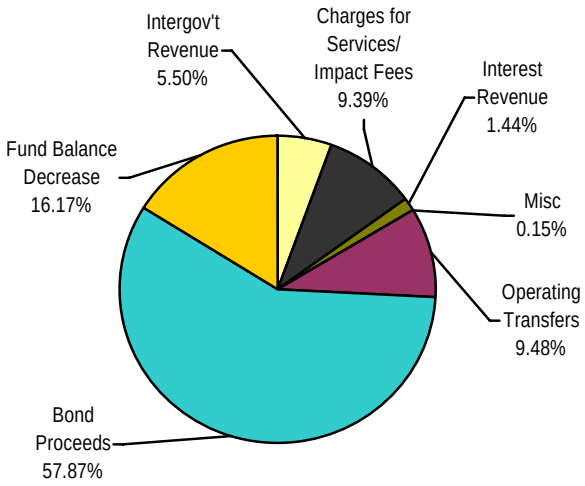
The following charts provide summary information for Pima County's fiscal year 2007/08 adopted expenditures, revenues, and other funding sources for all Capital Projects Fund projects.

Pima County FY 2007/2008 Capital Projects Fund[1]

Expenses by Category



Sources of Funding



Expenses by Category	
Transportation	$65,381,165
Facilities Management	47,049,935
Open Space	37,800,000
Regional Flood Control District	29,722,171
Contingency	21,000,000
Sheriff/Public Safety Communications	15,755,456
Natural Resources, Parks & Recreation	14,872,950
Neighborhood/Housing Reinvestment	10,921,579
Cultural Resources	4,479,449
Information Technology	1,756,000
Solid Waste Management	722,000
Administrative Costs	1,082,290
TOTAL	**$250,542,995**

Sources of Funding	
Intergovernmental Revenue	$13,781,039
Charges for Services/Impact Fees	23,517,156
Interest Revenue	3,598,141
Miscellaneous Revenue	370,946
Other Funding: Operating Transfers	23,757,617
Other Funding: Bond Proceeds	145,000,000
Other Funding: Fund Balance Decrease	40,518,096
TOTAL	**$250,542,995**

[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 Justice Court/Municipal Court Complex, although not scheduled to be completed for several years, will eventually require significant additional operations and maintenance (O&M) expenditures: increased personal services expenditures for additional building maintenance staff, additional supplies and services expenditures for utilities, general maintenance, supplies, etc.

When new projects are considered for funding in the County's budgeted CIP, increased operating costs are taken into consideration. Departments are required to project the impact of additional operating costs over the life of a project, and the analysis and eventual approval of Capital Projects takes these estimates into account. Additionally, in each annual budgeting cycle, General Fund departments submit supplemental budget requests to cover new operating costs resulting from projects whose completion will impact operating expenditures in the fiscal year under consideration, and non-General Fund departments add O&M estimates to their 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 2007/08 operating budget may be found in the final section of this report.

Capital Projects by Category: Summary

Transportation

The fiscal year 2007/08 CIP associated with Transportation consists of forty-five projects with total expenditures of $65.4 million. Twenty-two, or approximately half 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, thirty-seven address capacity improvements to major, critical roadway segments throughout Pima County's metropolitan areas.

Twenty-seven Transportation projects are projected to be under construction during the course of fiscal year 2007/08. Construction expenditures are estimated at $53 million, or approximately 81 percent, of Transportation's portion of CIP for fiscal year 2007/08. The remaining expenditures will be for planning and design, land acquisition, and miscellaneous other expenditures. Major projects include Craycroft Road, River Road to Sunrise; Kinney Road, Ajo Way to Bopp Road; Valencia Road, Mark Road to Camino de la Tierra; and Country Club Road, 36th Street to Milber.

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 seventeen active projects in fiscal year 2007/08. Eleven were approved in the May 18, 2004 bond election, and six are non-bond funded projects. One of the 2004 bond projects is substantial: $14.9 million for continuation of the Justice Court/Municipal Court Complex.

Sixteen of the seventeen Facilities Management projects active in fiscal year 2007/08 will be under construction during the course of this fiscal year; construction expenditures are projected to be $32.8 million or seventy percent of the total Facilities Management CIP. The remaining project is in pre-construction and the expenditures are earmarked for planning and design.

Open Space

There is designated $30 million for open space acquisitions and $7.8 million designated for the Davis Monthan Air Force Base Encroachment Prevention. All of the projects are part of the $173.4 million approved in the 2004 bond election.

Regional Flood Control District

The Regional Flood Control District has twenty-five active CIP projects in fiscal year 2007/08, with total estimated expenditures of $29.7 million. One of the projects is part of the bond package approved by voters in the 1997 special elections and nine projects are part of the bond package approved by voters in 2004. The remaining fifteen projects are non-bond funded. The Regional Flood Control District will partner with the Army Corps of Engineers on seven projects in fiscal year 2007/08, with the Army Corps of Engineers contributing an additional $10.9 million to those projects.

Seventy-four percent, or $22 million of fiscal year 2007/08 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 Mission Wash; Rillito River Linear Park, Alvernon to Craycroft; Urban Drainage Infrastructure Program; and Floodprone Land Acquisition.

Contingency

Beginning in fiscal year 2007/08, the CIP budget will include a 10% contingency in excess of the budgeted project expenditures. This $21 million reserve will ensure that the CIP, in actual implementation, does not exceed its authorized budget and that no project or program is unreasonably delayed in implementation. This contingency is budgeted in its own separate category.

Sheriff's Department Regional Public Safety Communications System

The fiscal year 2007/08 CIP budget for the Regional Public Safety Communications System is $15.8 million. This is the first year of significant expenditures for this now estimated $106 million project.

Natural Resources, Parks & Recreation

There are thirty-four CIP projects, with total projected expenditures of $14.9 million, scheduled for activity in fiscal year 2007/08 for Natural Resources, Parks & Recreation. Thirty-three of the projects are part of the bond packages approved by voters, fourteen in the 1997 special elections and nineteen in the 2004 special election.

Twenty-five of the thirty-four Natural Resources, Parks & Recreation projects are scheduled to be under construction during the course of fiscal year 2007/08. The estimated construction expenditures of $11.3 million represent seventy-six percent of total expenditures for the year; the balance is planning and design, land acquisition, and startup expenditures. Major projects include Pantano River Park, 22nd Street to Michael Perry Park; Julian Wash Linear Park; and Columbus Park.

Neighborhood/Housing Reinvestment

The Neighborhood/Housing Reinvestment category for fiscal year 2007/08 consists of small, bond-funded individual projects grouped under three master bond and project numbers. All of the projects will be under construction during the course of the year; projected expenditures are $10.9 million.

Cultural Resources

There are fourteen CIP projects, with total expenditures of $4.5 million, scheduled for activity in fiscal year 2007/08. 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 fourteen projects in the bond elections; three were approved in the1997 special elections, eleven were approved in the 2004 election. The largest project is the Fort Lowell Acquisition and San Pedro Chapel.

Twelve of the fourteen Cultural Resources projects will have construction activity during fiscal year 2007/08. The estimated construction expenditures of $3.3 million are approximately seventy-four percent of the projected Cultural Resources activity. The remaining expenditures will be for land acquisition, planning and design, and miscellaneous other expenditures.

Information Technology

There are two projects in this category with a total budget of $1.8 million. Information technology upgrades to the newly acquired facilities is budgeted at $1.2 million and the library phone system is budgeted at $556 thousand.

Solid Waste Management

The fiscal year 2007/08 CIP budget for Solid Waste Management consists of three projects, all of which were approved by voters at the May 20, 1997 special election. Projected expenditures for the projects are $722 thousand and will be used for planning and design only.

Wastewater Management

The fiscal year 2007/08 adopted CIP budget for Wastewater Management consists of thirty-nine projects with total expenditures of $93.4 million. Major projects for fiscal year 2007/08 include Avra Valley Expansion, Marana Expansion, and the Santa Cruz Interceptor, Prince to Franklin.

Complete Capital Project List FY 2007/08

For a comprehensive list of the active and new projects comprising Pima County's fiscal year 2007/08 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 2007/08

During the budget cycle for fiscal year 2007/08, 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 2007/08.

Completed CIP Project Operations and Maintenance Expenditures and Revenue by Category

	Number of Projects Scheduled for Completion FY 2007/08	FY 2007/08 O&M Expenditures Associated with Completed Projects	Annualized Future O&M Expenditures Associated with Completed Projects	FY 2007/08 Revenue Associated with Completed Projects	Annualized Future Revenue Associated with Completed Projects
Facilities Management	11	$1,587,110	$1,856,406	$1,673,205	$1,679,940
Transportation	16	191,920	217,102	0	0
Regional Flood Control District	14	69,119	123,600	0	0
Natural Resources, Parks & Recreation	19	747,746	625,539	26,200	26,600
Open Space	16	24,060	18,956	0	0
Cultural Resources	12	96,238	75,825	0	0
Neighborhood/Housing Reinvestment	19	0	0	0	0
Solid Waste	0	0	0	0	0
Public Safety Communications System	0	0	0	0	0
Information Technology	1	19,541	19,541	0	0
	107	$2,735,734	$2,936,969	$1,699,405	$1,706,540

FINANCIAL POLICIES

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

Adopt a Balanced Budget

Arizona Revised Statute 42-17151 states, in pertinent part:
On or before the third Monday in August each year the governing body of each county shall fix, levy and assess the amount to be raised from primary and secondary property taxation. This amount, plus all other sources of revenue and unencumbered balances from the preceding fiscal year, shall equal the total of amounts proposed to be spent in the budget for the current fiscal year.

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

Adhere to a Well Defined Budgetary Process

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

Promote Budget Accountability

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 2005/06, the estimated result for fiscal year 2006/07, and the planned result for fiscal year 2007/08. As this type of presentation evolves, the goal will be to have quality, outcome, and customer service performance measures added to departmental budget submissions.

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 seven 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 twice, with some having completed the process three times. With each turn, departments are 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 2007/08 funding approved for supplemental requests includes a net fund impact of $7,883,891 for General Fund operating departments. (See *Summary Schedules* section - *Summary of Adopted Supplemental Packages.)*

Diversify the County's Revenue Sources

Property Taxes

The fiscal year 2007/08 Adopted Budget relies on a $0.2400 decrease in the property tax rate for General Government, a $0.0300 decrease in the Debt Service tax rate, a $0.0300 decrease in the Flood Control District tax rate, and a $0.0300 increase in the Library District tax rate. The total property tax rate for Pima County decreases from $5.2991 to $5.0291 per $100 of assessed valuation.

General Government Revenues other than Property Taxes

Excluding revenues related to primary property taxes, projected fiscal year 2007/08 general government revenue from all other sources is $164.4 million, an increase of $7.6 million over the fiscal year 2006/07 adopted budget. State Shared Sales Taxes are expected to increase by $3.7 million. Other increases in revenue include a $2.7 million increase in Vehicle License Tax, a $690 thousand increase in Pooled Investment Interest, and $453 thousand in Business License and Permit revenue. Transient Lodging tax revenue will increase $265 thousand. The budget for Other

Miscellaneous Revenue increased $247 thousand to more closely match actual revenues of the last few years. Contributions for Administrative Overhead from County enterprise funds declined $389 thousand due to a more refined measurement of actual costs. Alcohol Beverage Tax revenue will decrease by $42 thousand due to fewer new alcohol sales permits issued in unincorporated areas of the County. The adopted budget assumes that the $3.8 million in State funding for Proposition 204 hold-harmless will not be forthcoming in fiscal year 2007/08.

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 unincorporated Pima County were a municipality, it would be the fourth largest city in the state. The County's share of income tax would be equivalent to more than $38.8 million each year. If these revenues were received, they could be used to further reduce the primary property tax by $0.55 per $100 of assessed value.

Local Sales Tax

Several times over the course of the fiscal year 2007/08 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 in order to provide property tax relief, as well as to address the pressing needs of the County.

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 2007/08 half-cent sales tax revenues of $55.0 million would have been the equivalent of a primary property tax rate reduction of $0.7739 per $100 of assessed value. This issue is discussed at length in the *Budget Issues* section, *Transmittal of Recommended Fiscal Year 2007/08 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*.

Stabilize/Reduce the Property Tax Rates

Table 1 underscores the Board of Supervisor's commitment to stabilize, if not reduce, property tax rates. The total rate decreased 0.6 percent in fiscal year 2005/06; decreased by 2.2 percent in fiscal year 2006/07, and will decrease by 5.1 percent in fiscal year 2007/08.

Table 1

Comparison of Property Tax Rates*

	FY 2004/05 Tax Rates	FY 2005/06 Tax Rates	FY 2006/07 Tax Rates	FY 2007/08 Tax Rates
Pima County Primary (General Gov't)	$4.0720	$4.0720	$3.8420	$3.6020
Debt Service	0.8150	0.7150	0.7150	0.6850
Library District	0.2124	0.2575	0.3675	0.3975
Flood Control District	0.3546	0.3746	0.3746	0.3446
Total	$5.4540	$5.4191	$5.2991	$5.0291

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

Maintain an Adequate Ending General Fund Balance

Over the past eight years, the unreserved ending General Fund balance ranged from an actual low of $19.7 million for fiscal year 2000/01 to an actual high of $46.4 million for fiscal year 2005/06. The Board of Supervisors has adopted an unreserved ending General Fund Balance of $24.5 million for fiscal year 2007/08, which is 5.2 percent of budgeted operating revenues. This is within the Government Finance Officers Association (GFOA) recommendation that "no less than five to fifteen percent of regular general fund operating revenues be maintained as unreserved fund balance". Over the past eight years, actual unreserved ending fund balance typically has been significantly higher than the amount that had been budgeted, as seen in Table 2 below. Close monitoring of expenditures, and strong intergovernmental revenues (e.g., state shared sales tax, vehicle license tax, etc.) have accounted for the favorable variances from budget. If this trend continues, in fiscal year 2007/08 Pima County can expect to see an actual unreserved ending fund balance that exceeds the budgeted 5.2 percent.

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		$25,628,388		7.2
Fiscal Year 2004/05	$13,000,000		$33,171,433		8.9
Fiscal Year 2005/06	$15,800,000		$46,423,513		10.8
Fiscal Year 2006/07	$23,000,000		$41,007,375	*	9.1
Fiscal Year 2007/08	$24,500,000	**			5.2

* projected

** In compliance with State statute, what has formerly been budgeted as ending fund balance will henceforth be budgeted as reserved contingency expenditure.

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

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.

Eliminate Long-Term Cash Deficits

The long-term cash deficits of certain funds are those that have accumulated as a result of losses over multiple years that cannot be covered by accounts receivable for those funds. Since fiscal year 1999/2000 the County has made a concerted effort, through the transfer of General Fund dollars, to eliminate the long-term cash deficits of a number of funds including: Kino Community Hospital (now managed by an outside contractor), the Stadium District, and the Graphic Services Internal Service Fund.

At this point, no fund entities have a cash deficit. However, it is possible that the Solid Waste Fund will have a cash deficit of approximately $500,000 at the end of fiscal year 2007/08. In anticipation of this possible deficit, and including the taking of steps to stave off such a deficit, $500,000 has been included in the General Fund Budget Stabilization Fund. This issue is discussed at length in the *Budget Issues* section, *Transmittal of Recommended Fiscal Year 2007/08 Budget.*

Provide Board of Supervisors General Contingency Funding

The Board of Supervisors unreserved Contingency Fund is funded at $1.0 million (less $422,000 in adjustments for Outside Agency funding), which is a typical amount. With the Board's continued judicious management of this fund, as well as the Budget Stabilization Fund discussed below, and/or other reasons discussed elsewhere in this section, it is realistic to assume that the fiscal year 2007/08 ending General Fund balance will be substantially higher than the budgeted amount. In recent years similar planned management was responsible for a large part of the increase in the General Fund ending fund balances as noted in Table 2 above.

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 2007/08, budgeted expenditure authority in the Budget Stabilization Fund amounts to $8,135,254. Funding is reserved for the items listed in the following table:

Table 3

Budget Stabilization Fund

Pima Animal Control Center staffing	$ 35,296
Justice Courts Tucson - pro tem costs	58,880
Assessor – pictometry	60,000
Superior Court Mandated Services	150,000
MWBE Disparity Study	250,000
Critical Path	375,000

Courts Market Study	400,000
Proposition 100	500,000
Solid Waste Operating Loss	500,000
Corrections Officers Compensation	608,000
Deficient Starting Salaries	1,000,000
Commissioned Officers Compensation	1,798,078
Superior Court – restoration to competency	2,400,000
Total Budget Stabilization Fund	$ 8,135,254

Provide Property Tax Reduction/Debt Retirement & Property Tax Rate Stabilization Funds

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, certain medical related refunds, 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 the following deposits have been made: over $6.0 million in federal State Criminal Alien Assistance Program (SCAAP) revenue; over $975 thousand in federal Southwest Border Prosecution Initiative (SWBPI) revenue; over $3.6 million in medical refunds or reimbursements for the County's annual contribution to the Arizona Long Term Care System (ALTCS) and for Kino Hospital (while it was a County directed facility); over $370 thousand in Arizona Border Security Emergency revenue, and over $300 thousand in various other one time revenue sources.

In fiscal year 2006/07 the Board of Supervisors augmented the Tax Reduction/Debt Retirement Fund by establishing the Property Tax Rate Stabilization Special Revenue Fund, funded via a General Fund appropriation of $3.2 million. In fiscal year 2007/08 an additional $5.3 million is budgeted. The 23 cent reduction in the primary property tax rate for fiscal year 2006/07 and the 24 cent reduction for fiscal year 2007/08 were made possible in substantial part by the extraordinary growth in state shared sales tax collections that have occurred during the last year and are projected to continue through the remainder of calendar year 2007. However, the pace of this growth is projected to slow beginning in 2008 for a number of reasons. In addition, state shared sales tax, as well as other General Fund taxes such as vehicle license tax, are more sensitive to short term economic conditions and, therefore, more volatile and less predictable than property tax revenues. World events such as that which occurred in September of 2001 can cause state shared sales taxes to decline unexpectedly and precipitously. Provision should be made to ensure that the recommended reduced primary rate and the total combined County rate will remain stable so that a future roller-coastering of the rates is avoided. Instability in these rates, coupled with rapid increases in valuation, would make it difficult for individuals and businesses to plan for and accommodate their future property tax liability. Other factors that necessitate provision for future stabilization of the County primary and combined rates include:

- Offset of future increases in the Library District tax rate as the County continues to provide additional relief to the city of Tucson's General Fund by assuming more of the city's funding liability for the Library system as well as all future growth in Library facilities, programs, services and costs.

- Probable continued reductions and eliminations of long-standing federal and state grant revenues that currently provide significant funding to programmatic areas throughout the County.

- Continued uncertainty as to future actions of the State that would shift costs, reduce shared revenues, and increase mandates to the County, particularly in regard to the County's mandated contributions to fund the State's indigent long-term, acute, and mental health care programs.

Obtain Pre-approval of Grants with Fund Impact

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

Maintain Adequate Funding for Self-Insurance Trust Fund

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

Provide Adequate Employee Compensation

In his *Transmittal of Recommended Fiscal Year 2007/08 Budget (*see *Budget Issues* section*)*, the County Administrator states, "The County continues to be challenged to remain competitive in attracting and retaining experienced, high quality personnel throughout our workforce."

In order to address the continuing problem of loss of employees to other governmental jurisdictions, with the adoption of the fiscal year 2007/08 budget, the Board of Supervisors approved a general salary adjustment of 2.1 percent (reflective of the rise in the Consumer Price Index from January 2006 to January 2007) effective July 8, 2007. Additionally, as a first step toward addressing market disparity, effective July 8, 2007 most employees (notable exception: Sheriff's deputies and corrections officers) are awarded a 2.5 percent market adjustment. The Board also approved an additional 0.5 percent general salary adjustment to compensate employees for an equal percentage increase in employee contributions to the Arizona State Retirement System. Finally, Sheriff's deputies and corrections sergeants will receive a 10 percent increase in their Step Plans effective January 6, 2008, and other corrections officers will receive a 5 percent Step Plan increase on the same date. The following table summarizes the salary increases over the past nine 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
FY 2006/07	2.8% general adjustment effective Jul 1, 2006
	1.7% general adjustment effective Jul 1, 2006 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, deputies, and sergeants effective date in class
FY 2007/08	2.1% general adjustment effective Jul 8, 2007
	2.5% market adjustment effective Jul 8, 2007
	0.5% general adjustment effective Jul 8, 2007 to compensate for increased retirement rate contribution for members of the Arizona State Retirement System
	10% and 5% step adjustment for Sheriff's deputies, sergeants, and corrections non-command staff effective January 6, 2008

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. In May 2004, voters authorized approximately $582 million of general obligation bonds and $150 million of sewer revenue bonds, for a total 2004 authorization of $732 million. In May 2006, voters approved general obligation bonds of $18 million for Psychiatric Urgent Care Facilities and $36 million for Psychiatric Inpatient Hospital Facilities. Combining the 1997, 2004 and 2006 authorization provides total bond proceeds of $1.5 billion.

Pima County currently has $1.7 billion in active projects fully or partially funded by bonds and $1.1 billion in active non-bond projects, resulting in a total capital improvement program of $2.8 billion. The proposed Capital Improvement Plan (CIP) for fiscal years 2007/08 - 2011/12 identifies, among other items: active projects, funding sources, debt profiles, unfunded needs, and a schedule of bond sales. The CIP currently has 231 capital improvement projects, including 47 funded by Wastewater

Management and a total of $343.9 million budgeted for fiscal year 2007/08. Of this amount, Wastewater Management funds $93.4 million, with $250.5 million approved in the fiscal year 2007/08 Capital Projects Adopted Budget. In addition, $11.3 million is expected in matching funds with the primary source being $10.9 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 $1.5 billion bond authorization, $771 million in bonds have been sold with $727 million remaining.

Table 5

1997, 2004 and 2006 Bond Authorizations

	Authorization (million)	Sold (million)	Remaining (million)
1997 General Obligation Bonds	$ 256.98	$ 229.20	$ 27.78
1997 Sewer Revenue Bonds	105.00	101.00	4.00
1997 Transportation Bonds	350.00	202.20	147.80
2004 General Obligation Bonds	582.25	186.10	396.15
2004 Sewer Revenue Bonds	150.00	50.00	100.00
2006 General Obligation Bonds	54.00	2.30	51.70
Total	$1,498.23	$ 770.80	$ 727.43

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, 2006, is as follows (in thousands):

Net assessed valuation:		$6,050,950
Debt Limit (15% of net assessed valuation):		$ 907,643
Amount of debt applicable to debt limit:		
General obligation bonds outstanding	$ 231,310	
Less net assets in debt service fund available for payment of general obligation bond principal	(5,571)	(225,739)
Legal debt margin available		$ 681,904

- 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, 2006, is as follows (in thousands):

Net assessed valuation:		$5,323,433
Debt Limit (5% of net assessed valuation):		$ 266,171
Amount of debt applicable to debt limit:		
Flood Control general obligation bonds outstanding	$2,230	
Less net assets in debt service fund available for payment of flood control bond principal	(24)	(2,206)
Legal debt margin available		$ 263,965

For fiscal year 2006/07, debt percentages are estimated to be 3.82 percent for general obligation bonds and 0.04 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 2006/07, the County issued $21 million in Street and Highway Revenue Bonds and met the statutory requirement. An additional $25 million in bonds is expected to be issued in fiscal year 2007/08. HURF revenues are budgeted at $60,808,267, and $18,057,251 in Street and Highway Revenue Bonds debt service is scheduled, providing approximately 3.4 times coverage.

- 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, as amended, 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 $0.7150 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. For fiscal year 2007/08, the secondary tax rate is $0.6850, down 3 cents from the fiscal year 2006/07 rate of $0.7150 per $100 of assessed valuation

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

The following table presents the increases in sewer user and connection fees since fiscal year 1997/98.

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%
2006/07 (effective 8/11/2006)	6.0%	6.0%
2006/07 (effective 1/1/2007)	6.0%	6.0%
2007/08 (effective 7/1/2007)	6.0%	6.0%
2007/08 (effective 1/1/2008)	0.0%	6.0%

Continue to Conduct Departmental Operating Studies, Implementing Reforms Leading to Financial Stability

A number of departmental operating studies and organizational reforms have been conducted in recent years, all leading to the overall increased financial stability of Pima County Government. Notable among these studies and reforms are the following:

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.

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 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.

Criminal Justice System Departments

In recent years, 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.

The first study was a performance/operations audit of the departments comprising the criminal justice system. Departments included in the audit were the Superior Court, Juvenile Court, Justice Courts, Indigent Defense, County Attorney, and Sheriff. The Harvey M. Rose Accountancy Corporation was selected to perform the audit.

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, APRI found the Pima County Attorney's Office to be efficient and effective in its processing of criminal cases.

In another study, the Spangenburg Group conducted 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.

Under the direction of the County Administrator, the Pima County Justice Coordinating Council was formed. 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 address a number of justice and law enforcement issues and provide periodic reports to the council.

Wastewater Management

Wastewater Management's Fiscal Year 2007/08 Budget continues to build upon the findings and recommendations of the January 2005 Black & Veatch Management Audit, the 2005 Black & Veatch Rate Study, the 2006 Five-Year Financial Plan, and the 2006 Metropolitan Facility Plan Update.

The 2005 Black & Veatch 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 required by the Arizona Department of Environmental Quality. In addition, increased system capacity is needed in both the conveyance and treatment systems.

The Wastewater Management Department updates their Five-Year Financial Plan on an annual basis. The 2007 Financial Plan will be completed and presented to the Board of Supervisors in October 2007.

Solid Waste Management

Due to diminishing landfill capacity and possible financial deficit, the County commissioned a financial and operational audit of Solid Waste Management. As a result, fees will be increased, services will be curtailed, illegal dumping will be tracked closely, and possible partnership opportunities with the city of Tucson (which has its own solid waste operations) will be discussed.

This page intentionally left blank.

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 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, Facilities Renewal Fund, and Space Acquisition Fund. Department goals address:

- Implementation of Board of Supervisors policies and plans
- Revenue enhancement opportunities

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, and Voting Rights Act. Department goals address:

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

FINANCE & RISK MANAGEMENT

Provide centralized financial and risk management services for the County. Financial and risk management operations include administration, bond financing, budget development and monitoring, tax levy and rate compilation, tax assembly coordination, financial statement preparation, financial systems control, accounts payable, payroll processing, Family and Medical Leave Act administration, records maintenance, mail services, workman's compensation, loss control and prevention, internal audit, cash management, collection of delinquent accounts, and formation and collection function of improvement districts. Department goals include:

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

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 a 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, wireless radio communications, 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
- Improved 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.

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 and 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

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

To enhance the economic and cultural well-being of Pima County constituents, with particular focus on improving the status of the economically disadvantaged, and to meet and report performance and fiscal requirements of federal, state, and private grantors. The department oversees the Community Development and Neighborhood Conservation, Community Resources, Community Services-Employment and Training, Economic Development and Tourism departments, and the Pima County Public Library. Department goals address:

- Use and leveraging of $10 million in bond funding for neighborhood reinvestment
- Expansion of the Local Housing Trust Fund, leveraged with federal HOME funds and private funds
- Administration of after-school 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 improvements in:

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

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

To provide Pima County residents with free and equitable access to the information resources needed for full participation in the community and for the enrichment of individual lives. Department goals address:

- Promotion of community literacy and education
- Quality of information service
- Improvement of library collection and its accessibility

ECONOMIC DEVELOPMENT & TOURISM

Facilitate business and economic growth with various community partners located in Pima County and the state of Arizona. Create leisure opportunities through Pima County leased assets. Department goals address:

- Coordination of public funding
- Awareness of Pima County as a travel destination
- Utilization of County Facilities (e.g., 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 school district financial information for the Board of Supervisors for setting the property tax rates. Maintain mandated programs involving the parents of children that are either in private schools or being taught at home. Operate Pima Accommodation District, educational services, and school bus service for students in unorganized territory in Pima County. Plan and operate multi-district educational programs. Department goals address:

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

STADIUM DISTRICT

Provide family entertainment for Pima County residents through sports recreation and community events. Continue to develop relationships with professional baseball teams that will have a positive impact on the local economy. 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 Courts. Meet ethical standards for court staff and judges, as written and enforced by the Commission on Judicial Conduct. Accomplish financial management, as guided and enforced by the minimum accounting standards set by the Supreme Court and by the State Auditor General. Adhere to the established operational guidelines reviewed by the Court Services Division of the Supreme Court. Provide a safe and secure environment for employees, elected officials, and the public. Department goals address:

- Compliance with mandated functions
- Collection of fee revenue
- Improvements in operating efficiency
- Quality of customer service

JUVENILE COURT

Exercise jurisdiction, under federal and state constitutions, laws, and Rules of the Court, over all children under the age of 18 years who are referred to the court for reasons of mental health, incorrigibility, or delinquency and for all families involved in matters of dependency, severance, and adoption. Promote the interests and safety of the community, promote the rehabilitation of children and their families, facilitate the protection of children who are abused or neglected, and facilitate the provision of services to those children and families involved with the court in accordance with the due process of law. Work actively with, and provide leadership to, the community, the public, and private agencies to promote justice, education, and prevention of juvenile delinquency and abuse. Department goals address:

- Effectiveness of detainee rehabilitation
- Improvement in case processing efficiency
- Effectiveness of probation programs

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 Superior, Juvenile, 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 (UPHH) at Kino Campus, formerly known as Kino Community Hospital. Department goals address:

- Compliance with Arizona Health Care Cost Containment System (AHCCCS) requirements
- Monitoring and audit of correctional health care vendor performance
- Improvement in effectiveness of health care delivery
- Appropriate County funding of UPHH operations and monitoring of services

PIMA HEALTH SYSTEM & SERVICES
Operate an acute/ambulatory health plan for 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 2006/2007 – 2010/2011 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 4.4 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 eight 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, and off-road heavy equipment. Provide fuel for all County vehicles and equipment from nine fueling sites located throughout the County and from mobile fuel trucks for off-road equipment. Maintain complete inventory and cost accounting records for all vehicles, equipment, fuel, and parts. Department goals address:

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

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. Department goals address:

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

REGIONAL FLOOD CONTROL DISTRICT

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

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. 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

This page intentionally left blank.

STATE REPORTS

This section includes copies of Pima County's official State Budget Reports for fiscal year 2007/2008 in the format required by the State of Arizona's Office of the Auditor General and as prescribed by Arizona Revised Statute § 42-17102:

Schedule A - Summary Schedule of Estimated Revenues and Expenditures/Expenses

Schedule B - Summary of Tax Levy and Tax Rate Information

Schedule C - Summary by Fund Type of Revenues

Schedule D - Summary by Fund Type of Other Financing Sources and Interfund Transfers

Schedule E - Summary by Department of Expenditures/Expenses Within Each Fund Type

Schedule F - Summary by Functional Area and Department of Expenditures/Expenses

PIMA COUNTY
SUMMARY SCHEDULE OF ESTIMATED REVENUES AND EXPENDITURES/EXPENSES
FISCAL YEAR 2007/2008

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006/2007	ACTUAL EXPENDITURES/ EXPENSES 2006/2007*	UNRESERVED FUND BAL / NET ASSETS 7/1/2007 (est)*	DIRECT PROPERTY TAX REVENUE 2007/2008	ESTIMATED REVENUE OTHER THAN PROPERTY TAX 2007/2008	PROCEEDS FROM OTHER FINANCING SOURCES 2007/2008	INTERFUND TRANSFERS 2007/2008 IN	INTERFUND TRANSFERS 2007/2008 OUT	TOTAL FINANCIAL RESOURCES AVAILABLE 2007/2008	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2007/2008
GENERAL FUND	439,535,427	427,809,998	43,073,978	267,784,461 **	201,432,254	0	5,116,538	28,637,583	488,769,648	488,769,648
SPEC REV FUNDS										
COUNTY FREE LIBRARY	34,917,185	31,141,005	7,125,065	31,957,142	6,747,000	0	0	3,772,000	42,057,207	37,090,595
EMPLOY & TRAINING	11,686,452	12,318,544	812,077	0	11,681,023	0	289,100	0	12,782,200	11,997,368
ENV QUALITY	4,601,473	4,631,650	1,332,442	0	3,565,755	0	422,936	0	5,321,133	4,698,236
REG FLOOD CONTROL	8,743,185	12,781,936	1,119,849	25,112,708	4,985,500	0	0	11,401,261	19,816,796	17,074,685
PUBLIC HEALTH	25,301,309	25,075,587	2,046,381	0	15,699,331	0	10,072,307	0	27,818,019	26,179,935
SOLID WASTE MGMT	8,468,395	6,909,426	3,104,683	0	6,977,400	0	0	0	10,082,083	8,561,778
STADIUM DISTRICT	2,478,906	2,497,294	1,427,493	0	3,021,203	0	3,205,408	3,014,260	4,639,844	2,533,809
TRANSPORTATION	41,433,934	45,688,028	4,454,375	0	67,688,523	0	3,758,000	25,230,048	50,670,850	47,337,071
OTHER SPECIAL REV	85,495,468	75,466,536	32,152,940	0	64,291,928	0	12,175,832	4,401,981	104,218,719	88,758,554
TOTAL SPECIAL REV	223,126,307	216,510,006	53,575,305	57,069,850	184,657,663	0	29,923,583	47,819,550	277,406,851	244,232,031
CAPITAL PROJECTS	155,901,786	163,020,409	106,189,471	0	41,267,282	145,000,000	23,757,617	0	316,214,370	250,542,995
DEBT SERVICE	73,418,403	68,930,128	11,187,528	56,252,488	1,007,500	0	21,689,857	0	90,137,373	77,945,345
TOTAL OTHER FUNDS	229,320,189	231,950,537	117,376,999	56,252,488	42,274,782	145,000,000	45,447,474	0	406,351,743	328,488,340
ENTERPRISE FUNDS										
DEVELOPMENT SVCS	17,217,583	15,980,492	12,226,084	0	15,960,946	0	0	2,627,586	25,559,444	15,342,014
MEDICAL SERVICES	261,766,820	260,863,820	911,212	0	282,411,677	0	0	1,655,000	281,667,889	278,960,827
PARKING GARAGES	1,498,042	1,498,042	1,288,574	0	1,758,946	0	0	0	3,047,520	1,667,462
WASTEWATER MGMT	107,193,673	103,427,784	55,651,830	0	129,530,336	50,000,000	0	0	235,182,166	125,254,174
TOTAL ENT FUNDS	387,676,118	381,770,138	70,077,700	0	429,661,905	50,000,000	0	4,282,586	545,457,019	421,224,477
TOTAL ALL FUNDS	1,279,658,041	1,258,040,679	284,103,982	381,106,799	858,026,604	195,000,000	80,487,595	80,739,719	1,717,985,261	1,482,714,496

* Unreserved beginning fund balances/net assets are estimates based on actual revenues and expenses as of February 28, 2007 plus projected revenues and expenses for the remainder of the fiscal year.

** Includes a budgeted $48,000 in the Sheriff Department for penalties on delinquent property tax collections.

EXPENDITURE LIMITATION	**2006/2007**	**2007/2008**
1. Budgeted Expenditures/Expenses	1,279,658,041	1,482,714,496
2. Add/(Subtract): Estimated Net Reconciling Items	(126,388,770)	(152,900,283)
3. Budgeted Expenditures/Expenses Adjusted for Reconciling Items	1,153,269,271	1,329,814,213
4. Less: Estimated Exclusions	715,140,725	865,221,517
5. Amount Subject to Expenditure Limitation	438,128,546	464,592,696
6. EEC Expenditure Limitation	438,128,547	464,592,697

SCHEDULE A

PIMA COUNTY
SUMMARY OF TAX LEVY AND TAX RATE INFORMATION
Fiscal Year 2007/2008

		2006/2007 FISCAL YEAR	2007/2008 FISCAL YEAR
1.	Maximum allowable primary property tax levy A.R.S. §42-17051(A).	$256,916,184	$279,169,211
2.	Amount received from primary property taxation in fiscal year 2006/07 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	$248,469,882	$264,866,986
	B. Secondary Property Taxes		
	General Fund-Override election	$0	$0
	Debt Service	$49,120,182	$56,309,711
	Flood Control District	$22,902,866	$25,542,408
	Library District	$25,247,086	$32,676,073
	Fire Assistance District	$2,851,032	$3,148,412
	Total Secondary Property Taxes	$100,121,166	$117,676,604
	C. Total Property Tax Levy Amounts	$348,591,048	$382,543,590
4.	Property taxes collected *		
	A. Primary property taxes		
	(1) 2006/07 year's levy	$240,905,094	
	(2) Prior years' levy	$6,488,823	
	(3) Total primary property taxes	$247,393,917	
	B. Secondary property taxes		
	(1) 2006/07 year's levy	$96,812,263	
	(2) Prior years' levy	$2,977,232	
	(3) Total secondary property taxes	$99,789,495	
	C. Total Property Taxes Collected	$347,183,412	
5.	Property Tax Rates		
	A. County Tax Rate		
	(1) Primary property tax rate	$3.8420	$3.6020
	(2) Secondary property tax rates		
	General Fund-Override election	$0.0000	$0.0000
	Debt Service	$0.7150	$0.6850
	Flood Control District	$0.3746	$0.3446
	Library District	$0.3675	$0.3975
	Fire District Assistance	$0.0415	$0.0383
	(3) Total County Tax Rate	$5.3406	$5.0674
	B. Special Assessment district tax rates Secondary property tax rates	See Second Page	See Second Page

SCHEDULE B

PIMA COUNTY
SUMMARY OF TAX LEVY AND TAX RATE INFORMATION (Continued)
Fiscal Year 2007/2008

	2006/2007 FISCAL YEAR	2007/2008 FISCAL YEAR
Special Assessment district tax rates		
Secondary property tax rates (Continued)		
Cardinal Est. Street Lighting Improvement District	1.0004	0.8653
Carriage Hills Est. No. 1 Street Lighting Improvement District	0.3106	0.2720
Carriage Hills Est. No. 3 Street Lighting Improvement District	0.3221	0.2865
Desert Steppes Street Lighting Improvement District	0.2883	0.2628
Hermosa Hills Estates Street Lighting Improvement District	0.1849	0.1486
Lakeside #1 Street Lighting Improvement District	0.3385	0.2692
Littletown Street Lighting Improvement District	0.9899	0.8285
Longview Est. #1 Street Lighting Improvement District	0.3441	0.3104
Longview Est. #2 Street Lighting Improvement District	0.3330	0.2840
Manana Grande B Street Lighting Improvement District	0.3274	0.2684
Manana Grande C Street Lighting Improvement District	0.4296	0.3534
Midvale Park Street Lighting Improvement District	0.1974	0.1856
Mortimore Addition Street Lighting Improvement District	0.9062	0.6427
Oaktree No. 1 Street Lighting Improvement District	1.6199	1.2931
Oaktree No. 2 Street Lighting Improvement District	1.6640	1.3364
Oaktree No. 3 Street Lighting Improvement District	1.8269	1.4560
Orange Grove Valley Street Lighting Improvement District	0.4489	0.3949
Peach Valley Street Lighting Improvement District	0.6782	0.5233
Peppertree Ranch Street Lighting Improvement District	0.0874	0.0784
Rolling Hills Street Lighting Improvement District	0.2569	0.2225
Salida Del Sol Street Lighting Improvement District	1.5095	1.2506
Hayhook Ranch Improvement District	Did not levy.	4.9741

* 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.

PIMA COUNTY
SUMMARY BY FUND TYPE OF REVENUES
FISCAL YEAR 2007/2008

SOURCE OF REVENUES	ADOPTED REVENUES 2006/2007	ESTIMATED REVENUES 2006/2007*	ADOPTED REVENUES 2007/2008
GENERAL FUND			
PROPERTY TAX			
Real Property Taxes	235,180,381	235,180,381	249,771,729
Personal Property Taxes	11,818,993	12,213,536	12,189,483
Penalties/Delinq Taxes	687,883	726,000	576,648
Interest/Delinq Taxes	5,877,896	5,200,000	5,246,601
TOTAL PROPERTY TAX	**253,565,153**	**253,319,917**	**267,784,461**
LICENSES & PERMITS			
Business Licenses & Permits	2,473,492	2,473,492	2,926,812
TOTAL LICENSES & PERMITS	**2,473,492**	**2,473,492**	**2,926,812**
INTERGOVERNMENTAL			
Federal Grants & Aid	2,986,000	3,289,590	2,980,160
State Grants & Aid	641,634	5,108,542	1,114,329
Sales & Use Tax	108,500,000	108,000,000	112,200,000
Shared Vehicle License Tax	25,267,276	27,100,000	28,000,000
Alcoholic Beverages	103,600	104,130	61,600
City Participation	728,556	495,556	248,878
Transient Lodging Tax	7,290,068	7,686,000	7,919,244
TOTAL INTERGOVERNMENTAL	**145,517,134**	**151,783,818**	**152,524,211**
CHARGES FOR SERVICES			
Interdepartmental Charges	0	0	310,000
Health Fees	1,015,000	1,015,000	1,035,000
Court Fees	4,156,260	4,312,663	4,264,212
General Government	2,163,268	3,133,613	2,185,841
Correctional Housing	6,315,350	6,735,350	6,850,700
Recorder Fees	3,240,000	3,240,000	3,042,500
Sheriff Dept Fees	405,000	725,600	782,148
Culture & Recreation Fees	636,475	636,475	688,375
Contributions/Pub Enterprises	12,716,494	12,716,494	12,327,074
TOTAL CHARGES FOR SERVICES	**30,647,847**	**32,515,195**	**31,485,850**
FINES AND FORFEITS			
Justice Courts - Fines & Forfeits	4,250,666	3,708,544	4,410,240
Superior Court - Fines & Forfeits	211,500	211,500	227,500
Other Fines & Forfeits	1,032,750	1,032,750	936,851
TOTAL FINES & FORFEITS	**5,494,916**	**4,952,794**	**5,574,591**
INTEREST			
Interest	1,622,683	2,577,553	2,306,654
TOTAL INTEREST	**1,622,683**	**2,577,553**	**2,306,654**
MISCELLANEOUS			
Rents and Royalties	2,435,645	2,666,961	5,134,255
Other Misc. Revenues	1,295,993	1,626,378	1,479,881
TOTAL MISC. REVENUES	**3,731,638**	**4,293,339**	**6,614,136**
TOTAL GENERAL FUND REVENUE	**443,052,863**	**451,916,108**	**469,216,715**

PIMA COUNTY
SUMMARY BY FUND TYPE OF REVENUES
FISCAL YEAR 2007/2008

SOURCE OF REVENUES	ADOPTED REVENUES 2006/2007	ESTIMATED REVENUES 2006/2007*	ADOPTED REVENUES 2007/2008
SPECIAL REVENUE FUNDS			
COUNTY FREE LIBRARY			
Property Taxes	24,764,378	24,963,854	31,957,142
Intergovernmental	7,247,000	7,247,000	4,797,000
Fines & Forfeits	500,000	500,000	500,000
Interest	0	0	300,000
Miscellaneous	1,087,870	1,087,870	1,150,000
TOTAL COUNTY FREE LIBRARY	**33,599,248**	**33,798,724**	**38,704,142**
EMPLOYMENT AND TRAINING			
Intergovernmental	11,395,767	12,079,652	11,478,523
Miscellaneous	2,000	2,000	202,500
TOTAL EMP AND TRAINING	**11,397,767**	**12,081,652**	**11,681,023**
ENVIRONMENTAL QUALITY			
Licenses and Permits	2,473,335	1,886,431	2,166,050
Intergovernmental	1,245,080	1,396,252	1,344,155
Fines and Forfeits	0	29,000	0
Interest	45,000	95,000	30,400
Miscellaneous	48,150	69,150	25,150
TOTAL ENVIRONMENTAL QUALITY	**3,811,565**	**3,475,833**	**3,565,755**
IMPROVEMENT DISTRICTS			
Special Assessment	0	0	560,124
TOTAL IMPROVEMENT DISTRICTS	**0**	**0**	**560,124**
PUBLIC HEALTH			
Licenses and Permits	2,497,630	2,337,094	2,497,630
Intergovernmental	10,305,504	10,513,661	10,375,734
Charges for Services	2,420,020	2,347,400	2,428,020
Fines and Forfeits	205,801	205,801	205,801
Miscellaneous	111,540	111,540	192,146
TOTAL PUBLIC HEALTH	**15,540,495**	**15,515,496**	**15,699,331**
REGIONAL FLOOD CONTROL DISTRICT			
Property Taxes	22,664,193	22,659,169	25,112,708
Intergovernmental	2,500	187,850	4,500,000
Charges for Services	1,500	1,500	100,000
Interest	100,000	138,754	200,000
Miscellaneous	25,000	31,000	185,500
TOTAL REG FLOOD CONTROL DIST	**22,793,193**	**23,018,273**	**30,098,208**
SOLID WASTE MANAGEMENT			
Intergovernmental	1,200,000	1,245,200	1,200,000
Charges for Services	5,782,000	4,552,000	5,553,500
Interest	40,000	173,526	130,900
Miscellaneous	101,000	101,000	93,000
TOTAL SOLID WASTE MANAGEMENT	**7,123,000**	**6,071,726**	**6,977,400**
STADIUM DISTRICT			
Intergovernmental	1,655,000	1,839,000	1,905,000
Interest	20,000	20,000	0
Miscellaneous	1,124,263	1,142,723	1,116,203
TOTAL STADIUM DISTRICT	**2,799,263**	**3,001,723**	**3,021,203**

PIMA COUNTY
SUMMARY BY FUND TYPE OF REVENUES
FISCAL YEAR 2007/2008

SOURCE OF REVENUES	ADOPTED REVENUES 2006/2007	ESTIMATED REVENUES 2006/2007*	ADOPTED REVENUES 2007/2008
TRANSPORTATION			
Licenses and Permits	295,000	251,216	311,000
Intergovernmental	61,418,732	62,313,679	65,831,423
Charges for Services	520,100	704,662	1,010,000
Interest	300,000	575,000	400,000
Miscellaneous	185,100	420,821	136,100
TOTAL TRANSPORTATION	**62,718,932**	**64,265,378**	**67,688,523**
OTHER SPECIAL REVENUE FUNDS & GRANTS			
Intergovernmental	43,245,106	45,929,961	46,992,172
Charges for Services	6,746,657	7,217,968	6,920,620
Fines and Forfeits	645,000	645,000	606,000
Interest	653,935	928,649	1,167,913
Miscellaneous	7,966,952	7,001,379	8,045,099
TOTAL OTHER SP REV & GRANTS	**59,257,650**	**61,722,957**	**63,731,804**
TOTAL SPECIAL REVENUE FUNDS	**219,041,113**	**222,951,762**	**241,727,513**
DEBT SERVICE			
Property Taxes	49,445,842	49,551,480	56,252,488
Special Assessment	291,456	291,456	0
Intergovernmental	7,500	7,500	7,500
Interest	693,000	1,293,000	1,000,000
TOTAL DEBT SERVICE	**50,437,798**	**51,143,436**	**57,259,988**
CAPITAL PROJECTS			
Intergovernmental	11,881,420	11,881,420	13,781,039
Charges for Services	17,407,915	17,407,915	23,517,156
Interest	4,176,652	4,176,652	3,598,141
Miscellaneous	1,740,695	1,740,695	370,946
TOTAL CAPITAL PROJECTS	**35,206,682**	**35,206,682**	**41,267,282**
ENTERPRISE FUNDS			
DEVELOPMENT SERVICES			
Licenses and Permits	11,946,410	8,299,586	9,846,397
Charges for Services	4,888,366	4,360,822	5,155,219
Interest	264,860	716,183	780,626
Miscellaneous	141,090	187,697	178,704
TOTAL DEVELOPMENT SERVICES	**17,240,726**	**13,564,288**	**15,960,946**
MEDICAL SERVICES			
Intergovernmental	4,307,830	4,307,830	4,721,877
Charges for Services	258,638,359	256,388,350	276,815,284
Interest	1,052,733	1,052,733	845,089
Miscellaneous	20,300	20,300	29,427
TOTAL MEDICAL SERVICES	**264,019,222**	**261,769,213**	**282,411,677**

PIMA COUNTY
SUMMARY BY FUND TYPE OF REVENUES
FISCAL YEAR 2007/2008

SOURCE OF REVENUES	ADOPTED REVENUES 2006/2007	ESTIMATED REVENUES 2006/2007*	ADOPTED REVENUES 2007/2008
PARKING GARAGES			
Interest	53,664	69,900	60,000
Miscellaneous	1,458,854	1,458,854	1,698,946
TOTAL PARKING GARAGES	**1,512,518**	**1,528,754**	**1,758,946**
WASTEWATER MANAGEMENT			
Licenses and Permits	20,000	10,000	5,000
Intergovernmental	142,439	424,923	0
Charges for Services	103,359,317	98,283,315	112,053,936
Fines and Forfeits	58,800	35,000	58,800
Interest	400,000	2,860,000	2,312,600
Miscellaneous	357,497	175,787	100,000
Capital Contributions	20,000,000	19,000,000	15,000,000
TOTAL WASTEWATER MGT.	**124,338,053**	**120,789,025**	**129,530,336**
TOTAL ENTERPRISE FUNDS	**407,110,519**	**397,651,280**	**429,661,905**
GRAND TOTAL ALL FUNDS	**1,154,848,975**	**1,158,869,268**	**1,239,133,403**

* These amounts include actual revenues as of February 28, 2007 plus projected revenues for the remainder of the fiscal year.

PIMA COUNTY
SUMMARY BY FUND TYPE OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2007/2008

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2007/2008	INTERFUND TRANSFERS 2007/2008 IN	INTERFUND TRANSFERS 2007/2008 OUT
General Fund			
Capital Projects - Brandi Fenton Park			44,500
Economic Development & Tourism			332,200
Economic Dev & Tourism - Leased Prop		166,626	
Employee Benefit Liability Fund			1,000,000
Employment & Training			289,100
Environmental Quality - Air Quality			422,936
Facilities Renewal Fund			1,505,000
Improvement Districts Formation Fund			50,000
IT Enhancement Fund			1,547,200
Pima Health System & Services - UPHK		1,655,000	
Property Tax Rate Stabilization Fund			5,300,000
Public Health - G.F. Support			10,072,307
Public Works Building - 97 E Congress			628,704
Public Works Building - Pub Hlth Ctr Loan			790,228
Regional Flood Control - PAG		30,266	
Stadium District - Debt Service		3,014,260	
Stadium District - Hotel Tax Proceeds			3,205,408
Sheriff Inmate Welfare Fund - Inmate Health		120,000	
Transportation - Public Transit			3,200,000
Transportation - Graffiti			250,000
Transportation - PAG		130,386	
Total General Fund	0	5,116,538	28,637,583
Special Revenue Funds			
Facilities Renewal Fund			
Facilities Renewal Fund - General Fund		1,505,000	
Facilities Renewal Fund - Capital Projects			1,632,731
Total Facilities Renewal Fund		1,505,000	1,632,731
County Free Library			
Capital Projects - Telephone System			278,000
Capital Projects - Abbett Marana Library			1,674,000
Capital Projects - Flowing Wells Library			1,820,000
Total County Free Library		0	3,772,000
Economic Development & Tourism			
General Fund - Tourism Events		332,200	
General Fund - Leased Properties			166,626
Total Economic Development & Tourism		332,200	166,626
Employee Benefit Liability Fund		1,000,000	
Employment & Training		289,100	
Environmental Quality - Air Quality		422,936	
Improvement Districts			
Risk Management - Debt Payment			252,124
Transportation - Debt Payment			308,000
Total Improvement Districts		0	560,124

SCHEDULE D

PIMA COUNTY
SUMMARY BY FUND TYPE OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2007/2008

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2007/2008	INTERFUND TRANSFERS 2007/2008 IN	INTERFUND TRANSFERS 2007/2008 OUT
Improvement Districts Formation Fund		50,000	
IT Enhancement Fund		1,547,200	
Regional Flood Control			
Capital Projects			10,563,000
General Fund - PAG Payments			30,266
Debt Service			807,995
Total Regional Flood Control		0	11,401,261
Public Works Building			
General Fund - 97 E Congress		628,704	
General Fund - Public Health Center Loan		790,228	
Total Public Works Building		1,418,932	0
Sheriff Commissary Operations			1,022,500
Sheriff - Criminal Justice Enhancement			450,000
Sheriff Inmate Welfare Fund - Inmate Health		1,022,500	120,000
Sheriff State RICO Fund			450,000
Property Tax Rate Stabilization Fund		5,300,000	
Public Health		10,072,307	
Transportation			
Capital Projects			4,217,800
Debt Service - Transportation Bonds			18,054,251
Debt Service - HELP Loans			2,827,611
General Fund - Public Transit		3,200,000	
General Fund - Graffiti		250,000	
General Fund - PAG			130,386
Improvement Districts		308,000	
Total Transportation		3,758,000	25,230,048
Stadium District			
General Fund Debt Service			3,014,260
General Fund - Hotel Tax Proceeds		3,205,408	
Total Stadium District		3,205,408	3,014,260
Total Special Revenue Funds	0	29,923,583	47,819,550

PIMA COUNTY
SUMMARY BY FUND TYPE OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2007/2008

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2007/2008	INTERFUND TRANSFERS 2007/2008 IN	INTERFUND TRANSFERS 2007/2008 OUT
Capital Projects			
Bond Proceeds - General Obligation	120,000,000		
Bond Proceeds - Transportation	25,000,000		
Facilities Renewal Fund		1,632,731	
County Free Library - Flowing Wells Library		1,820,000	
County Free Library - Abbett Marana Library		1,674,000	
County Free Library - Telephone System		278,000	
Development Services		2,627,586	
General Fund - Brandi Fenton Park		44,500	
Regional Flood Control		10,563,000	
Sheriff - Criminal Justice Enhancement		450,000	
Sheriff State RICO Fund		450,000	
Transportation		4,217,800	
Total Capital Projects	145,000,000	23,757,617	0
Debt Service			
Regional Flood Control - Debt Service		807,995	
Transportation - Transportation Bonds		18,054,251	
Transportation - HELP Loans		2,827,611	
Total Debt Service	0	21,689,857	0
Enterprise Funds			
Development Services -Capital Projects			2,627,586
Pima Health System & Services - UPHK			1,655,000
Wastewater Management			
Bond Proceeds	50,000,000		
Total Wastewater Management	50,000,000	0	0
Total Enterprise Funds	50,000,000	0	4,282,586
Grand Total	**195,000,000**	**80,487,595**	**80,739,719**
THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY			
Internal Service Funds			
Risk Management - Improvement Districts		252,124	
Total Internal Service Funds	0	252,124	0

SCHEDULE D

PIMA COUNTY
SUMMARY BY DEPARTMENT OF EXPENDITURES/EXPENSES WITHIN EACH FUND TYPE
FISCAL YEAR 2007/2008

FUND/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2006/2007	EXPENSE ADJUSTMENTS APPROVED 2006/2007	ESTIMATED EXPENDITURE/ EXPENSES 2006/2007 *	ADOPTED EXPENDITURES/ EXPENSES 2007/2008
GENERAL FUND				
COUNTY ADMINISTRATION				
ASSESSOR	8,470,373	0	8,174,717	9,084,701
BOARD OF SUPERVISORS	1,674,540	75,000	1,749,540	1,921,797
COUNTY ADMINISTRATION	58,076,385	(1,031,257)	45,104,655	77,464,235
RECORDER	2,825,823	0	2,823,500	2,755,731
TREASURER	2,377,339	0	2,073,360	2,607,371
TOTAL COUNTY ADMINISTRATION	**73,424,460**	**(956,257)**	**59,925,772**	**93,833,835**
COMMUNITY & ECONOMIC DEVELOPMENT				
COMMUNITY & ECONOMIC DEVELOPMENT	15,609,951	0	15,529,431	16,438,912
SCHOOL SUPERINTENDENT	1,332,450	0	1,346,821	1,383,689
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**16,942,401**	**0**	**16,876,252**	**17,822,601**
JUSTICE & LAW ENFORCEMENT				
CLERK OF SUPERIOR COURT	10,652,984	0	10,651,804	10,776,432
CONSTABLES	847,330	0	859,634	923,628
COUNTY ATTORNEY	19,062,235	388,063	19,450,298	20,545,265
JUSTICE & LAW ENFORCEMENT	27,838,691	0	28,135,471	29,807,438
JUSTICE COURTS	7,579,377	0	7,541,901	7,992,622
JUVENILE COURT CENTER	23,907,347	0	23,657,347	23,979,913
SHERIFF	103,696,664	568,194	104,454,505	111,391,669
SUPERIOR COURT	27,425,722	0	27,425,722	28,688,494
SUPERIOR CT MANDATED SVCS	1,575,085	0	1,729,050	1,575,085
TOTAL JUSTICE & LAW ENFORCEMENT	**222,585,435**	**956,257**	**223,905,732**	**235,680,546**
MEDICAL SERVICES	**98,145,731**	0	**98,145,731**	**107,815,243**
PUBLIC WORKS	**28,437,400**	**0**	**28,956,511**	**33,617,423**
TOTAL GENERAL FUND	**439,535,427**	**0**	**427,809,998**	**488,769,648**
SPECIAL REVENUE FUNDS				
COUNTY ADMINISTRATION				
COUNTY ADMINISTRATOR GRANTS	6,921	0	343,100	240,009
EMPLOYEE BENEFIT LIABILITY FUND	1,000,000	0	1,000,000	1,000,000
FACILITIES RENEWAL FUND	4,786,663	0	2,790,693	1,505,000
IMPROVEMENT DISTRICTS FORMATION FUND	45,000	0	44,126	50,000
INFORMATION TECHNOLOGY ENHANCEMENT FUND	2,040,000	0	2,040,000	1,547,200
PROPERTY TAX RATE STABILIZATION FUND	3,200,000	0	3,200,000	5,300,000
RECORDER-DOC STOR & RETRIEVAL	1,943,880	0	1,943,880	4,570,045
SPACE ACQUISITION FUND	3,973,805	0	475,000	0
TAXPAYER INFO FUND	504,601	0	504,601	238,670
TOTAL COUNTY ADMINISTRATION	**17,500,870**	**0**	**12,341,400**	**14,450,924**
COMMUNITY & ECONOMIC DEVELOPMENT				
COMMUNITY SERVICES GRANTS	6,745,600	0	6,897,279	7,474,844
COUNTY FREE LIBRARY	34,445,185	0	30,669,005	36,618,595
COUNTY FREE LIBRARY GRANTS	472,000	0	472,000	472,000
ECONOMIC DEVELOPMENT & TOURISM	2,155,884	0	1,602,884	2,477,386
EMPLOYMENT & TRAINING	10,648,995	0	11,340,779	10,875,658
HOUSING TRUST FUND	1,000,000	0	0	1,000,000
NEIGHBORHOOD CONSERVATION	1,450,000	0	0	1,450,000
PIMA VOCATIONAL HIGH SCHOOL	1,037,457	0	977,765	1,121,710
SCHOOL RESERVE FUND	3,910,000	0	3,910,000	3,910,000
STADIUM DISTRICT	2,478,906	0	2,497,294	2,533,809
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**64,344,027**	**0**	**58,367,006**	**67,934,002**
JUSTICE & LAW ENFORCEMENT				
CLERK OF THE COURT GRANTS	72,750	0	72,750	20,000
CLERK OF THE COURT SPECIAL PROGRAMS	1,061,163	0	1,054,479	953,714
COUNTY ATTORNEY GRANTS	2,652,012	0	2,443,959	2,902,402
COUNTY ATTY SPECIAL PROGRAMS	7,275,487	0	6,771,662	8,034,137
INDIGENT DEFENSE GRANTS	78,286	0	69,286	87,122
INDIGENT DEFENSE SPECIAL PROGRAMS	1,682,835	0	138,000	1,855,196
JUSTICE COURTS GRANTS	0	0	0	120,321

PIMA COUNTY
SUMMARY BY DEPARTMENT OF EXPENDITURES/EXPENSES WITHIN EACH FUND TYPE
FISCAL YEAR 2007/2008

FUND/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2006/2007	EXPENSE ADJUSTMENTS APPROVED 2006/2007	ESTIMATED EXPENDITURE/ EXPENSES 2006/2007 *	ADOPTED EXPENDITURES/ EXPENSES 2007/2008
JUSTICE COURTS SPECIAL PROGRAMS	731,406	0	150,009	730,340
JUVENILE COURT GRANTS	11,154,186	0	11,154,186	12,339,861
JUVENILE COURT SPECIAL PROGRAMS	671,357	0	453,654	725,282
SHERIFF GRANTS	5,488,217	0	6,000,296	6,468,879
SHERIFF SPECIAL PROGRAMS	5,501,771	0	5,501,771	5,546,972
SUPERIOR COURT GRANTS	9,092,981	0	9,870,766	10,166,686
SUPERIOR COURT SPECIAL PROGRAMS	4,779,615	0	4,652,140	5,120,459
TOTAL JUSTICE & LAW ENFORCEMENT	**50,242,066**	**0**	**48,332,958**	**55,071,371**
MEDICAL SERVICES				
INSTITUTIONAL HEALTH GRANTS	500,000	0	500,000	0
PUBLIC HEALTH	15,982,695	0	15,548,816	16,707,825
PUBLIC HEALTH GRANTS	9,318,614	0	9,526,771	9,472,110
TOTAL MEDICAL SERVICES	**25,801,309**	**0**	**25,575,587**	**26,179,935**
PUBLIC WORKS				
ENVIRONMENTAL QUALITY	3,473,440	0	3,368,445	3,523,434
ENVIRONMENTAL QUALITY GRANTS	1,128,033	0	1,263,205	1,174,802
PARKS & RECREATION GRANTS	139,424	0	72,724	144,396
PARKS SPECIAL PROGRAMS	426,362	0	426,362	699,000
PUBLIC WORKS BUILDING	1,425,262	0	1,382,929	2,080,633
REGIONAL FLOOD CONTROL DISTRICT	8,743,185	0	12,781,936	17,074,685
SOLID WASTE MANAGEMENT	7,053,377	0	5,535,012	7,411,944
TIRE FUND	1,415,018	0	1,374,414	1,149,834
TRANSPORTATION	41,433,934	0	45,688,028	47,337,071
TOTAL PUBLIC WORKS	**65,238,035**	**0**	**71,893,055**	**80,595,799**
TOTAL SPECIAL REVENUE FUNDS	**223,126,307**	**0**	**216,510,006**	**244,232,031**
DEBT SERVICE FUND	**73,418,403**	**0**	**68,930,128**	**77,945,345**
CAPITAL PROJECTS FUND	**155,901,786**	**0**	**163,020,409**	**250,542,995**
ENTERPRISE FUNDS				
MEDICAL SERVICES				
PIMA HEALTH SYSTEM & SERVICES	257,458,990	0	256,555,990	274,238,950
PIMA HEALTH SYSTEM GRANTS	4,307,830	0	4,307,830	4,721,877
TOTAL MEDICAL SERVICES	**261,766,820**	**0**	**260,863,820**	**278,960,827**
PUBLIC WORKS				
DEVELOPMENT SERVICES	17,217,583	0	15,980,492	15,342,014
PARKING GARAGES	1,498,042	0	1,498,042	1,667,462
WASTEWATER MANAGEMENT	107,043,737	0	102,995,364	125,254,174
WASTEWATER MGMT GRANTS	149,936	0	432,420	0
TOTAL PUBLIC WORKS	**125,909,298**	**0**	**120,906,318**	**142,263,650**
TOTAL ENTERPRISE FUNDS	**387,676,118**	**0**	**381,770,138**	**421,224,477**
GRAND TOTAL ALL FUNDS	**1,279,658,041**	**0**	**1,258,040,679**	**1,482,714,496**

* These amounts include actual expenses as of February 28, 2007 plus projected expenses for the remainder of the year.

PIMA COUNTY
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES
FISCAL YEAR 2007/2008

FUNCTIONAL AREA/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006/2007	EXPENDITURES/ EXPENSE ADJUSTMENTS APPROVED 2006/2007	ACTUAL EXPENDITURES/ EXPENSES 2006/2007 *	ADOPTED EXPENDITURES/ EXPENSES 2007/2008
COUNTY ADMINISTRATION				
ASSESSOR GENERAL FUND	8,470,373	0	8,174,717	9,084,701
BOARD OF SUPERVISORS GENERAL FUND	1,674,540	75,000	1,749,540	1,921,797
COUNTY ADMINISTRATION				
COUNTY ADMINISTRATION GENERAL FUND	58,076,385	(1,031,257)	45,104,655	77,464,235
COUNTY ADMINISTRATOR GRANTS	6,921	0	343,100	240,009
DEBT SERVICE FUND	73,418,403	0	68,930,128	77,945,345
EMPLOYEE BENEFIT LIABILITY FUND	1,000,000	0	1,000,000	1,000,000
FACILITIES RENEWAL FUND	4,786,663	0	2,790,693	1,505,000
IMPROVEMENT DISTRICTS FORMATION FUND	45,000	0	44,126	50,000
INFORMATION TECHNOLOGY ENHANCEMENT FUND	2,040,000	0	2,040,000	1,547,200
PROPERTY TAX RATE STABILIZATION FUND	3,200,000	0	3,200,000	5,300,000
SPACE ACQUISITION FUND	3,973,805	0	475,000	0
TOTAL COUNTY ADMINISTRATION	146,547,177	(1,031,257)	123,927,702	165,051,789
RECORDER				
RECORDER GENERAL FUND	2,825,823	0	2,823,500	2,755,731
REC/DOC STOR & RETRIEVAL	1,943,880	0	1,943,880	4,570,045
TOTAL RECORDER	4,769,703	0	4,767,380	7,325,776
TREASURER				
TAXPAYER INFORMATION FUND	504,601	0	504,601	238,670
TREASURER GENERAL FUND	2,377,339	0	2,073,360	2,607,371
TOTAL TREASURER	2,881,940	0	2,577,961	2,846,041
TOTAL COUNTY ADMINISTRATION	**164,343,733**	**(956,257)**	**141,197,300**	**186,230,104**
COMMUNITY & ECONOMIC DEVELOPMENT				
COMMUNITY & ECONOMIC DEVELOPMENT				
COMMUNITY & ECON DEVELOP GENERAL FUND	15,609,951	0	15,529,431	16,438,912
COMMUNITY SERVICES GRANTS	6,745,600	0	6,897,279	7,474,844
EMPLOYMENT & TRAINING	10,648,995	0	11,340,779	10,875,658
HOUSING TRUST FUND	1,000,000	0	0	1,000,000
NEIGHBORHOOD CONSERVATION	1,450,000	0	0	1,450,000
PIMA VOCATIONAL HIGH SCHOOL	1,037,457	0	977,765	1,121,710
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	36,492,003	0	34,745,254	38,361,124
COUNTY FREE LIBRARY				
COUNTY FREE LIBRARY	34,445,185	0	30,669,005	36,618,595
COUNTY FREE LIBRARY GRANTS	472,000	0	472,000	472,000
TOTAL COUNTY FREE LIBRARY	34,917,185	0	31,141,005	37,090,595
ECONOMIC DEVELOPMENT & TOURISM	2,155,884	0	1,602,884	2,477,386
SCHOOL SUPERINTENDENT				
SCHOOLS GENERAL FUND	1,332,450	0	1,346,821	1,383,689
SCHOOL RESERVE GRANTS	3,910,000	0	3,910,000	3,910,000
TOTAL SCHOOL SUPERINTENDENT	5,242,450	0	5,256,821	5,293,689
STADIUM DISTRICT	2,478,906	0	2,497,294	2,533,809
TOTAL COMMUNITY & ECONOMIC DEVELOP	**81,286,428**	**0**	**75,243,258**	**85,756,603**
JUSTICE & LAW ENFORCEMENT				
CLERK OF SUPERIOR COURT				
CLERK OF SUPERIOR COURT GENERAL FUND	10,652,984	0	10,651,804	10,776,432
CLERK OF THE COURT GRANTS	72,750	0	72,750	20,000
CLERK OF THE COURT SPECIAL PROGRAMS	1,061,163	0	1,054,479	953,714
TOTAL CLERK OF SUPERIOR COURT	11,786,897	0	11,779,033	11,750,146

PIMA COUNTY
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES
FISCAL YEAR 2007/2008

FUNCTIONAL AREA/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006/2007	EXPENDITURES/ EXPENSE ADJUSTMENTS APPROVED 2006/2007	ACTUAL EXPENDITURES/ EXPENSES 2006/2007 *	ADOPTED EXPENDITURES/ EXPENSES 2007/2008
CONSTABLES GENERAL FUND	847,330	0	859,634	923,628
COUNTY ATTORNEY				
COUNTY ATTORNEY GENERAL FUND	19,062,235	388,063	19,450,298	20,545,265
COUNTY ATTORNEY GRANTS	2,652,012	0	2,443,959	2,902,402
COUNTY ATTORNEY SPECIAL PROGRAMS	7,275,487	0	6,771,662	8,034,137
TOTAL COUNTY ATTORNEY	28,989,734	388,063	28,665,919	31,481,804
JUSTICE & LAW ENFORCEMENT				
JUSTICE & LAW ENFORCEMENT GENERAL FUND	27,838,691	0	28,135,471	29,807,438
INDIGENT DEFENSE GRANTS	78,286	0	69,286	87,122
INDIGENT DEFENSE SPECIAL PROGRAMS	1,682,835	0	138,000	1,855,196
TOTAL JUSTICE & LAW ENFORCEMENT	29,599,812	0	28,342,757	31,749,756
JUSTICE COURTS				
JUSTICE COURTS GENERAL FUND	7,579,377	0	7,541,901	7,992,622
JUSTICE COURTS GRANTS	0	0	0	120,321
JUSTICE COURT SPECIAL PROGRAMS	731,406	0	150,009	730,340
TOTAL JUSTICE COURTS	8,310,783	0	7,691,910	8,843,283
JUVENILE COURT CENTER				
JUVENILE COURT CENTER GENERAL FUND	23,907,347	0	23,657,347	23,979,913
JUVENILE COURT GRANTS	11,154,186	0	11,154,186	12,339,861
JUVENILE COURT SPECIAL PROGRAMS	671,357	0	453,654	725,282
TOTAL JUVENILE COURT CENTER	35,732,890	0	35,265,187	37,045,056
SHERIFF				
SHERIFF GENERAL FUND	103,696,664	568,194	104,454,505	111,391,669
SHERIFF GRANTS	5,488,217	0	6,000,296	6,468,879
SHERIFF SPECIAL PROGRAMS	5,501,771	0	5,501,771	5,546,972
TOTAL SHERIFF	114,686,652	568,194	115,956,572	123,407,520
SUPERIOR COURT				
SUPERIOR COURT GENERAL FUND	27,425,722	0	27,425,722	28,688,494
SUPERIOR COURT GRANTS	9,092,981	0	9,870,766	10,166,686
SUPERIOR COURT MANDATED SERVICES	1,575,085	0	1,729,050	1,575,085
SUPERIOR COURT SPECIAL PROGRAMS	4,779,615	0	4,652,140	5,120,459
TOTAL SUPERIOR COURT	42,873,403	0	43,677,678	45,550,724
TOTAL JUSTICE & LAW ENFORCEMENT	**272,827,501**	**956,257**	**272,238,690**	**290,751,917**
MEDICAL SERVICES				
INSTITUTIONAL HEALTH				
INSTITUTIONAL HEALTH GENERAL FUND	98,145,731	0	98,145,731	107,815,243
INSTITUTIONAL HEALTH GRANTS	500,000	0	500,000	0
TOTAL INSTITUTIONAL HEALTH	98,645,731	0	98,645,731	107,815,243
PIMA HEALTH SYSTEM & SERVICES				
PIMA HEALTH SYSTEM GRANTS	4,307,830	0	4,307,830	4,721,877
PIMA HEALTH SYSTEM & SERVICES FUND	257,458,990	0	256,555,990	274,238,950
TOTAL PIMA HEALTH SYSTEM & SERVICES	261,766,820	0	260,863,820	278,960,827
PUBLIC HEALTH				
PUBLIC HEALTH FUND	15,982,695	0	15,548,816	16,707,825
PUBLIC HEALTH GRANTS	9,318,614	0	9,526,771	9,472,110
TOTAL PUBLIC HEALTH	25,301,309	0	25,075,587	26,179,935
TOTAL MEDICAL SERVICES	**385,713,860**	**0**	**384,585,138**	**412,956,005**
PUBLIC WORKS				
CAPITAL PROJECTS FUND	155,901,786	0	163,020,409	250,542,995
DEVELOPMENT SERVICES FUND	17,217,583	0	15,980,492	15,342,014

PIMA COUNTY
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES
FISCAL YEAR 2007/2008

FUNCTIONAL AREA/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006/2007	EXPENDITURES/ EXPENSE ADJUSTMENTS APPROVED 2006/2007	ACTUAL EXPENDITURES/ EXPENSES 2006/2007 *	ADOPTED EXPENDITURES/ EXPENSES 2007/2008
ENVIRONMENTAL QUALITY				
ENVIRONMENTAL QUALITY GRANTS	1,128,033	0	1,263,205	1,174,802
ENVIRONMENTAL QUALITY FUND	3,473,440	0	3,368,445	3,523,434
SOLID WASTE MANAGEMENT FUND	7,053,377	0	5,535,012	7,411,944
TIRE FUND	1,415,018	0	1,374,414	1,149,834
TOTAL ENVIRONMENTAL QUALITY	13,069,868	0	11,541,076	13,260,014
PUBLIC WORKS				
PARKING GARAGES FUND	1,498,042	0	1,498,042	1,667,462
PARKS & RECREATION GRANTS	139,424	0	72,724	144,396
PARKS SPECIAL PROGRAMS	426,362	0	426,362	699,000
PUBLIC WORKS GENERAL FUND	28,437,400	0	28,956,511	33,617,423
PUBLIC WORKS BUILDING FUND	1,425,262	0	1,382,929	2,080,633
TOTAL PUBLIC WORKS	31,926,490	0	32,336,568	38,208,914
REGIONAL FLOOD CONTROL DISTRICT	8,743,185	0	12,781,936	17,074,685
TRANSPORTATION	41,433,934	0	45,688,028	47,337,071
WASTEWATER MANAGEMENT				
WASTEWATER MANAGEMENT FUND	107,043,737	0	102,995,364	125,254,174
WASTEWATER MANAGEMENT GRANTS	149,936	0	432,420	0
TOTAL WASTEWATER MANAGEMENT	107,193,673	0	103,427,784	125,254,174
TOTAL PUBLIC WORKS	**375,486,519**	**0**	**384,776,293**	**507,019,867**
TOTAL ALL FUNCTIONAL AREAS	**1,279,658,041**	**0**	**1,258,040,679**	**1,482,714,496**

* These amounts include actual expenses as of February 28, 2007 plus projected expenses for the remainder of the year.

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 2005/2006 - 2007/2008

	Actual 2005/2006	Revised 2006/2007	Adopted 2007/2008
GENERAL FUND			
FUND BALANCE, BEGINNING (See note)	33,171,433	45,839,293	43,073,978
REVENUES			
TAXES	242,948,462	253,565,153	267,784,461
LICENSES & PERMITS	2,535,630	2,473,492	2,926,812
INTERGOVERNMENTAL	143,920,448	145,517,134	152,524,211
CHARGES FOR SERVICES	27,101,623	30,647,847	31,485,850
FINES AND FORFEITS	5,786,442	5,494,916	5,574,591
INTEREST	2,490,854	1,622,683	2,306,654
MISCELLANEOUS	4,935,286	3,731,638	6,614,136
TOTAL REVENUES	429,718,745	443,052,863	469,216,715
EXPENDITURES			
COMMUNITY & ECONOMIC DEVELOPMENT	(16,681,825)	(16,942,401)	(17,822,601)
COUNTY ADMINISTRATION	(49,824,181)	(72,468,203)	(93,833,835)
JUSTICE & LAW ENFORCEMENT	(208,179,144)	(223,541,692)	(235,680,546)
MEDICAL SERVICES	(101,972,470)	(98,145,731)	(107,815,243)
PUBLIC WORKS	(25,608,995)	(28,437,400)	(33,617,423)
TOTAL EXPENDITURES	(402,266,615)	(439,535,427)	(488,769,648)
OTHER ADJUSTMENTS	(1,557,992)	0	0
NET OPERATING TRANSFERS	(12,642,058)	(26,356,729)	(23,521,045)
FUND BALANCE, ENDING	46,423,513	23,000,000	0
SPECIAL REVENUE FUNDS			
FUND BALANCE, BEGINNING (See note)	58,519,570	60,307,420	53,575,305
REVENUES			
TAXES	35,271,645	47,428,571	57,069,850
SPECIAL ASSESSMENT	0	0	560,124
LICENSES & PERMITS	4,916,431	5,265,965	4,974,680
INTERGOVERNMENTAL	133,052,926	137,714,689	148,424,007
CHARGES FOR SERVICES	15,649,862	15,470,277	16,012,140
FINES AND FORFEITS	827,293	1,350,801	1,311,801
INTEREST	2,931,905	1,158,935	2,229,213
MISCELLANEOUS	11,718,201	10,651,875	11,145,698
MEMO REVENUE	638,141	0	0
TOTAL REVENUES	205,006,404	219,041,113	241,727,513
EXPENDITURES			
COMMUNITY & ECONOMIC DEVELOPMENT	(36,599,662)	(64,344,027)	(67,934,002)
COUNTY ADMINISTRATION	(2,871,248)	(17,500,870)	(14,450,924)
JUSTICE & LAW ENFORCEMENT	(47,118,719)	(50,242,066)	(55,071,371)
MEDICAL SERVICES	(24,476,714)	(25,801,309)	(26,179,935)
PUBLIC WORKS	(59,636,674)	(65,238,035)	(80,595,799)
TOTAL EXPENDITURES	(170,703,017)	(223,126,307)	(244,232,031)
OTHER ADJUSTMENTS	(4,075,938)	0	0

SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2005/2006 - 2007/2008

	Actual 2005/2006	Revised 2006/2007	Adopted 2007/2008
NET OPERATING TRANSFERS	(20,138,699)	(24,006,803)	(17,895,967)
FUND BALANCE, ENDING	68,608,320	32,215,423	33,174,820
DEBT SERVICE FUND			
FUND BALANCE, BEGINNING (See note)	10,293,541	5,731,731	11,187,528
REVENUES			
TAXES	43,255,157	49,445,842	56,252,488
SPECIAL ASSESSMENT	214,757	291,456	0
INTERGOVERNMENTAL	0	7,500	7,500
INTEREST	1,316,788	693,000	1,000,000
MISCELLANEOUS	5,102	0	0
TOTAL REVENUES	44,791,804	50,437,798	57,259,988
EXPENDITURES			
COUNTY ADMINISTRATION	(66,829,440)	(73,418,403)	(77,945,345)
TOTAL EXPENDITURES	(66,829,440)	(73,418,403)	(77,945,345)
OTHER ADJUSTMENTS	(246,910)	0	0
NET OPERATING TRANSFERS	18,936,371	22,028,854	21,689,857
FUND BALANCE, ENDING	6,945,366	4,779,980	12,192,028
CAPITAL PROJECTS FUNDS			
FUND BALANCE, BEGINNING (See note)	147,649,915	51,763,555	106,189,471
REVENUES			
INTERGOVERNMENTAL	11,157,270	11,881,420	13,781,039
CHARGES FOR SERVICES	19,100,807	17,407,915	23,517,156
INTEREST	4,639,069	4,176,652	3,598,141
MISCELLANEOUS	567,219	1,740,695	370,946
TOTAL REVENUES	35,464,365	35,206,682	41,267,282
EXPENDITURES			
PUBLIC WORKS	(121,007,533)	(155,901,786)	(250,542,995)
TOTAL EXPENDITURES	(121,007,533)	(155,901,786)	(250,542,995)
BOND/LOAN PROCEEDS	4,836,027	120,000,000	145,000,000
NET OPERATING TRANSFERS	17,529,335	28,947,600	23,757,617
FUND BALANCE, ENDING	84,472,109	80,016,051	65,671,375
ENTERPRISE FUNDS			
NET ASSETS, BEGINNING (See note)	33,198,392	31,138,581	70,077,700
REVENUES			
LICENSES & PERMITS	12,213,306	11,966,410	9,851,397
INTERGOVERNMENTAL	5,903,584	4,450,269	4,721,877
CHARGES FOR SERVICES	363,293,191	366,886,042	394,024,439
FINES AND FORFEITS	41,715	58,800	58,800

SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2005/2006 - 2007/2008

	Actual 2005/2006	Revised 2006/2007	Adopted 2007/2008
INTEREST	3,849,404	1,771,257	3,998,315
MISCELLANEOUS	2,235,267	1,977,741	2,007,077
MEMO REVENUE	14,607,736	20,000,000	15,000,000
TOTAL REVENUES	402,144,203	407,110,519	429,661,905
EXPENDITURES			
MEDICAL SERVICES	(256,365,428)	(261,766,820)	(278,960,827)
PUBLIC WORKS	(97,876,220)	(125,909,298)	(142,263,650)
TOTAL EXPENDITURES	(354,241,648)	(387,676,118)	(421,224,477)
OTHER ADJUSTMENTS	(20,106,704)	33,500,000	50,000,000
NET OPERATING TRANSFERS	134,445	(1,200,000)	(4,282,586)
NET ASSETS, ENDING	61,128,688	82,872,982	124,232,542

THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY

INTERNAL SERVICE FUNDS

NET ASSETS, BEGINNING (See note)	787,754	(920,124)	9,729,962
REVENUES			
INTERGOVERNMENTAL	21,856	34,000	40,000
CHARGES FOR SERVICES	32,178,482	34,365,852	41,694,894
INTEREST	1,531,692	737,500	837,500
MISCELLANEOUS	2,106,851	1,567,864	958,803
MEMO REVENUE	274,747	210,000	300,000
TOTAL REVENUES	36,113,628	36,915,216	43,831,197
EXPENDITURES			
COUNTY ADMINISTRATION	(22,517,940)	(20,884,335)	(22,687,930)
PUBLIC WORKS	(16,252,756)	(15,678,186)	(15,249,293)
TOTAL EXPENDITURES	(38,770,696)	(36,562,521)	(37,937,223)
OTHER ADJUSTMENTS	8,913,524	0	0
NET OPERATING TRANSFERS	626,205	587,078	252,124
NET ASSETS, ENDING	7,670,415	19,649	15,876,060

Note: Fund balances on this schedule are not comparable from year to year because the beginning budgeted fund balances for fiscal year 2006/2007 and fiscal year 2007/2008 are based on estimates made before the end of each preceding fiscal year.

SUMMARY OF EXPENDITURES BY FUND AND SUPER DEPARTMENT
FISCAL YEARS 2005/2006 - 2007/2008

FUND/FUNCTIONAL AREA/SUPER DEPT	ACTUAL 2005/2006	REVISED 2006/2007	ADOPTED 2007/2008
GENERAL FUND			
COUNTY ADMINISTRATION			
ASSESSOR	7,716,379	8,470,373	9,084,701
BOARD OF SUPERVISORS	1,509,281	1,749,540	1,921,797
CLERK OF THE BOARD	1,127,377	1,322,838	1,373,401
COUNTY ADMINISTRATOR	1,321,936	1,500,821	1,831,684
ELECTIONS	4,567,061	3,824,652	2,623,929
FINANCE & RISK MANAGEMENT	5,819,399	6,792,697	7,561,209
FORENSIC SCIENCE CENTER	2,401,057	2,578,742	2,837,589
HUMAN RESOURCES	2,104,459	2,576,884	2,751,874
INFORMATION TECHNOLOGY	5,782,671	6,344,484	7,067,630
NON DEPARTMENTAL	12,080,627	30,500,844	49,007,189
PROCUREMENT	1,292,814	1,603,166	2,409,730
RECORDER	2,168,661	2,825,823	2,755,731
TREASURER	1,932,459	2,377,339	2,607,371
TOTAL COUNTY ADMINISTRATION	**49,824,181**	**72,468,203**	**93,833,835**
COMMUNITY & ECONOMIC DEVELOPMENT			
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	498,492	707,974	742,290
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	3,951,530	4,863,202	5,282,947
COMMUNITY RESOURCES	4,754,603	4,686,037	4,811,678
COMMUNITY SVCS, EMPLOYMENT & TRAINING	4,498,154	5,352,738	5,601,997
ECONOMIC DEVELOPMENT & TOURISM	1,759,847	0	0
SCHOOL SUPERINTENDENT	1,219,199	1,332,450	1,383,689
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**16,681,825**	**16,942,401**	**17,822,601**
JUSTICE & LAW ENFORCEMENT			
CLERK OF SUPERIOR COURT	9,938,772	10,652,984	10,776,432
CONSTABLES	804,960	847,330	923,628
COUNTY ATTORNEY	16,738,022	19,450,298	20,545,265
INDIGENT DEFENSE	12,854,695	14,827,645	15,600,457
JUSTICE COURT AJO	408,763	618,159	685,194
JUSTICE COURT GREEN VALLEY	410,825	447,306	487,538
JUSTICE COURTS TUCSON	5,683,690	6,513,912	6,819,890
JUVENILE COURT	22,645,896	23,907,347	23,979,913
OFFICE OF COURT APPOINTED COUNSEL	11,093,904	10,643,586	11,690,713
PUBLIC FIDUCIARY	2,283,511	2,367,460	2,516,268
SHERIFF	96,687,344	104,264,858	111,391,669
SUPERIOR COURT	28,628,762	29,000,807	30,263,579
TOTAL JUSTICE & LAW ENFORCEMENT	**208,179,144**	**223,541,692**	**235,680,546**
MEDICAL SERVICES			
INSTITUTIONAL HEALTH	101,972,470	98,145,731	107,815,243
TOTAL MEDICAL SERVICES	**101,972,470**	**98,145,731**	**107,815,243**
PUBLIC WORKS			
FACILITIES MANAGEMENT	12,489,286	13,999,549	16,353,662
GRAPHIC SERVICES	0	0	811,055
NATURAL RESOURCES, PARKS & RECREATION	13,104,228	14,337,851	16,352,706
PUBLIC WORKS ADMINISTRATION	15,481	100,000	100,000
TOTAL PUBLIC WORKS	**25,608,995**	**28,437,400**	**33,617,423**
TOTAL GENERAL FUND	**402,266,615**	**439,535,427**	**488,769,648**

SUMMARY OF EXPENDITURES BY FUND AND SUPER DEPARTMENT
FISCAL YEARS 2005/2006 - 2007/2008

FUND/FUNCTIONAL AREA/SUPER DEPT	ACTUAL 2005/2006	REVISED 2006/2007	ADOPTED 2007/2008
SPECIAL REVENUE FUNDS			
COUNTY ADMINISTRATION			
COUNTY ADMINISTRATOR	594,861	8,767,389	1,745,009
FINANCE & RISK MANAGEMENT	56,704	45,000	50,000
FORENSIC SCIENCE CENTER	16,135	0	0
INFORMATION TECHNOLOGY	0	2,040,000	1,547,200
NON DEPARTMENTAL	1,000,000	4,200,000	6,300,000
RECORDER	1,157,130	1,943,880	4,570,045
TREASURER	46,418	504,601	238,670
TOTAL COUNTY ADMINISTRATION	**2,871,248**	**17,500,870**	**14,450,924**
COMMUNITY & ECONOMIC DEVELOPMENT			
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	5,680,626	9,195,600	9,924,844
COMMUNITY RESOURCES	782,413	1,037,457	1,121,710
COMMUNITY SVCS, EMPLOYMENT & TRAINING	11,869,455	10,648,995	10,875,658
COUNTY FREE LIBRARY	13,505,877	34,917,185	37,090,595
ECONOMIC DEVELOPMENT & TOURISM	0	2,155,884	2,477,386
SCHOOL SUPERINTENDENT	2,903,526	3,910,000	3,910,000
STADIUM DISTRICT	1,857,765	2,478,906	2,533,809
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**36,599,662**	**64,344,027**	**67,934,002**
JUSTICE & LAW ENFORCEMENT			
CLERK OF SUPERIOR COURT	612,477	1,133,913	973,714
COUNTY ATTORNEY	5,754,090	9,927,499	10,936,539
INDIGENT DEFENSE	129,272	1,761,121	1,942,318
JUSTICE COURT AJO	0	12,000	0
JUSTICE COURT GREEN VALLEY	(236)	3,000	3,575
JUSTICE COURTS TUCSON	352,822	716,406	847,086
JUVENILE COURT	11,283,922	11,825,543	13,065,143
SHERIFF	15,369,805	10,989,988	12,015,851
SUPERIOR COURT	13,616,567	13,872,596	15,287,145
TOTAL JUSTICE & LAW ENFORCEMENT	**47,118,719**	**50,242,066**	**55,071,371**
MEDICAL SERVICES			
INSTITUTIONAL HEALTH	538,283	500,000	0
PUBLIC HEALTH	23,938,431	25,301,309	26,179,935
TOTAL MEDICAL SERVICES	**24,476,714**	**25,801,309**	**26,179,935**
PUBLIC WORKS			
ENVIRONMENTAL QUALITY	3,681,757	4,601,473	4,698,236
FACILITIES MANAGEMENT	1,043,951	1,425,262	2,080,633
NATURAL RESOURCES, PARKS & RECREATION	88,632	565,786	843,396
REGIONAL FLOOD CONTROL DISTRICT	9,215,231	8,743,185	17,074,685
SOLID WASTE MANAGEMENT	6,271,433	8,468,395	8,561,778
TRANSPORTATION	39,335,670	41,433,934	47,337,071
TOTAL PUBLIC WORKS	**59,636,674**	**65,238,035**	**80,595,799**
TOTAL SPECIAL REVENUE FUNDS	**170,703,017**	**223,126,307**	**244,232,031**
DEBT SERVICE FUND			
COUNTY ADMINISTRATION			
NON DEPARTMENTAL	66,829,440	73,418,403	77,945,345
TOTAL COUNTY ADMINISTRATION	**66,829,440**	**73,418,403**	**77,945,345**
TOTAL DEBT SERVICE FUND	**66,829,440**	**73,418,403**	**77,945,345**

SUMMARY OF EXPENDITURES BY FUND AND SUPER DEPARTMENT
FISCAL YEARS 2005/2006 - 2007/2008

FUND/FUNCTIONAL AREA/SUPER DEPT	ACTUAL 2005/2006	REVISED 2006/2007	ADOPTED 2007/2008
CAPITAL PROJECTS FUNDS			
PUBLIC WORKS			
CAPITAL PROJECTS	121,007,533	155,901,786	250,542,995
TOTAL PUBLIC WORKS	**121,007,533**	**155,901,786**	**250,542,995**
TOTAL CAPITAL PROJECTS FUNDS	**121,007,533**	**155,901,786**	**250,542,995**
ENTERPRISE FUNDS			
MEDICAL SERVICES			
PIMA HEALTH SYSTEM & SERVICES	256,365,428	261,766,820	278,960,827
TOTAL MEDICAL SERVICES	**256,365,428**	**261,766,820**	**278,960,827**
PUBLIC WORKS			
DEVELOPMENT SERVICES	14,339,818	17,217,583	15,342,014
FACILITIES MANAGEMENT	1,458,338	1,498,042	1,667,462
WASTEWATER MANAGEMENT	82,078,064	107,193,673	125,254,174
TOTAL PUBLIC WORKS	**97,876,220**	**125,909,298**	**142,263,650**
TOTAL ENTERPRISE FUNDS	**354,241,648**	**387,676,118**	**421,224,477**
TOTAL EXPENDITURES/EXPENSES	**1,115,048,253**	**1,279,658,041**	**1,482,714,496**
Internal Service Funds -- Informational Purposes Only			
INTERNAL SERVICE FUNDS			
COMMUNICATIONS	2,454,628	3,392,657	3,682,774
FINANCE & RISK MANAGEMENT	20,063,312	17,491,678	19,005,156
FLEET SERVICES	14,394,383	13,784,357	14,227,926
GRAPHIC SERVICES	1,858,373	1,893,829	1,021,367
TOTAL INTERNAL SERVICE FUNDS	**38,770,696**	**36,562,521**	**37,937,223**
TOTAL ALL FUNDS	**1,153,818,949**	**1,316,220,562**	**1,520,651,719**

SUMMARY OF REVENUES BY FUND AND CATEGORY

FISCAL YEARS 2005/2006 - 2007/2008

SOURCES OF REVENUE	Actual 2005/2006	Revised 2006/2007	Adopted 2007/2008
GENERAL FUND			
PROPERTY TAX			
REAL PROPERTY TAXES	224,923,198	235,180,381	249,771,729
PERSONAL PROPERTY TAXES	12,341,836	11,818,993	12,189,483
INTEREST ON DELINQUENT TAX	5,133,748	5,877,896	5,246,601
PENALTIES ON DELINQUENT TAX	549,680	687,883	576,648
TOTAL PROPERTY TAX	**242,948,462**	**253,565,153**	**267,784,461**
LICENSES AND PERMITS			
BUSINESS LICENSES & PERMITS	2,535,380	2,473,492	2,926,812
NON-BUSINESS LICENSES & PERMITS	250	0	0
TOTAL LICENSES AND PERMITS	**2,535,630**	**2,473,492**	**2,926,812**
INTERGOVERNMENTAL			
FEDERAL GRANTS AND AID	5,256,100	2,986,000	2,980,160
STATE GRANTS AND AID	4,666,507	641,634	1,114,329
SALES AND USE TAX	102,619,310	108,500,000	112,200,000
ALCOHOLIC BEVERAGES	67,880	103,600	61,600
AUTO LIEU TAX	25,893,892	25,267,276	28,000,000
TRANSIENT LODGING TAX	5,211,876	7,290,068	7,919,244
CITY PARTICIPATION	204,883	728,556	248,878
TOTAL INTERGOVERNMENTAL	**143,920,448**	**145,517,134**	**152,524,211**
CHARGES FOR SERVICES			
GENERAL GOVERNMENT	1,947,471	2,080,268	2,097,031
RECORDER FEES	3,554,700	3,240,000	3,042,500
COURT FEES	3,828,681	4,156,260	4,264,212
NOTARY BOND FEES	128	0	0
SHERIFF DEPT FEES	416,759	405,000	782,148
CORRECTIONAL HOUSING	6,450,701	6,315,350	6,850,700
HEALTH FEES	1,086,399	1,015,000	1,035,000
RECREATION FEES	683,650	636,475	688,375
INTERDEPARTMENTAL CHARGES	1,000	0	310,000
OVERHEAD - GRANTS	91,721	83,000	88,810
CONTRIBUTIONS FOR ADMINISTRATIVE OVERHEAD	9,040,413	12,716,494	12,327,074
TOTAL CHARGES FOR SERVICES	**27,101,623**	**30,647,847**	**31,485,850**
FINES AND FORFEITS			
SUPERIOR COURT - FINES AND FORFEITS	214,176	211,500	227,500
JUSTICE COURTS FINES AND FORFEITS	3,949,995	4,250,666	4,410,240
OTHER FINES AND FORFEITS	1,622,271	1,032,750	936,851
TOTAL FINES AND FORFEITS	**5,786,442**	**5,494,916**	**5,574,591**
INTEREST			
INTEREST	84,230	120,483	112,054
INT. REV - POOLED INV	2,406,624	1,502,200	2,194,600
TOTAL INTEREST	**2,490,854**	**1,622,683**	**2,306,654**
MISCELLANEOUS			
RENTS AND ROYALTIES	1,761,016	2,435,645	5,134,255
POSTAGE REVENUES	0	0	7,000
OTHER MISCELLANEOUS REVENUE	3,174,270	1,295,993	1,472,881
TOTAL MISCELLANEOUS	**4,935,286**	**3,731,638**	**6,614,136**
TOTAL GENERAL FUND	**429,718,745**	**443,052,863**	**469,216,715**

SUMMARY OF REVENUES BY FUND AND CATEGORY

FISCAL YEARS 2005/2006 - 2007/2008

SOURCES OF REVENUE	Actual 2005/2006	Revised 2006/2007	Adopted 2007/2008
SPECIAL REVENUE FUNDS			
EMPLOYMENT AND TRAINING			
INTERGOVERNMENTAL	12,770,507	11,395,767	11,478,523
MISCELLANEOUS	70,603	2,000	202,500
TOTAL EMPLOYMENT AND TRAINING	**12,841,110**	**11,397,767**	**11,681,023**
ENVIRONMENTAL QUALITY			
LICENSES AND PERMITS	2,255,553	2,473,335	2,166,050
INTERGOVERNMENTAL	1,308,948	1,245,080	1,344,155
FINES AND FORFEITS	52,775	0	0
INTEREST	63,237	45,000	30,400
MISCELLANEOUS	20,852	48,150	25,150
TOTAL ENVIRONMENTAL QUALITY	**3,701,365**	**3,811,565**	**3,565,755**
PUBLIC HEALTH			
LICENSES AND PERMITS	2,293,059	2,497,630	2,497,630
INTERGOVERNMENTAL	10,923,640	10,305,504	10,375,734
CHARGES FOR SERVICES	2,278,798	2,420,020	2,428,020
FINES AND FORFEITS	174,780	205,801	205,801
INTEREST	2,063	0	0
MISCELLANEOUS	394,932	111,540	192,146
TOTAL PUBLIC HEALTH	**16,067,272**	**15,540,495**	**15,699,331**
REGIONAL FLOOD CONTROL DISTRICT			
TAXES	19,821,655	22,664,193	25,112,708
INTERGOVERNMENTAL	2,157	2,500	4,500,000
CHARGES FOR SERVICES	4,321	1,500	100,000
INTEREST	327,053	100,000	200,000
MISCELLANEOUS	162,771	25,000	185,500
TOTAL REGIONAL FLOOD CONTROL DISTRICT	**20,317,957**	**22,793,193**	**30,098,208**
TRANSPORTATION			
LICENSES AND PERMITS	367,819	295,000	311,000
INTERGOVERNMENTAL	58,368,225	61,418,732	65,831,423
CHARGES FOR SERVICES	1,602,498	520,100	1,010,000
INTEREST	839,862	300,000	400,000
MISCELLANEOUS	765,449	185,100	136,100
MEMO REVENUE	376,422	0	0
TOTAL TRANSPORTATION	**62,320,275**	**62,718,932**	**67,688,523**
OTHER SPECIAL REVENUE FUNDS AND GRANTS			
INTERGOVERNMENTAL	46,440,383	43,245,106	46,992,172
CHARGES FOR SERVICES	7,195,182	6,746,657	6,920,620
FINES AND FORFEITS	599,738	645,000	606,000
INTEREST	1,240,773	653,935	1,167,913
MISCELLANEOUS	8,725,124	7,966,952	8,045,099
MEMO REVENUE	261,719	0	0
TOTAL OTHER SPECIAL REVENUE FUNDS AND GRANTS	**64,462,919**	**59,257,650**	**63,731,804**
IMPROVEMENT DISTRICTS			
SPECIAL ASSESSMENT	0	0	560,124
TOTAL IMPROVEMENT DISTRICTS	**0**	**0**	**560,124**

SUMMARY OF REVENUES BY FUND AND CATEGORY

FISCAL YEARS 2005/2006 - 2007/2008

SOURCES OF REVENUE	Actual 2005/2006	Revised 2006/2007	Adopted 2007/2008
SOLID WASTE MANAGEMENT			
INTERGOVERNMENTAL	1,136,454	1,200,000	1,200,000
CHARGES FOR SERVICES	4,531,428	5,782,000	5,553,500
INTEREST	143,690	40,000	130,900
MISCELLANEOUS	121,705	101,000	93,000
TOTAL SOLID WASTE MANAGEMENT	**5,933,277**	**7,123,000**	**6,977,400**
COUNTY FREE LIBRARY			
TAXES	15,449,990	24,764,378	31,957,142
INTERGOVERNMENTAL	300,000	7,247,000	4,797,000
FINES AND FORFEITS	0	500,000	500,000
INTEREST	305,605	0	300,000
MISCELLANEOUS	318,325	1,087,870	1,150,000
TOTAL COUNTY FREE LIBRARY	**16,373,920**	**33,599,248**	**38,704,142**
STADIUM DISTRICT			
INTERGOVERNMENTAL	1,802,612	1,655,000	1,905,000
CHARGES FOR SERVICES	37,635	0	0
INTEREST	9,622	20,000	0
MISCELLANEOUS	1,138,440	1,124,263	1,116,203
TOTAL STADIUM DISTRICT	**2,988,309**	**2,799,263**	**3,021,203**
TOTAL SPECIAL REVENUE FUNDS	**205,006,404**	**219,041,113**	**241,727,513**
DEBT SERVICE FUND			
TAXES	43,255,157	49,445,842	56,252,488
SPECIAL ASSESSMENT	214,757	291,456	0
INTERGOVERNMENTAL	0	7,500	7,500
INTEREST	1,316,788	693,000	1,000,000
MISCELLANEOUS	5,102	0	0
TOTAL DEBT SERVICE FUND	**44,791,804**	**50,437,798**	**57,259,988**
CAPITAL PROJECTS FUNDS			
INTERGOVERNMENTAL	11,157,270	11,881,420	13,781,039
CHARGES FOR SERVICES	19,100,807	17,407,915	23,517,156
INTEREST	4,639,069	4,176,652	3,598,141
MISCELLANEOUS	567,219	1,740,695	370,946
TOTAL CAPITAL PROJECTS FUNDS	**35,464,365**	**35,206,682**	**41,267,282**
ENTERPRISE FUNDS			
MEDICAL SERVICES			
INTERGOVERNMENTAL	4,467,880	4,307,830	4,721,877
CHARGES FOR SERVICES	254,364,309	258,638,359	276,815,284
INTEREST	1,464,164	1,052,733	845,089
MISCELLANEOUS	32,906	20,300	29,427
TOTAL MEDICAL SERVICES	**260,329,259**	**264,019,222**	**282,411,677**
DEVELOPMENT SERVICES			
LICENSES AND PERMITS	12,196,115	11,946,410	9,846,397
CHARGES FOR SERVICES	4,944,768	4,888,366	5,155,219
INTEREST	554,989	264,860	780,626
MISCELLANEOUS	247,520	141,090	178,704
TOTAL DEVELOPMENT SERVICES	**17,943,392**	**17,240,726**	**15,960,946**
WASTEWATER MANAGEMENT			
LICENSES AND PERMITS	17,191	20,000	5,000

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2005/2006 - 2007/2008

SOURCES OF REVENUE	Actual 2005/2006	Revised 2006/2007	Adopted 2007/2008
INTERGOVERNMENTAL	1,435,704	142,439	0
CHARGES FOR SERVICES	103,984,114	103,359,317	112,053,936
FINES AND FORFEITS	41,715	58,800	58,800
INTEREST	1,783,907	400,000	2,312,600
MISCELLANEOUS	469,619	357,497	100,000
MEMO REVENUE	14,607,736	20,000,000	15,000,000
TOTAL WASTEWATER MANAGEMENT	**122,339,986**	**124,338,053**	**129,530,336**
PARKING GARAGES			
INTEREST	46,344	53,664	60,000
MISCELLANEOUS	1,485,222	1,458,854	1,698,946
TOTAL PARKING GARAGES	**1,531,566**	**1,512,518**	**1,758,946**
TOTAL ENTERPRISE FUNDS	**402,144,203**	**407,110,519**	**429,661,905**
TOTAL REVENUES	**1,117,125,521**	**1,154,848,975**	**1,239,133,403**

THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY

INTERNAL SERVICE FUNDS

COMMUNICATIONS			
CHARGES FOR SERVICES	2,335,335	2,307,374	4,458,348
INTEREST	52,343	7,500	37,500
MISCELLANEOUS	340,107	760,485	32,803
TOTAL COMMUNICATIONS	**2,727,785**	**3,075,359**	**4,528,651**
FLEET SERVICES			
INTERGOVERNMENTAL	21,856	34,000	40,000
CHARGES FOR SERVICES	13,910,231	13,947,347	18,119,204
INTEREST	99,303	30,000	100,000
MISCELLANEOUS	1,059,519	797,229	925,000
MEMO REVENUE	274,747	210,000	300,000
TOTAL FLEET SERVICES	**15,365,656**	**15,018,576**	**19,484,204**
GRAPHIC SERVICES PRODUCTION			
CHARGES FOR SERVICES	1,405,467	1,579,150	1,240,000
MISCELLANEOUS	7,249	10,150	1,000
TOTAL GRAPHIC SERVICES PRODUCTION	**1,412,716**	**1,589,300**	**1,241,000**
RISK MANAGEMENT			
CHARGES FOR SERVICES	14,527,449	16,531,981	17,877,342
INTEREST	1,380,046	700,000	700,000
MISCELLANEOUS	699,976	0	0
TOTAL MOUNT LEMMON FIRE	**16,607,471**	**17,231,981**	**18,577,342**
TOTAL INTERNAL SERVICE FUNDS	**36,113,628**	**36,915,216**	**43,831,197**
TOTAL ALL FUNDS	**1,153,239,149**	**1,191,764,191**	**1,282,964,600**

SUMMARY OF EXPENDITURES BY FUNCTIONAL AREA AND SUPER DEPARTMENT
FISCAL YEARS 2005/2006 - 2007/2008

FUNCTIONAL AREA/SUPER DEPT.	ACTUAL EXPENDITURES/ EXPENSES 2005/2006	REVISED EXPENDITURES/ EXPENSES 2006/2007	ADOPTED EXPENDITURES/ EXPENSES 2007/2008
COUNTY ADMINISTRATION			
ASSESSOR	7,716,379	8,470,373	9,084,701
BOARD OF SUPERVISORS	1,509,281	1,749,540	1,921,797
CLERK OF THE BOARD	1,127,377	1,322,838	1,373,401
COUNTY ADMINISTRATOR	1,916,797	10,268,210	3,576,693
ELECTIONS	4,567,061	3,824,652	2,623,929
FINANCE & RISK MANAGEMENT	5,876,103	6,837,697	7,611,209
FORENSIC SCIENCE CENTER	2,417,192	2,578,742	2,837,589
HUMAN RESOURCES	2,104,459	2,576,884	2,751,874
INFORMATION TECHNOLOGY	5,782,671	8,384,484	8,614,830
NON DEPARTMENTAL	79,910,067	108,119,247	133,252,534
PROCUREMENT	1,292,814	1,603,166	2,409,730
RECORDER	3,325,791	4,769,703	7,325,776
TREASURER	1,978,877	2,881,940	2,846,041
TOTAL COUNTY ADMINISTRATION	**119,524,869**	**163,387,476**	**186,230,104**
JUSTICE & LAW ENFORCEMENT			
CLERK OF SUPERIOR COURT	10,551,249	11,786,897	11,750,146
CONSTABLES	804,960	847,330	923,628
COUNTY ATTORNEY	22,492,112	29,377,797	31,481,804
INDIGENT DEFENSE	12,983,967	16,588,766	17,542,775
JUSTICE COURT AJO	408,763	630,159	685,194
JUSTICE COURT GREEN VALLEY	410,589	450,306	491,113
JUSTICE COURTS TUCSON	6,036,512	7,230,318	7,666,976
JUVENILE COURT	33,929,818	35,732,890	37,045,056
OFFICE OF COURT APPOINTED COUNSEL	11,093,904	10,643,586	11,690,713
PUBLIC FIDUCIARY	2,283,511	2,367,460	2,516,268
SHERIFF	112,057,149	115,254,846	123,407,520
SUPERIOR COURT	42,245,329	42,873,403	45,550,724
TOTAL JUSTICE & LAW ENFORCEMENT	**255,297,863**	**273,783,758**	**290,751,917**
COMMUNITY & ECONOMIC DEVELOPMENT			
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	498,492	707,974	742,290
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	9,632,156	14,058,802	15,207,791
COMMUNITY RESOURCES	5,537,016	5,723,494	5,933,388
COMMUNITY SVCS, EMPLOYMENT & TRAINING	16,367,609	16,001,733	16,477,655
COUNTY FREE LIBRARY	13,505,877	34,917,185	37,090,595
ECONOMIC DEVELOPMENT & TOURISM	1,759,847	2,155,884	2,477,386
SCHOOL SUPERINTENDENT	4,122,725	5,242,450	5,293,689
STADIUM DISTRICT	1,857,765	2,478,906	2,533,809
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**53,281,487**	**81,286,428**	**85,756,603**
MEDICAL SERVICES			
INSTITUTIONAL HEALTH	102,510,753	98,645,731	107,815,243
PIMA HEALTH SYSTEM & SERVICES	256,365,428	261,766,820	278,960,827
PUBLIC HEALTH	23,938,431	25,301,309	26,179,935
TOTAL MEDICAL SERVICES	**382,814,612**	**385,713,860**	**412,956,005**
PUBLIC WORKS			
CAPITAL PROJECTS	121,007,533	155,901,786	250,542,995
DEVELOPMENT SERVICES	14,339,818	17,217,583	15,342,014
ENVIRONMENTAL QUALITY	3,681,757	4,601,473	4,698,236
FACILITIES MANAGEMENT	14,991,575	16,922,853	20,101,757
GRAPHIC SERVICES	0	0	811,055
NATURAL RESOURCES, PARKS & RECREATION	13,192,860	14,903,637	17,196,102
PUBLIC WORKS ADMINISTRATION	15,481	100,000	100,000
REGIONAL FLOOD CONTROL DISTRICT	9,215,231	8,743,185	17,074,685
SOLID WASTE MANAGEMENT	6,271,433	8,468,395	8,561,778

SUMMARY OF EXPENDITURES BY FUNCTIONAL AREA AND SUPER DEPARTMENT
FISCAL YEARS 2005/2006 - 2007/2008

FUNCTIONAL AREA/SUPER DEPT.	ACTUAL EXPENDITURES/ EXPENSES 2005/2006	REVISED EXPENDITURES/ EXPENSES 2006/2007	ADOPTED EXPENDITURES/ EXPENSES 2007/2008
TRANSPORTATION	39,335,670	41,433,934	47,337,071
WASTEWATER MANAGEMENT	82,078,064	107,193,673	125,254,174
TOTAL PUBLIC WORKS	**304,129,422**	**375,486,519**	**507,019,867**
TOTAL ALL FUNCTIONAL AREAS	**1,115,048,253**	**1,279,658,041**	**1,482,714,496**
Internal Service Funds -- Informational Purposes Only			
INTERNAL SERVICE FUNDS			
FINANCE & RISK MANAGEMENT	20,063,312	17,491,678	19,005,156
COMMUNICATIONS	2,454,628	3,392,657	3,682,774
FLEET SERVICES	14,394,383	13,784,357	14,227,926
GRAPHIC SERVICES	1,858,373	1,893,829	1,021,367
TOTAL INTERNAL SERVICE FUNDS	**38,770,696**	**36,562,521**	**37,937,223**
TOTAL ALL FUNDS	**1,153,818,949**	**1,316,220,562**	**1,520,651,719**

Note 1: 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 10-50.

Note 2: The Finance & Risk Management totals above, under COUNTY ADMINISTRATION, are shown exclusive of the Risk Management Department budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out for this summary. They are combined, however, in the Finance & Risk Management Department Summary by Program on page 10-32.

Note 3: The Graphic Services totals above, under PUBLIC WORKS, are shown exclusive of the Graphic Services Production Department budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out for this summary. They are combined, however, in the Graphic Services Department Summary by Program on page 14-46.

SUMMARY OF REVENUES BY FUNCTIONAL AREA AND SUPER DEPARTMENT
FISCAL YEARS 2005/2006 - 2007/2008

FUNCTIONAL AREA/SUPER DEPT.	ACTUAL REVENUES 2005/2006	REVISED REVENUES 2006/2007	ADOPTED REVENUES 2007/2008
COUNTY ADMINISTRATION			
ASSESSOR	6,614	6,000	6,000
BOARD OF SUPERVISORS	69	0	0
CLERK OF THE BOARD	11,565	10,000	10,000
COUNTY ADMINISTRATOR	210,384	0	30,000
ELECTIONS	2,380,451	685,000	435,000
FINANCE & RISK MANAGEMENT	291,512	60,000	120,000
FORENSIC SCIENCE CENTER	1,130,909	1,026,500	1,041,200
HUMAN RESOURCES	109,876	3,850	8,850
INFORMATION TECHNOLOGY	860,757	691,262	684,884
NON DEPARTMENTAL	443,672,544	465,454,760	494,956,230
PROCUREMENT	1,762	0	0
RECORDER	5,491,118	5,036,500	4,973,750
TREASURER	154,189	124,150	113,150
TOTAL COUNTY ADMINISTRATION	**454,321,750**	**473,098,022**	**502,379,064**
JUSTICE & LAW ENFORCEMENT			
CLERK OF SUPERIOR COURT	4,220,282	3,513,847	3,731,520
CONSTABLES	435,925	422,500	420,052
COUNTY ATTORNEY	8,954,059	8,440,345	8,823,955
INDIGENT DEFENSE	462,682	408,886	473,082
JUSTICE COURT AJO	259,988	262,225	266,006
JUSTICE COURT GREEN VALLEY	319,918	251,716	265,372
JUSTICE COURTS TUCSON	5,950,630	6,712,689	6,808,010
JUVENILE COURT	11,997,000	11,997,116	13,364,411
OFFICE OF COURT APPOINTED COUNSEL	994,821	729,783	808,176
PUBLIC FIDUCIARY	460,414	446,120	495,918
SHERIFF	21,434,787	14,734,917	16,422,327
SUPERIOR COURT	14,113,783	12,986,930	14,205,532
TOTAL JUSTICE & LAW ENFORCEMENT	**69,604,289**	**60,907,074**	**66,084,361**
COMMUNITY & ECONOMIC DEVELOPMENT			
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	5,656,037	7,890,440	8,654,684
COMMUNITY RESOURCES	812,362	1,220,509	1,303,832
COMMUNITY SVCS, EMPLOYMENT & TRAINING	12,205,697	10,359,428	10,571,661
COUNTY FREE LIBRARY	16,373,920	33,599,248	38,704,142
ECONOMIC DEVELOPMENT & TOURISM	804,304	1,388,584	1,792,964
SCHOOL SUPERINTENDENT	3,003,861	3,886,200	3,886,200
STADIUM DISTRICT	2,988,309	2,799,263	3,021,203
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**41,844,490**	**61,143,672**	**67,934,686**
MEDICAL SERVICES			
INSTITUTIONAL HEALTH	1,113,625	569,765	141,819
PIMA HEALTH SYSTEM & SERVICES	260,329,259	264,019,222	282,411,677
PUBLIC HEALTH	16,067,272	15,540,495	15,699,331
TOTAL MEDICAL SERVICES	**277,510,156**	**280,129,482**	**298,252,827**
PUBLIC WORKS			
CAPITAL PROJECTS	35,464,365	35,206,682	41,267,282
DEVELOPMENT SERVICES	17,943,392	17,240,726	15,960,946
ENVIRONMENTAL QUALITY	3,701,365	3,811,565	3,565,755
FACILITIES MANAGEMENT	4,508,579	5,243,624	7,927,294
GRAPHIC SERVICES	0	0	311,000
NATURAL RESOURCES, PARKS & RECREATION	1,315,573	1,094,950	1,155,721
PUBLIC WORKS ADMINISTRATION	67	0	0
REGIONAL FLOOD CONTROL DISTRICT	20,317,957	22,793,193	30,098,208
SOLID WASTE MANAGEMENT	5,933,277	7,123,000	6,977,400
TRANSPORTATION	62,320,275	62,718,932	67,688,523
WASTEWATER MANAGEMENT	122,339,986	124,338,053	129,530,336
TOTAL PUBLIC WORKS	**273,844,836**	**279,570,725**	**304,482,465**

SUMMARY OF REVENUES BY FUNCTIONAL AREA AND SUPER DEPARTMENT
FISCAL YEARS 2005/2006 - 2007/2008

FUNCTIONAL AREA/SUPER DEPT.	ACTUAL REVENUES 2005/2006	REVISED REVENUES 2006/2007	ADOPTED REVENUES 2007/2008
TOTAL ALL FUNCTIONAL AREAS	**1,117,125,521**	**1,154,848,975**	**1,239,133,403**
Internal Service Funds -- Informational Purposes Only			
INTERNAL SERVICE FUNDS			
FINANCE & RISK MANAGEMENT	16,607,471	17,231,981	18,577,342
COMMUNICATIONS	2,727,785	3,075,359	4,528,651
FLEET SERVICES	15,365,656	15,018,576	19,484,204
GRAPHIC SERVICES	1,412,716	1,589,300	1,241,000
TOTAL INTERNAL SERVICE FUNDS	**36,113,628**	**36,915,216**	**43,831,197**
TOTAL ALL FUNDS	**1,153,239,149**	**1,191,764,191**	**1,282,964,600**

Note 1: 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 10-50.

Note 2: The Finance & Risk Management totals above, under COUNTY ADMINISTRATION, are shown exclusive of the Risk Management Department budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out for this summary. They are combined, however, in the Finance & Risk Management Department Summary by Program on page 10-32.

Note 3: The Graphic Services totals above, under PUBLIC WORKS, are shown exclusive of the Graphic Services Production Department budget which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out for this summary. They are combined, however, in the Graphic Services Department Summary by Program on page 14-46.

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	7,827,123	233,625	857,053	166,900		9,084,701
BOARD OF SUPERVISORS	1,659,622	27,364	228,811	6,000		1,921,797
CLERK OF SUPERIOR COURT	10,114,935	203,709	457,788			10,776,432
CLERK OF THE BOARD	1,024,296	27,094	322,011			1,373,401
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	512,711	17,169	204,010	8,400		742,290
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	1,018,212	36,365	4,218,270	10,100		5,282,947
COMMUNITY RESOURCES	2,840,116	419,537	1,431,646	120,379		4,811,678
COMMUNITY SERVICES	2,468,253	64,597	3,025,947	43,200		5,601,997
CONSTABLES	772,249	18,775	115,678	16,926		923,628
CONTINGENCY	2,406,078		2,041,601		30,432,176	34,879,855
CONTRACT ATTORNEYS			10,981,177			10,981,177
COUNTY ADMINISTRATOR	1,354,001	34,800	442,883			1,831,684
COUNTY ATTORNEY	17,732,186	740,961	1,865,439	206,679		20,545,265
ELECTIONS	1,432,939	189,200	961,690	40,100		2,623,929
FACILITIES MANAGEMENT	7,773,408	1,046,455	7,337,087	196,712		16,353,662
FINANCE	6,408,193	117,185	918,067	117,764		7,561,209
FORENSIC SCIENCE CENTER	2,369,214	72,933	362,442	33,000		2,837,589
GENERAL FUND DEBT SERVICE					5,935,109	5,935,109
GENERAL GOVERNMENT REVENUES			705,000			705,000
GRAPHIC SERVICES DESIGN	520,405	17,950	267,700	5,000		811,055
HUMAN RESOURCES	2,276,386	56,780	408,458	10,250		2,751,874
INDIGENT DEFENSE	14,044,688	292,526	1,186,743	76,500		15,600,457
INFORMATION TECHNOLOGY	5,083,638	414,943	1,551,254	17,795		7,067,630
INSTITUTIONAL HEALTH	1,961,700	20,439	105,821,904	11,200		107,815,243
JUSTICE COURT AJO	504,617	8,049	165,028	7,500		685,194
JUSTICE COURT GREEN VALLEY	416,562	8,017	55,959	7,000		487,538
JUSTICE COURTS TUCSON	5,859,701	103,961	856,228			6,819,890
JUVENILE COURT	21,139,250	684,650	2,130,513	25,500		23,979,913
NATURAL RESOURCES, PARKS & RECREATION	11,399,410	1,276,107	3,171,746	505,443		16,352,706
NON DEPARTMENTAL		26,300	7,460,925			7,487,225
OFFICE OF COURT APPOINTED COUNSEL	690,485	4,337	14,714			709,536
PROCUREMENT	2,292,662	42,153	74,915			2,409,730
PUBLIC FIDUCIARY	2,223,543	29,212	258,513	5,000		2,516,268
PUBLIC WORKS ADMINISTRATION	100,000	57,400	(57,400)			100,000
RECORDER	1,946,776	49,470	759,485			2,755,731
SCHOOL SUPERINTENDENT	1,018,417	14,236	332,036	19,000		1,383,689
SHERIFF	88,956,513	5,787,570	15,804,668	842,918		111,391,669
SUPERIOR COURT	24,908,042	696,915	2,906,437	8,000	169,100	28,688,494
SUPERIOR COURT MANDATED SERVICES		9,929	1,565,156			1,575,085
TREASURER	2,015,897	119,529	410,545	61,400		2,607,371
TOTAL GENERAL FUND	**255,072,228**	**12,970,242**	**181,622,127**	**2,568,666**	**36,536,385**	**488,769,648**
SPECIAL REVENUE FUNDS						
EMPLOYMENT AND TRAINING						
EMPLOYMENT & TRAINING	2,380,643	77,976	8,381,039	36,000		10,875,658
PIMA VOCATIONAL HIGH SCHOOL	855,687	89,865	145,758	30,400		1,121,710
EMPLOYMENT AND TRAINING	**3,236,330**	**167,841**	**8,526,797**	**66,400**		**11,997,368**
ENVIRONMENTAL QUALITY						
ENVIRONMENTAL QUALITY	2,013,325	112,052	1,268,057	130,000		3,523,434
ENVIRONMENTAL QUALITY GRANTS	559,388	27,286	532,128	56,000		1,174,802
ENVIRONMENTAL QUALITY	**2,572,713**	**139,338**	**1,800,185**	**186,000**		**4,698,236**
REGIONAL FLOOD CONTROL DISTRICT						
REGIONAL FLOOD CONTROL DISTRICT	6,476,797	254,120	10,206,418	137,350		17,074,685
REGIONAL FLOOD CONTROL DISTRICT	**6,476,797**	**254,120**	**10,206,418**	**137,350**		**17,074,685**

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

FUND/DEPARTMENTS	PERSONAL SERVICES	SUPPLIES	SERVICES AND OTHER CHARGES	CAPITAL OUTLAY	OTHER	TOTAL EXPENDITURES
PUBLIC HEALTH						
PUBLIC HEALTH	12,773,185	1,325,319	2,360,196	249,125		16,707,825
PUBLIC HEALTH GRANTS	5,900,101	412,654	3,118,436	40,919		9,472,110
PUBLIC HEALTH	**18,673,286**	**1,737,973**	**5,478,632**	**290,044**		**26,179,935**
TRANSPORTATION						
TRANSPORTATION	17,576,642	2,373,412	26,627,146	759,871		47,337,071
TRANSPORTATION	**17,576,642**	**2,373,412**	**26,627,146**	**759,871**		**47,337,071**
OTHER SPECIAL REVENUE FUNDS						
CO ATTY BAD CHECK PROGRAM	747,267	9,900	94,371			851,538
CO ATTY C.O.T. CONSUMER PROTECTION			30,580			30,580
CO ATTY FILL THE GAP	1,075,797	8,320	4,135	31,490		1,119,742
CO ATTY VICTIM RESTITUTION			4,600			4,600
CO ATTY VICTIM WITNESS COMP	71,907		320,018			391,925
COC CHILD SUPPORT INCENTIVE	23,229					23,229
COC DOCUMENT STORAGE & RETRIEVAL		8,000	15,000	200,000	81,192	304,192
COC JUDICIAL COLLECTION ENHANCEMENT			20,000			20,000
COC LOCAL COURT AUTOMATION FUND		2,000	50,000	36,000		88,000
COC SPOUSAL MAINTENANCE ENFORCEMENT	29,181					29,181
COC TIME PAY FEES		3,500	500,000			503,500
COC VICTIM LOCATION FUND	5,612					5,612
COMMUNITY SERVICES GRANTS	622,909	18,350	6,825,685	7,900		7,474,844
COUNTY ADMINISTRATOR GRANTS			240,009			240,009
COUNTY ATTORNEY GRANTS	2,450,553	8,039	387,715	56,095		2,902,402
COUNTY LAW ENFORCEMENT ANTIRACKETEERING	995,097	593,200	3,450,198	597,257		5,635,752
COURTS FILL THE GAP	955,191		117,877	54,892		1,127,960
ECONOMIC DEVELOPMENT & TOURISM	323,929	36,686	1,874,749	26,000	216,022	2,477,386
EMPLOYEE BENEFIT LIABILITY FUND	1,000,000					1,000,000
FACILITIES RENEWAL FUND			1,505,000			1,505,000
HOUSING TRUST FUND			1,000,000			1,000,000
IMPROVEMENT DISTRICTS FORMATION FUND	45,000		5,000			50,000
INDIGENT DEFENSE FILL THE GAP	73,695	339,059	1,365,311	77,131		1,855,196
IT ENHANCEMENT FUND					1,547,200	1,547,200
JC GV TIME PAY FEES			1,575	2,000		3,575
JC TUCSON TIME PAY FEES	81,565	30,000	85,200	530,000		726,765
JUSTICE COURTS TUCSON GRANTS	87,219		33,102			120,321
JUVENILE TITLE IV-E			15,000			15,000
JUVENILE COURT GRANTS	7,623,826	38,892	4,677,143			12,339,861
JUVENILE PROBATION SERVICES	661,982		14,300			676,282
JUVENILE VICTIM RESTITUTION			34,000			34,000
LEGAL DEFENDER TRAINING FUND			21,530			21,530
NEIGHBORHOOD CONSERVATION					1,450,000	1,450,000
PARKS & RECREATION GRANTS		37,896	106,500			144,396
PARKS SPECIAL PROGRAMS			699,000			699,000
PROPERTY TAX RATE STABILIZATION FUND					5,300,000	5,300,000
PUBLIC DEFENDER TRAINING FUND			65,592			65,592
PUBLIC WORKS BUILDING	67,947	25,405	1,987,281			2,080,633
RECORDER DOC STORAGE & RETRIEVAL	556,295	93,500	2,828,250	1,092,000		4,570,045
SCHOOL RESERVE FUND			3,910,000			3,910,000
SHERIFF COMMISSARY OPERATIONS		900,000	77,500			977,500
SHERIFF CRIMINAL JUSTICE ENHANCEMENT		100,000	150,000	150,000		400,000
SHERIFF FEDERAL RICO FUND			500,000			500,000
SHERIFF GRANTS	2,972,206	214,000	3,282,673			6,468,879
SHERIFF INMATE WELFARE FUND	104,472	164,000	226,000	75,000		569,472
SHERIFF MANTIS ANTIRACKETEERING			2,600,000			2,600,000
SHERIFF STATE RICO FUND			500,000			500,000
SUPERIOR COURT CHILD SUPPORT VISITATION			120,350			120,350

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

FUND/DEPARTMENTS	PERSONAL SERVICES	SUPPLIES	SERVICES AND OTHER CHARGES	CAPITAL OUTLAY	OTHER	TOTAL EXPENDITURES
SUPERIOR COURT CONCILIATION	602,199	16,077	64,335			682,611
SUPERIOR COURT COUNTY LAW LIBRARY		255,273	6,300			261,573
SUPERIOR COURT GRANTS	9,400,177	21,247	745,262			10,166,686
SUPERIOR COURT PROBATE		300	13,117			13,417
SUPERIOR COURT PROBATION SERVICES	2,214,003	4,152	162,393			2,380,548
SUPERIOR CRT LOCAL COURT AUTOMATION FUND		160,000	120,000	254,000		534,000
TAXPAYER INFORMATION FUND			59,170	179,500		238,670
OTHER SPECIAL REVENUE FUNDS	**32,791,258**	**3,087,796**	**40,915,821**	**3,369,265**	**8,594,414**	**88,758,554**
SOLID WASTE MANAGEMENT						
SOLID WASTE MANAGEMENT	2,259,467	559,200	4,270,096	217,500	105,681	7,411,944
TIRE FUND	143,245		1,006,589			1,149,834
SOLID WASTE MANAGEMENT	**2,402,712**	**559,200**	**5,276,685**	**217,500**	**105,681**	**8,561,778**
COUNTY FREE LIBRARY						
COUNTY FREE LIBRARY	17,010,779	7,151,185	7,679,331	1,777,300	3,000,000	36,618,595
COUNTY FREE LIBRARY GRANTS		350,000	122,000			472,000
COUNTY FREE LIBRARY	**17,010,779**	**7,501,185**	**7,801,331**	**1,777,300**	**3,000,000**	**37,090,595**
STADIUM DISTRICT						
STADIUM DISTRICT	855,014	175,450	1,453,345	50,000		2,533,809
STADIUM DISTRICT	**855,014**	**175,450**	**1,453,345**	**50,000**		**2,533,809**
TOTAL SPECIAL REVENUE FUNDS	**101,595,531**	**15,996,315**	**108,086,360**	**6,853,730**	**11,700,095**	**244,232,031**
DEBT SERVICE FUND						
DEBT SERVICE					77,945,345	77,945,345
TOTAL DEBT SERVICE FUND					**77,945,345**	**77,945,345**
CAPITAL PROJECTS FUNDS						
CAPITAL PROJECTS	711,094	8,000	254,196	228,569,705	21,000,000	250,542,995
TOTAL CAPITAL PROJECTS FUNDS	**711,094**	**8,000**	**254,196**	**228,569,705**	**21,000,000**	**250,542,995**
ENTERPRISE FUNDS						
DEVELOPMENT SERVICES						
DEVELOPMENT SERVICES	11,285,973	160,401	3,815,640	80,000		15,342,014
DEVELOPMENT SERVICES	**11,285,973**	**160,401**	**3,815,640**	**80,000**		**15,342,014**
MEDICAL SERVICES						
PIMA HEALTH SYSTEM & SERVICES	41,098,448	1,899,243	231,241,259			274,238,950
PIMA HEALTH SYSTEM GRANTS			4,721,877			4,721,877
MEDICAL SERVICES	**41,098,448**	**1,899,243**	**235,963,136**	**0**		**278,960,827**
PARKING GARAGES						
PARKING GARAGES	242,409	11,036	1,414,017			1,667,462
PARKING GARAGES	**242,409**	**11,036**	**1,414,017**	**0**		**1,667,462**
WASTEWATER MANAGEMENT						
WASTEWATER MANAGEMENT	34,740,247	8,672,545	53,325,271	879,609	24,386,502	122,004,174
WASTEWATER SYSTEM DEVELOPMENT FUND			3,250,000			3,250,000
WASTEWATER MANAGEMENT	**34,740,247**	**8,672,545**	**56,575,271**	**879,609**	**24,386,502**	**125,254,174**
TOTAL ENTERPRISE FUNDS	**87,367,077**	**10,743,225**	**297,768,064**	**959,609**	**24,386,502**	**421,224,477**
TOTAL EXPENDITURES/EXPENSES	**444,745,930**	**39,717,782**	**587,730,747**	**238,951,710**	**171,568,327**	**1,482,714,496**

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	1,242,017	489,124	1,951,633			3,682,774
FLEET SERVICES	3,100,298	5,927,923	5,188,705	11,000		14,227,926
GRAPHIC SERVICES PRODUCTION	631,632	207,236	179,799	2,700		1,021,367
RISK MANAGEMENT	2,556,249	206,515	16,225,392	17,000		19,005,156
TOTAL INTERNAL SERVICE FUNDS	**7,530,196**	**6,830,798**	**23,545,529**	**30,700**		**37,937,223**
TOTAL ALL FUNDS	**452,276,126**	**46,548,580**	**611,276,276**	**238,982,410**	**171,568,327**	**1,520,651,719**

SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2005/2006 - 2007/2008

FUNCTIONAL AREA/SUPER DEPARTMENT	ADOPTED 2005/2006	REVISED 2006/2007	ADOPTED 2007/2008
COUNTY ADMINISTRATION			
ASSESSOR	161.0	161.0	161.0
BOARD OF SUPERVISORS	23.2	21.1	24.4
CLERK OF THE BOARD	19.0	19.0	19.0
COUNTY ADMINISTRATOR	16.2	16.3	15.8
ELECTIONS	15.4	14.0	15.0
FINANCE & RISK MANAGEMENT	95.8	94.6	98.0
FORENSIC SCIENCE CENTER	25.0	27.5	30.1
HUMAN RESOURCES	42.4	40.9	37.5
INFORMATION TECHNOLOGY	100.5	102.6	118.0
PROCUREMENT	30.0	33.8	34.0
RECORDER	57.0	66.0	57.0
TREASURER	41.0	41.0	41.0
TOTAL COUNTY ADMINISTRATION	**626.5**	**637.8**	**650.8**
COMMUNITY & ECONOMIC DEVELOPMENT			
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	8.0	7.6	8.0
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	22.2	27.5	27.5
COMMUNITY RESOURCES	76.6	72.9	77.0
COMMUNITY SVCS, EMPLOYMENT & TRAINING	105.6	115.3	116.9
COUNTY FREE LIBRARY	1.0	337.9	357.5
ECONOMIC DEVELOPMENT & TOURISM	2.0	2.0	5.0
SCHOOL SUPERINTENDENT	15.9	15.4	16.0
STADIUM DISTRICT	0.0	11.4	14.6
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**231.3**	**590.0**	**622.5**
JUSTICE & LAW ENFORCEMENT			
CLERK OF SUPERIOR COURT	219.5	230.1	226.1
CONSTABLES	12.7	13.0	13.0
COUNTY ATTORNEY	404.2	402.2	441.3
INDIGENT DEFENSE	177.5	197.7	218.5
JUSTICE COURT AJO	9.8	9.8	10.8
JUSTICE COURT GREEN VALLEY	8.5	8.5	9.1
JUSTICE COURTS TUCSON	107.0	118.0	122.3
JUVENILE COURT	565.4	557.3	582.1
OFFICE OF COURT APPOINTED COUNSEL	10.0	11.0	10.0
PUBLIC FIDUCIARY	35.3	36.1	37.6
SHERIFF	1,328.7	1,365.0	1,386.6
SUPERIOR COURT	647.2	654.7	664.0
TOTAL JUSTICE & LAW ENFORCEMENT	**3,525.8**	**3,603.4**	**3,721.4**
MEDICAL SERVICES			
INSTITUTIONAL HEALTH	18.0	27.0	27.0
PIMA HEALTH SYSTEM & SERVICES	940.0	968.3	992.4
PUBLIC HEALTH	358.4	368.5	375.1
TOTAL MEDICAL SERVICES	**1,316.4**	**1,363.8**	**1,394.5**
PUBLIC WORKS			
CAPITAL PROJECTS	7.3	11.0	10.5
DEVELOPMENT SERVICES	170.0	183.0	182.0
ENVIRONMENTAL QUALITY	53.9	62.8	60.4
FACILITIES MANAGEMENT	157.7	166.6	173.0
GRAPHIC SERVICES	0.0	0.0	7.8
NATURAL RESOURCES, PARKS & RECREATION	246.9	261.8	283.8
PUBLIC WORKS ADMINISTRATION	32.5	35.5	37.5
REGIONAL FLOOD CONTROL DISTRICT	60.8	63.0	75.4

SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2005/2006 - 2007/2008

FUNCTIONAL AREA/SUPER DEPARTMENT	ADOPTED 2005/2006	REVISED 2006/2007	ADOPTED 2007/2008
SOLID WASTE MANAGEMENT	52.5	52.6	53.0
TRANSPORTATION	417.5	416.7	425.9
WASTEWATER MANAGEMENT	531.8	570.7	583.7
TOTAL PUBLIC WORKS	**1,730.9**	**1,823.7**	**1,893.0**
TOTAL FUNCTIONAL AREAS	**7,430.9**	**8,018.7**	**8,282.2**
INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY			
INTERNAL SERVICE FUNDS			
COMMUNICATIONS	11.0	18.0	19.0
FINANCE & RISK MANAGEMENT	18.0	18.0	25.5
FLEET SERVICES	59.5	56.0	57.0
GRAPHIC SERVICES	20.5	20.6	12.8
TOTAL INTERNAL SERVICE FUNDS	109.0	112.6	114.3
TOTAL ALL FUNDS	**7,539.9**	**8,131.3**	**8,396.5**

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2007/2008 - 2011/2012 AND BEYOND

Department/Program		Prior Years Expenditures	FY 2007/08 Adopted	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	Beyond	Total
Facilities Management									
FM-04-202	Psychiatric Hospital & Crisis Recovery Center	2,801,812	4,495,864	20,650,000	22,052,324				50,000,000
FM-04-203	Theresa Lee Health Clinic	153,788		1,316,067	402,000				1,871,855
FM-04-204	Animal Care Center	115,706	767,897	2,366,397	350,000				3,600,000
FM-04-205	Roy Place Commercial Bldg Restoration	43,333	740,000						783,333
FM-04-206	Green Valley Performing Arts Center Phase 2	585,756	2,923,766	490,478					4,000,000
FM-04-213	Arizona Sonora Desert Museum - Gray Water	0			200,000				200,000
FM-04-302	Justice Court/Municipal Court Complex	8,662,141	14,893,751	38,332,936	45,553,574	28,014,323			135,456,725
FM-04-303	Rehabilitation of Old Courthouse	0					500,000	4,000,000	4,500,000
FM-04-304	Corrections Jail Security Project	1,883,133	1,919,983	12,000					3,815,116
FM-04-305	Interagency Victim Advocacy Center	363,426	3,665,342	1,971,232					6,000,000
FM-04-306	Juvenile Court Build-Out	1,848,232	151,769						2,000,001
FM-04-444	Marana Continental Ranch New Library	1,042,059	5,352,941						6,395,000
FM-04-446	Wilmot Branch Library	15,000	362,000	2,302,000	4,321,000				7,000,000
FM-05-005	Flowing Wells Library	181,840	1,317,000	301,160					1,800,000
FM-06-002	Psychiatric Urgent Care Center	523,379	1,774,621	7,650,000	8,052,000				18,000,000
FM-06-003	Administration Building Remodeling	87,032	2,161,428						2,248,460
FM-07-001	Jackson Employment Center	6,611	575,000	874,739					1,456,350
FM-07-002	Bank of America Building	25,000,000	4,000,000						29,000,000
FM-07-003	Public Works Building Renovation Development Services	33,200	1,000,000	1,594,386					2,627,586
FM-07-004	Public Works Building Renovation Department of Transportation	17,970	948,573						966,543
	Facilities Management Totals:	**$43,364,418**	**$47,049,935**	**$77,861,395**	**$80,930,898**	**$28,014,323**	**$500,000**	**$4,000,000**	**$281,720,969**
Transportation									
TR-94-006	Silverbell Rd at Blanco/ Brawley Washes	400,064	71	2,228,138					2,628,273
TR-95-027	ADA Pedestrian Improvements	199,031	55,013	50,000	50,000	50,000	50,000	100,000	554,044
TR-96-003	River Rd at Ventana Wash	647,305	4,000	4,000	4,000	68,723	250,000	7,023,000	8,001,028
TR-97-013	Alvernon Way, Ft Lowell Road to River Road	8,207,051	128,583						8,335,634
TR-97-018	Cortaro Farms Road, Union Pacific RR Crossing to Thornydale Rd	9,954,035	2,000,000	600,000	5,000,000	8,189,000	4,600,000		30,343,035
TR-97-019	Craycroft Road, River Road to Sunrise Drive	18,330,903	10,709,936	764,211					29,805,050
TR-97-033	Colossal Cave Rd: Acacia School to Old Vail Road	1,051,772	42,049				50,000	3,850,000	4,993,821
TR-97-034	Valencia Road, Mark Road to Camino De La Tierra	7,316,854	8,715,205	5,065,763					21,097,822
TR-97-041	Twin Peaks: Sidewinder Rd - Marana Town Limits	218,265						7,519,146	7,737,411
TR-97-047	Thornydale Road, Cortaro Farms Road to Linda Vista Boulevard	947,624	4,000	189,860	600,000	3,495,140	7,499,000	7,664,000	20,399,624
TR-97-050	Madera Canyon Road at Medium Wash	391,917		1,257,682					1,649,599
TR-97-051	Madera Canyon Road at Florida Canyon Wash	382,455		1,353,048					1,735,503
TR-98-001	River Road, Campbell Avenue to Alvernon Way	23,722,798	373,214						24,096,012
TR-98-003	Orange Grove Road at Geronimo Wash	88,949				2,000	2,000	1,807,051	1,900,000
TR-98-006	Country Club Road, 36th Street to Milber	5,782,618	5,337,257	1,125,486					12,245,361
TR-98-010	I-19 Southbound Frontage Road at Continental Rd	2,841,555		28,953					2,870,508
TR-98-015	Kolb Road, Sabino Canyon Road to Sunrise Drive	2,851,021	280,600	1,390,000	8,000,000	822,000	499,000		13,842,621
TR-98-025	S. 12th Ave, 38th Street to Los Reales	10,192,716	548,047						10,740,763
TR-98-026	Orange Grove Road, Thornydale Road to Oracle Road	4,285,810		2,000	3,364	967,058	1,306,961	30,598,000	37,163,193
TR-98-027	La Cholla Boulevard, River Road to Magee Road	26,166,503	40,748						26,207,251
TR-98-028	Sunrise Drive, Craycroft Road to Kolb Road	6,438,883	599,414	8,627,986	7,665,600				23,331,883
TR-98-030	Valencia Road, Mission Road to Interstate-19	8,287,537	3,271,892	968,571					12,528,000
TR-98-031	Kinney Road, Ajo Way to Bopp Road	663,911	9,663,405	2,425,684					12,753,000
TR-98-034	Old Tucson-Nogales Highway-Summit Neighborhood	129,916						6,070,084	6,200,000
TR-98-038	Transportation Safety Improvements	16,212,456	3,046,858	1,803,889					21,063,203
TR-98-040	Mainsail Boulevard and Twin Lakes Dr, Twenty-Seven Wash	224,711	1,000	1,000	1,000	1,000	43,000	7,127,700	7,399,411

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2007/2008 - 2011/2012 AND BEYOND

Department/Program		Prior Years Expenditures	FY 2007/08 Adopted	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	Beyond	Total
TR-98-048	Drexel Road, Tucson Boulevard to Alvernon Way	20,000						19,980,000	20,000,000
TR-03-001	Swan Road: Los Reales to Valencia Road	186,489	170,821						357,310
TR-03-002	Colossal Cave Road: Camino Loma Alta to Vail Road	2,272,367	5,500,000	128,437					7,900,804
TR-03-004	Edwin Road	1,073,614	541,942						1,615,556
TR-04-001	Hayhook Ranch Road Improvement District	2,185,921	160,297						2,346,218
TR-05-001	Canoa Road Interchange	1,224,978	3,025,022						4,250,000
TR-05-002	Dodge Blvd: Ft Lowell Rd to River Rd Bike Lanes and Sidewalks	183,932	427,336	190,000					801,268
TR-05-003	Kino Parkway Overpass at 22nd Street	238,774	263,486		2,999,834	3,605,000	2,892,906		10,000,000
TR-05-007	Sunset Villa Sidewalk/Pedestrian Enhancement	123,602	378,026	519,474					1,021,102
TR-06-003	Laguna Elementary School Sidewalks/Landscaping	73,844	159,033	293,123					526,000
TR-06-004	Hohokam Middle School Bike Lane, Pathways, and Landscape	80,512	206,178	270,310					557,000
TR-06-005	Bell Road Improvement District	0						300,000	300,000
TR-06-007	El Camino Del Cerro Improvement District	0						1,625,000	1,625,000
TR-06-009	Snyder Hill, Sandario-Marstellar Improvement District	0						404,000	404,000
TR-06-010	Sweetwater Improvement District	0						1,465,000	1,465,000
TR-06-011	Taylor Lane Improvement District	0						1,490,000	1,490,000
TR-06-017	Continental Elementary & Middle School Safe Routes	85,965	151,273	186,762					424,000
TR-06-019	Homer Davis Elementary Bicycle & Pedestrian Enhancement	68,489	171,511	184,000					424,000
TR-07-001	Picture Rock & Desert Winds Enhancements	5,413	84,587	702,176	100,000				892,176
TR-07-002	Mt. Lemmon Hwy Repairs MP 9.8 to 10.5	0	500,000						500,000
TR-RT-004	La Cholla Boulevard: Tangerine Road to Magee Road	0						42,000,000	42,000,000
TR-RT-007	Magee Rd/Cortaro Farms Rd: La Canada Drive to Thornydale Rd	54,829	345,515	750,000	950,000	1,100,000	8,000,000	21,699,000	32,899,344
TR-RT-008	Sunset Road: Silverbell Road to I-10 to River Road	0						13,000,000	13,000,000
TR-RT-009	Railroad Overpass: Ruthrauff Road	0						59,000,000	59,000,000
TR-RT-010	La Cholla Boulevard: River Road to Ruthrauff Road	617,694	740,000	754,000	561,000	709,000	7,392,306	5,526,000	16,300,000
TR-RT-011	La Canada Drive: Ina Road to Calle Concordia	150,000	550,000	8,060,000	8,000,000	5,740,000			22,500,000
TR-RT-012	Magee Road: La Cañada Drive to Oracle Road	790,397			861	1,000	435,860	8,524,582	9,752,700
TR-RT-013	First Avenue: Orange Grove Road to Ina Road	0						7,000,000	7,000,000
TR-RT-017	Broadway Boulevard: Euclid Avenue to Country Club	1,296,486	48,493	155,021	9,500,000	10,000,000	4,000,000		25,000,000
TR-RT-020	Barraza/Aviation Parkway: Palo Verde Road to I-10	0						20,000,000	20,000,000
TR-RT-021	Valencia Road: Mark Road to Wade Road	100,000	400,000	650,000	650,000	8,000,000	5,256,000		15,056,000
TR-RT-022	Valencia Road: Wade Road to Mt. Eagle Road	0				300,000	500,000	15,200,000	16,000,000
TR-RT-023	Valencia Road: Mt. Eagle Road to Ajo Highway	0						14,000,000	14,000,000
TR-RT-027	Tanque Verde Road: Catalina Highway to Houghton Road	787,571	756,000	1,100,000	4,500,000	8,356,000			15,499,571
TR-RT-028	Speedway Boulevard: Camino Seco to Houghton Road	599,442						14,000,000	14,599,442
TR-RT-030	Neighborhood Transportation Improvements	805,086	140,000	73,000	73,000	73,000	73,000	8,762,914	10,000,000
TR-RT-032	Houghton Road, Golf Links Road to Interstate 10	0				1,000,000	8,000,000	11,000,000	20,000,000
TR-RT-033	Wilmot Road: South of I-10	0						10,000,000	10,000,000
TR-RT-035	I-19 Frontage Rd: Continental Road to Canoa Road	182,895	246,437	5,771,000	8,000,000	1,770,000			15,970,332
TR-RT-036	Magee Road/Cortaro Farms Road: Magee/La Cholla Intersection	182	749,818	850,000	5,400,000				7,000,000
TR-RT-037	La Canada Drive: River Road to Ina Road	208,318	1,065,000	1,000,000	1,080,000	6,313,000	8,560,000	9,274,000	27,500,318
TR-RT-038	RTA Safety Improvements	2,595,097	3,252,098	2,880,000					8,727,195
TR-RT-039	Bike Lane Program	120,000	527,000						647,000
	Transportation Totals:	**$172,068,557**	**$65,381,165**	**$52,403,574**	**$63,138,659**	**$60,561,921**	**$59,410,033**	**$356,009,477**	**$828,973,386**
Regional Flood Control District									
FC-87-046	Floodprone Land Acquisition Program	22,425,764	2,180,000	1,991,750					26,597,514
FC-92-004	Highlands Wash	313,650	580,000						893,650
FC-92-005	Arroyo Chico Detention Basin (USACOE)	4,263,489	2,000,000						6,263,489
FC-97-009	Tanque Verde Creek: Sabino Canyon to Craycroft (USACOE)	556,746	29,000	1,031,188	300,000	150,000			2,066,934

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2007/2008 - 2011/2012 AND BEYOND

Department/Program		Prior Years Expenditures	FY 2007/08 Adopted	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	Beyond	Total
FC-97-028	Mission Wash	677,755	4,100,000						4,777,755
FC-98-003	Santa Cruz River: Paseo de Las Iglesias Restoration (USACOE)	1,869,721	1,100,000	1,000,000	240,000	60,000			4,269,721
FC-98-005	Rillito/Swan Wetlands (USACOE)	1,458,866	40,000						1,498,866
FC-00-003	Tres Rios del Norte (USACOE Study)	958,943	300,000						1,258,943
FC-00-004	Santa Cruz River: Cortaro Mesquite Bosque	495,125	1,435,999						1,931,124
FC-03-001	El Rio Medio (USACOE Study)	787,498	140,000	435,000	50,000				1,412,498
FC-03-002	Urban Drainage	4,261,226	3,795,000	7,500,000	2,000,000	2,200,000			19,756,226
FC-03-003	Oro Valley Flood Control District Levy Drainage	11,008	626,992						638,000
FC-03-007	Camino Verde/Valencia Box Culvert	188,697	497,807						686,504
FC-04-001	Canada del Oro Flood Hazard Mitigation Project	1,730,776	34,000						1,764,776
FC-04-501	Floodprone and Riparian Land Acquisition	2,698,420	2,100,000	500,000	197,090				5,495,510
FC-04-502	Urban Drainage Infrastructure Program	2,480,443	1,308,337	102,000			897,000	2,017,931	6,805,711
FC-04-503	City of South Tucson Urban Drainage	318,220	600,000	400,000	400,000				1,718,220
FC-04-504	Tohono O'Odham Nation Drainage Improvements	606,489	893,511						1,500,000
FC-04-505	Black Wash Urban Drainage Flood Control Improvements	157,458	842,542						1,000,000
FC-04-506	Santa Cruz River Erosion Control and Linear Park, Ajo to 29th St	2,047			5,000,000	5,000,000	4,000,000		14,002,047
FC-04-507	Santa Cruz River, Grant Road to Camino del Cerro River Park	625,405	1,039,819	1,506,500	2,175,000				5,346,724
FC-04-508	Rillito River Linear Park, Alvernon to Craycroft	1,298,235	2,137,000	1,262,848					4,698,083
FC-04-509	Santa Cruz River in vicinity of Continental Ranch	2,991,167	2,160,000						5,151,167
FC-04-510	Canada del Oro River Park, Thornydale to Magee	416,920	1,633,164	1,080,000	3,850,837				6,980,921
FC-05-003	Cienega - Empirita Restoration	153,796	49,000	49,000					251,796
FC-07-007	Diablo Village Regional Detention Basins	1,600,739						5,150,000	6,750,739
FC-07-009	Santa Cruz River Continental Ranch Remediation Project	38,823	100,000						138,823
	Regional Flood Control District Totals:	**$53,387,426**	**$29,722,171**	**$16,858,286**	**$14,212,927**	**$7,410,000**	**$4,897,000**	**$7,167,931**	**$133,655,741**
Natural Resources, Parks and Recreation									
P-01	Miscellaneous Park System Renovations	1,796,369	150,000						1,946,369
P-05	Tucson Athletic and Play Field Improvements	1,411,185	455,763	677,379	194,382				2,738,709
P-11	Yaqui Park Improvements	643,355		740,171	231,327				1,614,853
P-18	Armory Park/Children's Museum Improvements	300	233,200						233,500
P-31	Rillito River Park - Campbell to Alvernon	1,816,070	100,000	519,339					2,435,409
P-32	Rillito Park at Columbus Boulevard District Park	243,756	120,000	202,938					566,694
P-34	Oro Valley Cañada Del Oro River Park	413,443	586,557						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	698,482					850,000
P-45	Marana Rattlesnake Park (Continental Ranch)	396			414,113				414,509
P-46	Columbus Park	739,426	1,260,574						2,000,000
P-51	Lawrence Community Center	205,530	429,770						635,300
P-56	Thomas Jay Community Center	545,448	293,000						838,448
T-20	Tortolita Mountain Park Trail System	25,000	125,000						150,000
T-21	Various Trailhead Parking/Staging	222,086	27,914						250,000
T-23	Various Trail Acquisitions	715,402	85,218						800,620
PR-04-001	Saguaro Ranch Trailhead	50,000	150,000						200,000
PR-04-418	Flowing Wells Community Center	2,721,793	778,207						3,500,000
PR-04-419	Southeast Regional Park/Shooting Range - Phase II	404,241	814,729	2,381,030					3,600,000
PR-04-420	Sports Field Lighting of Existing Fields	1,821,343	363,250	811,213					2,995,806
PR-04-422	Catalina Community Park	262,157	737,843						1,000,000
PR-04-425	Mehl-Foothills Park	476,143	100,000	1,423,857					2,000,000
PR-04-426	Rillito Race Track	1,576,873	673,127						2,250,000
PR-04-427	Kino Public Sports Field Lighting	0			650,000				650,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2007/2008 - 2011/2012 AND BEYOND

Department/Program		Prior Years Expenditures	FY 2007/08 Adopted	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	Beyond	Total
PR-04-430	Eastside Sports Complex and Senior Center	32,390	160,970	4,246,640	1,560,000				6,000,000
PR-04-431	Northside Community Park	30,208	400,000	5,069,792					5,500,000
PR-04-432	Southeast Community Park	41,630	10,534	4,370,000	1,577,836				6,000,000
PR-04-433	Houghton Greenway	36,002	10,000	1,353,998					1,400,000
PR-04-434	Julian Wash Linear Park	66,583	1,132,560	2,500,373					3,699,516
PR-04-435	Arroyo Chico	0	540,000	460,000					1,000,000
PR-04-436	Atturbury Wash Sanctuary	25,108	357,892	817,000					1,200,000
PR-04-437	Pantano River Park, 22nd Street to Michael Perry Park	525,159	1,605,000	1,369,841					3,500,000
PR-04-438	Rio Vista Natural Resource Park	111,027	809,581	579,392					1,500,000
PR-04-439	Marana Cultural and Heritage Park	349,854	650,146						1,000,000
PR-04-440	Tortolita Trail System	214,852	741,582	243,566					1,200,000
PR-04-441	Anamax Park Multi-Use Ball Field	2,683	497,317						500,000
PR-04-442	Bicycle Lane on Sahuarita Road	0	146,400	793,400	560,200				1,500,000
	Natural Resources, Parks & Recreation Totals:	**$17,528,134**	**$14,872,950**	**$30,214,611**	**$5,187,858**	**$0**	**$0**	**$0**	**$67,803,553**
Open Space									
	2004 Open Space	98,059,296	30,000,000				0	36,240,704	164,300,000
OS-04-120	Davis Monthan Encroachment Prevention	2,200,000	7,800,000						10,000,000
	Open Space Totals:	**$100,259,296**	**$37,800,000**	**$0**	**$0**	**$0**	**$0**	**$36,240,704**	**$174,300,000**
Cultural Resources									
HP-97-003	Empirita Ranch Buildings Rehabilitation	107,229	192,771						300,000
HP-97-006	Canoa Ranch Buildings Rehabilitation (1997 Auth)	826,950	231,646	241,404					1,300,000
HP-97-007	Anza National Trail and Campsites	858,212	406,648						1,264,860
HP-97-008	Tumamoc Hill	5,352		1,500	393,148				400,000
HP-97-010	Valencia Site	50,608				1,749,392			1,800,000
HP-04-401	Empirita Ranch Buildings Rehabilitation	316,000	84,000						400,000
HP-04-402	Canoa Ranch Buildings Rehabilitation	414,466	152,382	2,133,152					2,700,000
HP-04-403	Juan Bautista de Anza National Historic Trail	1,708,312	788,281	877,671	324,765	98,241			3,797,270
HP-04-404	Fort Lowell Acquisition & San Pedro Chapel	537,414	1,177,542	1,285,044					3,000,000
HP-04-405	Helvetia Townsite Acquisition	2,926		97,074					100,000
HP-04-406	Steam Pump Ranch Rehabilitation	4,549,693	310,000	138,114					4,997,807
HP-04-408	Marana Mound Community Site Acquisition	21,225				1,818,775			1,840,000
HP-04-409	Dakota Wash Site Acquisition	495,852	104,148						600,000
HP-04-411	Honey Bee Village Site Acquisition	970,631	29,369						1,000,000
HP-04-412	Performing Arts Center Rehabilitation	9,434	672,566						682,000
HP-04-413	Valencia Site Preservation	0		100,000					100,000
HP-04-415	Pantano Townsite Preservation	1,699	48,301						50,000
HP-04-416	Ajo Curley School Art Institute	30,390	1,424	400	400		467,386		500,000
HP-04-417	Dunbar School	16,791	280,371	920,838					1,218,000
	Cultural Resources Totals:	**$10,923,184**	**$4,479,449**	**$5,795,197**	**$718,313**	**$3,666,408**	**$467,386**	**$0**	**$26,049,937**
Neighborhood/Housing Reinvestment									
NR-1	Neighborhood Reinvestment	7,572,769	1,556,238					870,993	10,000,000
HR-04-210	Housing Reinvestment 2004 Authorization	1,023,142	3,662,472	1,049,268	900,000	900,000	900,000	1,565,118	10,000,000
NR-04-209	Neighborhood Reinvestment 2004 Authorization	3,203,441	5,702,869	2,108,099	2,056,681	6,928,910			20,000,000
	Neighborhood/Housing Reinvestment Totals:	**$11,799,352**	**$10,921,579**	**$3,157,367**	**$2,956,681**	**$7,828,910**	**$900,000**	**$2,436,111**	**$40,000,000**

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2007/2008 - 2011/2012 AND BEYOND

Department/Program		Prior Years Expenditures	FY 2007/08 Adopted	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	Beyond	Total
Solid Waste									
SW-97-001	Regional Solid Waste Management	40,200	18,000						58,200
SW-97-002	Tangerine Closure	50,000	484,000	350,000	4,000,000	1,500,000			6,384,000
SW-97-003	Sahuarita Expansion	8,828,719			140,000	1,850,000			10,818,719
SW-97-004	Environmental Remediation/El Camino Del Cerro	1,821,623	220,000	805,000	370,000				3,216,623
	Solid Waste Totals:	**$10,740,542**	**$722,000**	**$1,155,000**	**$4,510,000**	**$3,350,000**	**$0**	**$0**	**$20,477,542**
Sheriff									
SD-04-301	Regional Public Safety Communications System	7,005,100	15,755,456	29,841,315	35,324,132	18,065,897	52,336		106,044,236
	Sheriff Totals:	**$7,005,100**	**$15,755,456**	**$29,841,315**	**$35,324,132**	**$18,065,897**	**$52,336**	**$0**	**$106,044,236**
Information Technology									
IT-07-001	Library Phone System 2007	0	556,000	344,000					900,000
IT-07-002	33 N Stone IT Upgrades	300,000	1,200,000						1,500,000
	Information Technology Totals:	**$300,000**	**$1,756,000**	**$344,000**	**$0**	**$0**	**$0**	**$0**	**$2,400,000**
Wastewater Management									
WL-87-427	Arivaca Junction Wastewater Treatment Facility Sewer Extension	960,579	412,000	2,330,000	500,000				4,202,579
WL-91-001	Ina Road WPCF Process Change and Expansion to 37.5 Mgd	84,567,357	303,179						84,870,536
WL-94-4L7	Green Valley Sewer Protection	189,071	10,000	78,000					277,071
WL-97-4L3	Tanque Verde Interceptor, Craycroft to Tucson Country Club	1,405,445	209,000	2,095,191	1,000,000				4,709,636
WL-00-3L1	Marana Colonia Project	1,125,820	300,000						1,425,820
WL-01-1L1	Tangerine Road Sewer Crossing at Big Wash	128,181		2,542,658					2,670,839
WL-01-4L1	Tanuri Drive Relief Sewer	68,684		50,000	58,158				176,842
WL-03-4L1	Federal Prison Sewer System	5,980,591	2,000,000						7,980,591
WL-04-601	Roger Road WWTP Rehabilitation	5,711,284	6,485,643	4,804,000	4,475,199	4,194,000	1,809,950		27,480,076
WL-04-602	Miscellaneous Conveyance System Rehabilitation and Repair	3,482,355	3,000,000	4,000,000	5,000,000	5,000,000	5,000,000		25,482,355
WL-04-603	Santa Cruz Interceptor, Prince to Franklin	4,996,814	21,709,850	12,771,199					39,477,863
WL-04-604	Roger Road WWTP to Ina Road WPCF. Plant Interconnect	415,863	1,102,500	9,729,838	11,179,011				22,427,212
WL-04-605	Tanque Verde Interceptor: Craycroft to Tucson Country Club	0		500,000	4,088,500	4,000,000			8,588,500
WL-04-606	Marana Regional Airport Sewer Connection	230,000	2,570,000						2,800,000
WL-04-607	Ina Road WPCF Denitrification	0	4,500,000	37,828,936	39,818,915	76,684,013	80,760,626	129,728,671	369,321,161
WL-04-610	Marana WWTP Expansion (1.0 mgd)	6,979,253	9,300,000	9,810,747					26,090,000
WL-04-611	Avra Valley BNROD Expansion	4,851,939	25,324,000	14,711,000					44,886,939
WL-04-612	Mt. Lemmon Sewer System	257,940	250,000	2,500,000	3,200,000	992,060			7,200,000
WL-05-0L4	SCR Basin Nitrification/Denitrification Implementation Study	1,801,957	400,038						2,201,995
WL-05-0L8	Santa Cruz Interceptor Out-of-Service	0	91,000	125,000	139,000	174,473			529,473
WL-05-1L1	Richey Yard Field Operations Division Facility	837,206		2,120,000					2,957,206
WL-05-3F1	Ina Rd WPCF Safety Railings	1,110,560	499,677						1,610,237
WL-05-3L2	Capstan Lift Station	111,675	1,200,000						1,311,675
WL-05-3L3	Green Valley Flood Control Protection Wall	101,343	203,744						305,087
WL-05-3R2	Variable Frequency Drive at Pump Station No 4	24,603	366,539						391,142
WL-05-3R5	Sodium Hypochlorite Storage	141,544	90,000						231,544
WL-05-3R6	Roger Road SCADA Upgrades	100,000	350,000						450,000
WL-05-4L2	Corona de Tucson WWTF 0.30 to 1.30 MGD Expansion	8,247,597	2,000,000						10,247,597
WL-05-5F3	Ina Rd Scum Pumping System	95,000	100,000						195,000
WL-05-5F4	Ina Rd Recycle Line Modifications	95,000	250,000						345,000
WL-05-5F5	Ina Struvite Management	40,000	195,000						235,000
WL-06-2L1	Mission View Wash	765,000	1,268,000						2,033,000
WL-06-3L1	Continental Ranch Regional Pump Station	0	152,000	62,000					214,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2007/2008 - 2011/2012 AND BEYOND

Department/Program		Prior Years Expenditures	FY 2007/08 Adopted	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	Beyond	Total
WL-06-3L3	Valencia Road at Mark Road, Sewer Extension	45,000	505,000						550,000
WL-06-5L1	Ina Road Property Acquisition	0	198,000						198,000
WL-06-5L3	Ina Plate & Frame Heat Exchangers	15,000	150,000						165,000
WL-07-2L2	Park / 18th Sewer Augmentation	0			5,000,000	15,000,000	15,000,000		35,000,000
WL-07-2L5	Randolph - Clean Screens with reclaim - not potable - Ina JOC #18	0	124,000						124,000
WL-07-3L1	Roger Road Odor Control Projects	3,407,650	4,169,583						7,577,233
WL-07-3L2	Prince Rd. & I-10 ADOT Sewer Modifications	340,000			1,500,000	4,624,166	1,000,000		7,464,166
WL-07-3L9	Roger Rd New NdN Facility	0	2,500,000	4,820,085	16,207,711	23,224,115	63,016,787	217,777,493	327,546,191
WL-07-4L6	Sabino Creek Pump Station	0	80,000	300,000					380,000
WL-07-4L7	Marana BNROD Exp 1.5 to 3.0 MGD	0						20,000,000	20,000,000
WL-07-5L2	Ina Road Telephone System	0	525,000						525,000
WL-07-5L3	Ina Road WPCF Ingress/Egress Roadways	0	300,000						300,000
WL-07-5L4	Ina Road WPCF Power Distribution Modification - Ina JOC #02	200,000	200,000						400,000
WL-07-6L8	Green Valley BNROD Exp 2.0 to 4.0 MGD	0		2,000,000	13,000,000	10,000,000	5,000,000		30,000,000
	Wastewater Management Totals:	**$138,830,311**	**$93,393,753**	**$113,178,654**	**$105,166,494**	**$143,892,827**	**$171,587,363**	**$367,506,164**	**$1,133,555,566**
	Total Capital Improvement Projects	**$566,206,320**	**$321,854,458**	**$330,809,399**	**$312,145,962**	**$272,790,286**	**$237,814,118**	**$773,360,387**	**$2,814,980,930**
	Funded by Wastewater Management		**($93,393,753)**						
	Administrative Unit Costs		**$1,082,290**						
	Capital Improvement Program Contingency		**$21,000,000**						
	Total FY 2007/08 Adopted Capital Projects Fund:		**$250,542,995**						

SUMMARY OF ADOPTED SUPPLEMENTAL PACKAGES
BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEAR 2007/2008

FUNCTIONAL AREA/DEPARTMENT		SUPPLEMENTAL PACKAGE	EXPENDITURE	REVENUE	NET IMPACT	
COUNTY ADMINISTRATION						
Assessor	C	Pictometry	60,000	0	60,000	2
Clerk of the Board of Supervisors	B	Micrographics Equipment	47,000	0	47,000	1
Forensic Science Center	B	Body Transportation	68,066	0	68,066	
	C	Forensic Medical Investigator	25,306	0	25,306	
Procurement	B	Synergen Enhancement	65,200	0	65,200	1
	C	2007 MWBE Disparity Study	250,000	0	250,000	2
	E	High Density File Storage	15,000	0	15,000	1
TOTAL COUNTY ADMINISTRATION			**530,572**	**0**	**530,572**	
COMMUNITY & ECONOMIC DEVELOPMENT						
Community Develop & Neighborhood Conserv.	B	NACCED Conference	15,000	0	15,000	
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT			**15,000**	**0**	**15,000**	
JUSTICE & LAW ENFORCEMENT						
Clerk of the Superior Court	B	Court Hearing Officers	126,130	0	126,130	
Contract Attorneys	B	Superior Court Contract Attorneys	1,095,660	0	1,095,660	
County Attorney	C	Felony Prosecution Level of Service	611,105	0	611,105	
	D	Misdemeanor Case Management	286,716	0	286,716	
	F	Misdemeanor Victim Notification	96,735	0	96,735	
Indigent Defense	C	Law Clerk	86,049	0	86,049	
	G	Reduction in Contract Lawyer Expenses	73,125	0	73,125	
Justice Court - Ajo	B	Interpreter	30,094	0	30,094	
	C	Carpeting/Flooring	5,000		5,000	3
	D	Office Equipment	8,900	0	8,900	
Justice Court - Green Valley	D	Security Officer / Bailiff	28,357	0	28,357	
Justice Courts Tucson	B	Enhanced Security	81,555	0	81,555	
Public Fiduciary	B	Comprehensive Fiduciary Acct & Case Mgmt System	100,000	0	100,000	1
Sheriff	G	Mobile Data Computer Replacement Plan	1,050,000	0	1,050,000	1
	H	Cops in School '05 Grant	188,492	0	188,492	
	I	FF & E - Operations Bureau	160,000	0	160,000	
	K	FF & E - Administration Bureau	270,000	0	270,000	1
	N	Border Crime Unit	966,106	0	966,106	
Superior Court	B	Partial Replacement of Byrne Grant For Judges	82,473	0	82,473	
	E	Security System Upgrades	207,100	0	207,100	
	G	First Floor Security Personnel	75,330	0	75,330	
	H	Additional Interpreter Personnel	43,102	0	43,102	
Superior Court Mandated Services	B	Increased Costs of Mandated Services	150,000	0	150,000	2
TOTAL JUSTICE & LAW ENFORCEMENT			**5,822,029**	**0**	**5,822,029**	
MEDICAL SERVICES						
Public Health	B	West Nile Response	297,579	0	297,579	
	C	PACC Sheltering	35,296	0	35,296	2
	D	Disease Control Intervention	38,848	0	38,848	
TOTAL MEDICAL SERVICES			**371,723**	**0**	**371,723**	

SUMMARY OF ADOPTED SUPPLEMENTAL PACKAGES
BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEAR 2007/2008

FUNCTIONAL AREA/DEPARTMENT	SUPPLEMENTAL PACKAGE	EXPENDITURE	REVENUE	NET IMPACT
PUBLIC WORKS				
Facilities Management	D 6920 E. Broadway Bldg	90,122	0	90,122
Natural Resources, Parks & Recreation	B CIP/Park Projects First Quarter 07/08	829,159	33,000	796,159
	C CIP/Park Projects Second Quarter 07/08	55,135	1,200	53,935
	D CIP/Park Projects Third Quarter 07/08	31,006	0	31,006
	I Open Space O&M Team	122,456	0	122,456
	L SESR & TMP Shooting Sports	80,889	30,000	50,889
Wastewater Management	B Revenue Enhancement	0	3,524,388	(3,524,388) [4]
TOTAL PUBLIC WORKS		**1,208,767**	**3,588,588**	**(2,379,821)**
TOTAL ALL FUNCTIONAL AREAS		**7,948,091**	**3,588,588**	**4,359,503**
Total General Fund		**7,948,091**	**64,200**	**7,883,891**
Total Non General Fund		**0**	**3,524,388**	**(3,524,388)**
TOTAL ALL FUNDS		**7,948,091**	**3,588,588**	**4,359,503**

Note: In addition to $3,288,503 identified in the County Administrator's Recommended Budget Memo (Table 5) as supplemental funding base budget adjustments, certain other one-time supplemental requests, totaling $1,737,377 (Table 1) were funded from beginning General Fund balance. The total supplemental funding shown on Table 5 is net of a budget reduction in the amount of $1,808,011 for expected vacancy savings, and does not include Sheriff's Package G, $1,050,000 included in the total above.

[1] Funding is budgeted in the Information Technology Enhancement Fund
[2] Funding is budgeted in the Contingency department
[3] Funding is budget in the Facilities Renewal Fund
[4] No General Fund Impact

This page intentionally left blank.

REVENUE SOURCES

The following section provides information regarding various revenues earned by the County. Information shown at the fund level may contain numbers for multiple departments within the fund, including grants. Information regarding revenues for a specific department is included in the individual department analysis in each of the functional area sections.

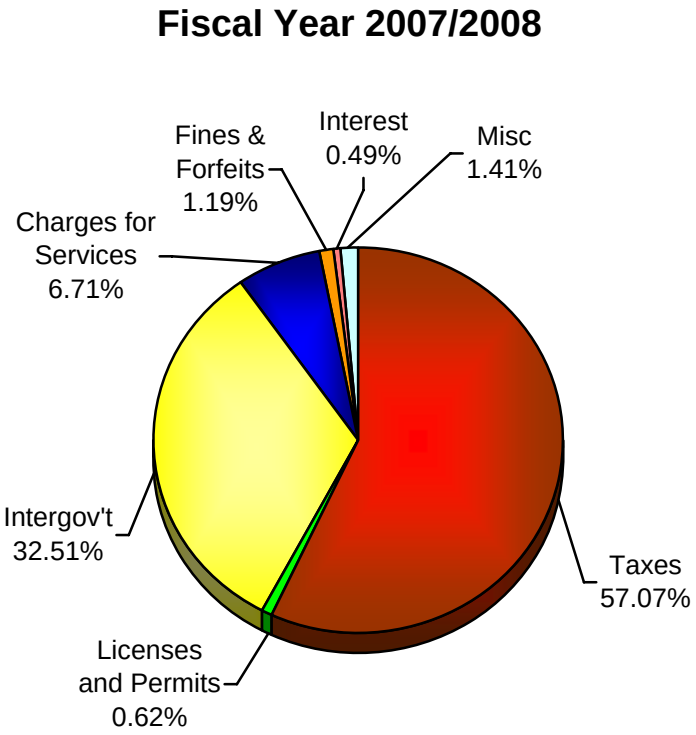
Revenues are provided for a five-year period beginning with fiscal year 2003/2004 and ending with fiscal year 2007/2008. Revenues for fiscal years 2003/2004, 2004/2005, and 2005/2006 are based on audited actuals. Revenues for fiscal year 2006/2007 are based on the Revised Budget. Fiscal year 2007/2008 revenues are from the Adopted Budget.

A summary of the total budgeted fiscal year 2007/2008 revenue by fund is shown below, and a Summary of Revenue by Fund, Department, and Category is provided on pages 9-28 through 9-33.

	Total Revenue
General Fund	$469,216,715
Capital Projects Fund	41,267,282
Communications Fund	4,528,651
County Free Library	38,704,142
Debt Service	57,259,988
Development Services	15,960,946
Economic Development & Tourism	1,792,964
Employment & Training	11,681,023
Environmental Quality	3,565,755
Fleet Services	19,484,204
Graphic Services Production	1,241,000
Improvement Districts	560,124
Medical Services	282,411,677
Other Special Revenue Funds	61,938,840
Parking Garages	1,758,946
Public Health	15,699,331
Regional Flood Control District	30,098,208
Risk Management	18,577,342
Solid Waste Management	6,977,400
Stadium District	3,021,203
Transportation	67,688,523
Wastewater Management	129,530,336

GENERAL FUND

Tax revenues are derived from primary tax levies on real and personal property. The fiscal year 2007/08 primary net assessed value is $7,353,331,088, an increase of $886,129,572 over fiscal year 2006/07. The primary tax rate for fiscal year 2007/08 is lowered from the 2006/07 rate of $3.8420 per $100 to $3.6020 per $100 of net assessed value. Total budgeted primary property tax collections are $267,784,461 with current year collections of $255,977,570, delinquent taxes of $5,983,642, and interest and penalties on delinquent taxes totaling $5,823,249. Tax revenues will increase a total of $14,219,308 between fiscal year 2006/07 and fiscal year 2007/08.



Licenses and Permits revenues increased $453,320 for fiscal year 2007/08. This increase is the result of rising collections of cable TV franchise fees due to the growth in unincorporated Pima County.

Intergovernmental revenues increased $7,007,077 to $152,524,211 in fiscal year 2007/08. Due to a slowly expanding economy and inflation, State Shared Sales Tax revenue increased by $3,700,000 to $112,200,000, and the Shared Vehicle License Tax increased by $2,732,724 to $28,000,000. The Unincorporated Transient Lodging Excise Tax revenue increased $629,176 because of the continuing increases in room rates. A slowdown in the expansion of the population in unincorporated areas is reducing the prospect for new restaurants, lounges, and liquor stores thus decreasing Alcoholic Beverage revenues by $42,000 in fiscal year 2007/08.

State grant and aid revenues increased $472,695 primarily because of State grants to the Recorder and Elections departments for the 2008 presidential preference primary election. The Elections increase was offset slightly by a decrease in revenues to the Contract Attorneys and Justice Courts Tucson. The “hold-harmless” Proposition 204 state appropriation of $3,817,800 was not budgeted due to uncertainty of state approval.

Revenue from towns and cities decreased $479,678 to $248,878 because locally sponsored primary or general elections are not scheduled for fiscal year 2007/08.

Charges for Services revenues increased $838,003 for fiscal year 2007/08. The major portion of this increase comes from law enforcement sources. The Sheriff’s Department fees increased $377,148 because of a new state mandated towing program and reimbursement from the town of Sahuarita for dispatcher services. A per diem fee increase boosted Correctional Housing revenues $320,000, and Juvenile Correctional Housing increased its revenue $215,350 by shifting the Pasqua Yaqui contract’s effective date from a calendar year to a fiscal year basis.

Court fees had a net increase of $107,952. Most of this increase was the result of the Office of Court Appointed Attorneys continued use of more effective methods of financial screening of its clientele. The Clerk of the Superior Court saw higher revenues due to higher numbers of civil cases, passport applications, and marriage licenses. The Public Fiduciary’s revenue rose due to the processing of more probate cases. These increases were partially offset by lower numbers of cases in the Justice Court Tucson and a percentage of the Constables revenue from serving writs being redirected to the State Constable Ethics Committee.

Graphic Services Design, a new general fund department created in fiscal year 2007/08, added $310,000 in interdepartmental revenues. There are higher health fees from increased use of cremation authorization services, and increased recreation fees due to new facilities coming into use, even though revenue from some existing facilities are declining. Justice Courts Tucson revenues are higher as a result of fee rate increases and more aggressive collection efforts. General government fee revenue increased due to slightly higher rates. These new revenues are offset by Contributions from Public Enterprise Funds which declined $389,420 because of improved methodologies for determining the actual cost of services the General Fund departments provide to the Enterprise Funds. The net affect of other General Fund departments' revenue changes is a decrease of $103,027. The biggest part of this decrease is a $197,500 drop in Recorder filings revenue due to the slowdown in the housing market. Revenues of $68,472 will not be coming from the city of Tucson for a mail-out mail-back election this year. The net revenue of these General Government Charges for Services and other revenue sources declined $182,447.

Fines and Forfeits to the General Fund increased $79,675 in fiscal year 2007/08. Justice Courts Tucson is reassigning revenue from one category to another and is increasing revenue through stronger collection efforts. Justice Court Green Valley has a higher level of court filings increasing their revenue. The Clerk of the Superior Court's revenues rose due to increased bond forfeitures and increased fines against criminal defendants.

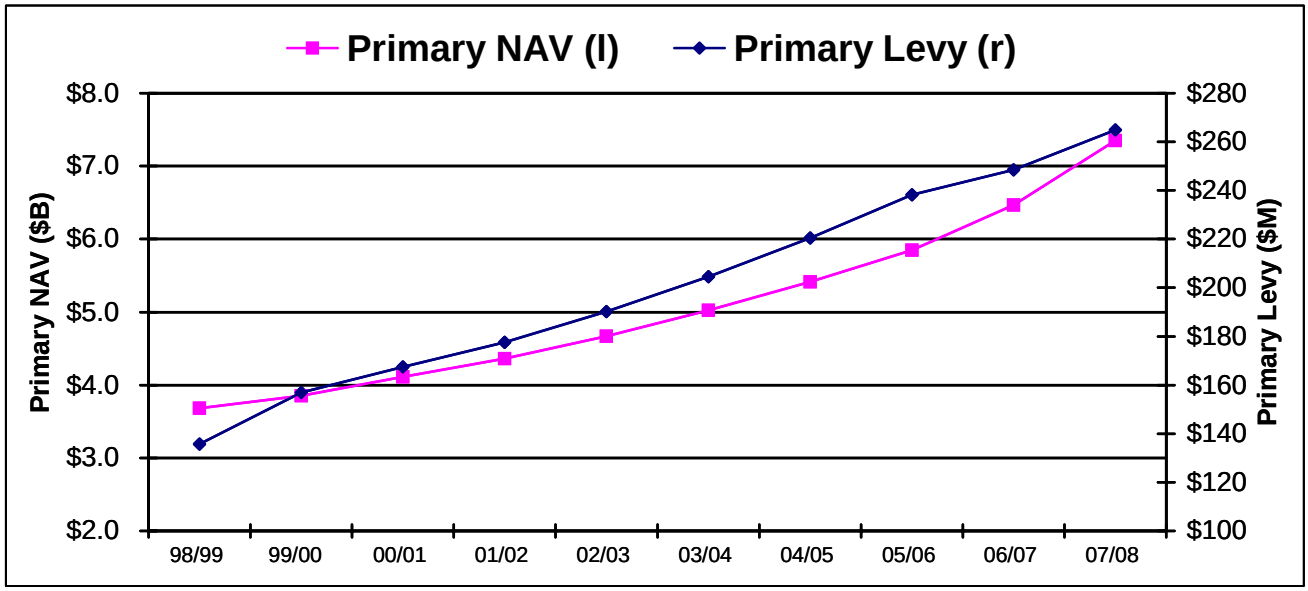
Interest revenue for the General Fund increased $683,971 in fiscal year 2007/08. This increase is the result of higher rates of return. Total interest income for the General Fund will be $2,306,654 in fiscal year 2007/08.

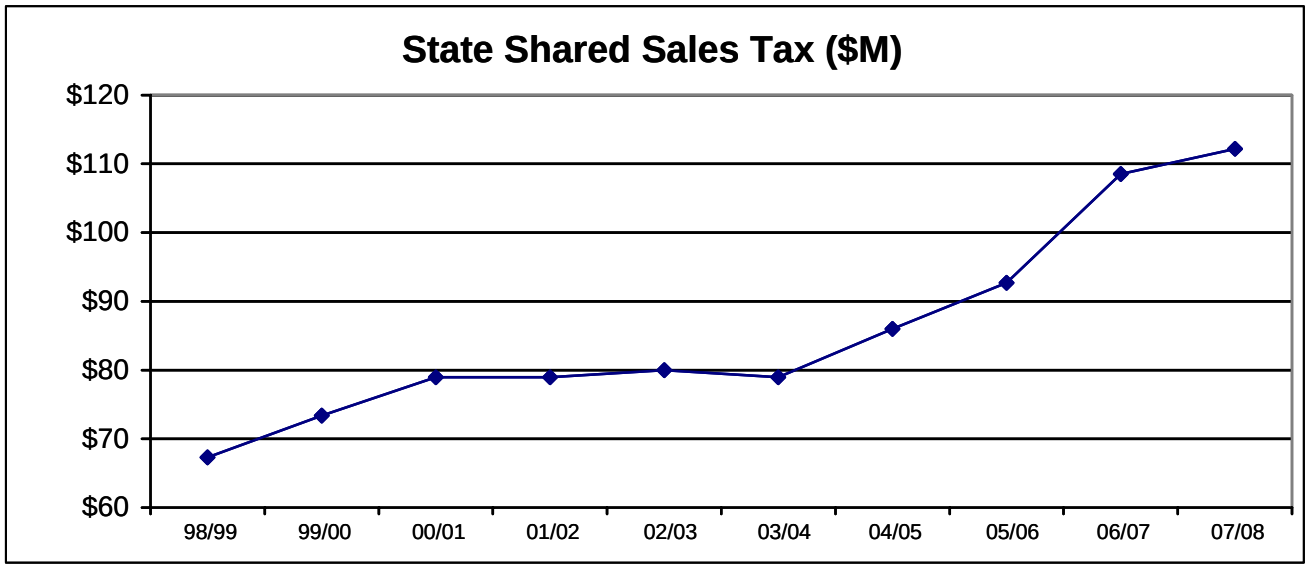
Miscellaneous revenues increased $2,882,498 to $6,614,136 in fiscal year 2007/08. An increase of $2,698,610 is from rents and royalties revenue. This increase in rents and royalties is from rents that will be received from tenants of the recently purchased Bank of America Building and the new Kino Public Health facility. Rental income is also increasing at other County owned facilities. The transfer of some leased properties from the department of Natural Resources, Parks and Recreation to Economic Development and Tourism, a non-General Fund department, will reduce total revenue from rent and royalties. The remaining $183,888 revenue increase is the result of technical adjustments raising revenues to actual historic levels, offset by the Clerk of the Superior Court no longer collecting past due accounts for Justice Courts Tucson; Information Technology decreasing support to University Physicians Healthcare Hospital; and lower postage revenue to the Recorder's Office due to a drop in filings.

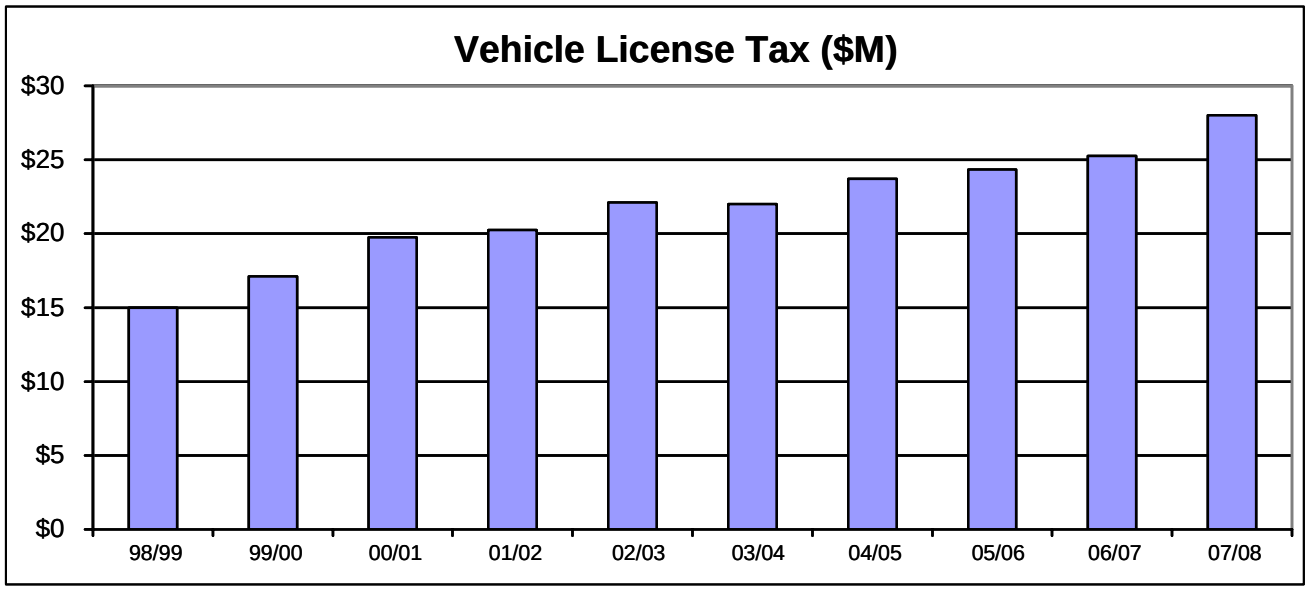
More detailed information on the changes in revenue for each department is available in the Summary of Revenue By Fund, Category, and Department provided on pages 9-28 through 9-33.

Note: Other revenue sources include transfers-in of $5,116,538

Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Taxes	**209,671,644**	**225,958,766**	**242,948,462**	**253,565,153**	**267,784,461**
Licenses & Permits	**2,165,680**	**2,350,389**	**2,535,630**	**2,473,492**	**2,926,812**
Intergovernmental	**120,057,663**	**125,202,781**	**143,920,448**	**145,517,134**	**152,524,211**
Charges for Svcs	**24,133,581**	**24,904,530**	**27,101,623**	**30,647,847**	**31,485,850**
Fines & Forfeits	**4,023,395**	**5,034,953**	**5,786,442**	**5,494,916**	**5,574,591**
Interest	**530,331**	**1,357,245**	**2,490,854**	**1,622,683**	**2,306,654**
Miscellaneous	**2,133,922**	**4,443,181**	**4,935,286**	**3,731,638**	**6,614,136**
Total Revenue	**362,716,216**	**389,251,845**	**429,718,745**	**443,052,863**	**469,216,715**


Primary NAV (l)
Primary Levy (r)
Primary NAV ($B)
Primary Levy ($M)
$8.0
$7.0
$6.0
$5.0
$4.0
$3.0
$2.0
$280
$260
$240
$220
$200
$180
$160
$140
$120
$100
98/99
99/00
00/01
01/02
02/03
03/04
04/05
05/06
06/07
07/08

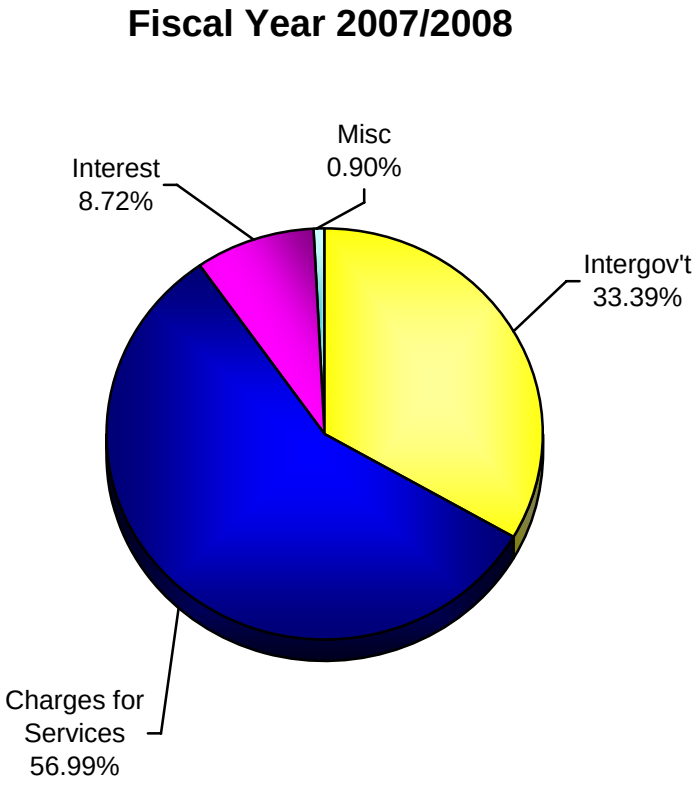

State Shared Sales Tax ($M)
$120
$110
$100
$90
$80
$70
$60
98/99
99/00
00/01
01/02
02/03
03/04
04/05
05/06
06/07
07/08


Vehicle License Tax ($M)
$30
$25
$20
$15
$10
$5
$0
98/99
99/00
00/01
01/02
02/03
03/04
04/05
05/06
06/07
07/08

CAPITAL PROJECTS FUND
Capital Projects Fund

Intergovernmental revenues consist of $4,594,386 in state highway funds, transportation enhancement program funds, grants, and reimbursements; $554,785 of city participation funds; and $8,631,868 in reimbursements from the Regional Transportation Authority funded by its half-cent excise tax approved by voters in May 2006. Intergovernmental revenues are expected to increase by $1,899,619 over fiscal year 2006/07 due to the new Regional Transportation Authority revenue and increased state revenue that offsets the loss of federal revenue and reduced city participation due to the irregular nature of the funding sources and project schedules.

Charges for Services represent the impact fees collected for new development and contributions from developers and other outside sources. These revenues are expected to increase by $6,109,241 over fiscal year 2006/07 mainly due to one project contribution.



Interest earnings are expected to decrease, since the cash balance in the Local Government Investment Pool will be smaller than fiscal year 2006/07 due to increased project activity.

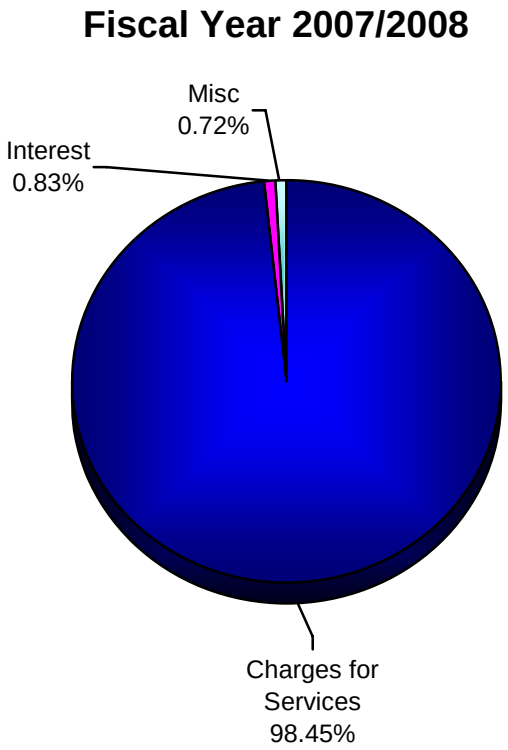
Miscellaneous revenues are various reimbursements.

Note: Other funding sources include operating transfers of $10,563,000 from the Regional Flood Control District, $4,217,800 from the Transportation Department, $3,772,000 from the County Free Library District, $2,627,586 from the Development Services Department, $1,632,731 from the Facilities Renewal Fund, $450,000 from the Sheriff Criminal Justice Enhancement Fund, $450,000 from the Sheriff State RICO Fund, and $44,500 from the General Fund; general obligation bond proceeds of $120,000,000; and transportation bond proceeds of $25,000,000.

Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Intergovernmental	**16,855,166**	**22,928,009**	**11,157,270**	**11,881,420**	**13,781,039**
Charges for Services	**9,536,768**	**17,971,422**	**19,100,807**	**17,407,915**	**23,517,156**
Interest	**996,627**	**1,884,485**	**4,639,069**	**4,176,652**	**3,598,141**
Miscellaneous	**1,642,147**	**771,502**	**567,219**	**1,740,695**	**370,946**
Total Revenue	**29,030,708**	**43,555,418**	**35,464,365**	**35,206,682**	**41,267,282**

COMMUNICATIONS FUND
Internal Service Fund

Charges for Services include basic telephone line charges of $1,856,903, long distance charges of $211,000, network infrastructure service charges of $1,434,770, and radio access and repair charges of $955,675. The increase of $2,150,974 over fiscal year 2006/07 is due to growth in the number of lines, significant rate increases for all services, and moving the radio access and repair charges from the Miscellaneous Revenue object level.



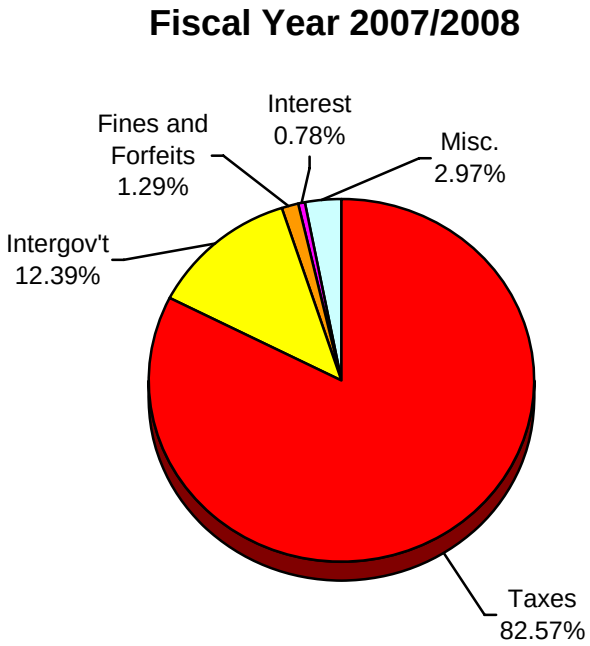
Interest earnings are earned on cash balances and increased due to the larger cash balances resulting from increases in rates and the number of lines.

Miscellaneous revenues in fiscal year 2003/04 were contributed by another County department for the acquisition of a fax server and were recorded here as miscellaneous revenue. Miscellaneous revenues in fiscal year 2005/06 were refunds from vendors and a loss recovery from the local government investment pool. In fiscal year 2006/07 miscellaneous revenues represented monthly charges to other County departments for radio access and repair charges. In fiscal year 2007/08, the radio access and repair charges are budgeted as Charges for Services. Fiscal year 2007/08 miscellaneous revenues are for maintenance of a weather radio transmitter and radio maintenance and wireless network access charges for a local police department.

Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Charges for Services	**1,424,807**	**2,140,729**	**2,335,335**	**2,307,374**	**4,458,348**
Interest	**9,541**	**15,998**	**52,343**	**7,500**	**37,500**
Miscellaneous	**35,059**	**2,414**	**340,107**	**760,485**	**32,803**
Total Revenue	**1,469,407**	**2,159,141**	**2,727,785**	**3,075,359**	**4,528,651**

COUNTY FREE LIBRARY
Special Revenue Fund

Tax revenues are derived from a secondary tax levy on real property and personal property. The fiscal year 2007/08 secondary net assessed value is $8,236,498,616 which amounts to an increase of $1,366,543,159 over fiscal year 2006/07. The tax rate for fiscal year 2007/08 is $0.3975, an increase of $0.0300 over the fiscal year 2006/07 rate of $0.3675 per $100 of net assessed value in order to fund the continuing transition of the Library System from the city of Tucson to the Pima County Free Library District. Total secondary property tax collections are budgeted at $31,957,142, with current year collections of $31,580,348 and delinquent taxes of $376,794. (The current year collections reflect expected collection rates.)



Intergovernmental revenues consist of $472,000 in federal and state grants for library projects, $4,000,000 from the city of Tucson for transition of the Library System to the Pima County Free Library District, and $325,000 in city participation fees from the town of Oro Valley.

Fines and Forfeits represent library fines. Prior to the transfer of the Library System in fiscal year 2006/07, library fines were collected by the city, not the Pima County Free Library District.

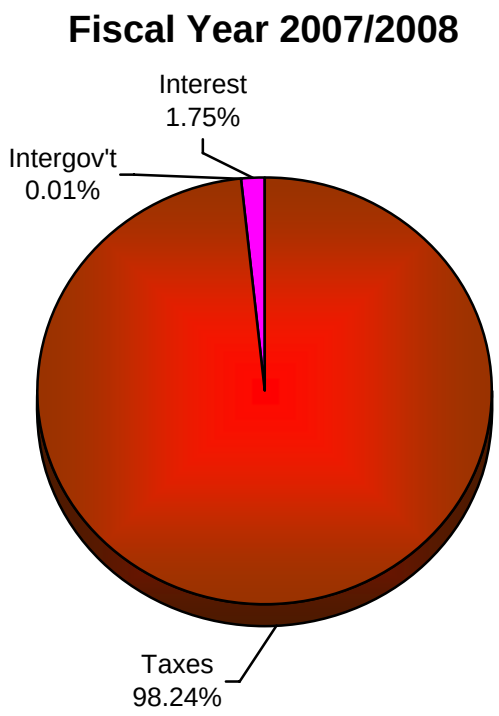
Interest revenues for fiscal years 2003/04 through 2005/06 were for interest from the Local Government Investment Pool on funds received from property tax collections as a result of an increased cash balance. For fiscal year 2007/08, $300,000 is expected from the Treasurer's commingled interest distribution.

Miscellaneous revenues in fiscal year 2007/08 represent collections and donations. Prior to the transfer of the Library System in fiscal year 2006/07, donations were collected by the city, not the Pima County Free Library District. In fiscal years 2003/04 and 2004/05 miscellaneous revenues are prior year transaction adjustments.

Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Taxes	**11,073,514**	**11,911,026**	**15,449,990**	**24,764,378**	**31,957,142**
Intergovernmental	**5,734**	**2,291**	**300,000**	**7,247,000**	**4,797,000**
Fines and Forfeits				**500,000**	**500,000**
Interest	**73,713**	**146,325**	**305,605**		**300,000**
Miscellaneous	**(28)**	**47,851**	**318,325**	**1,087,870**	**1,150,000**
Total Revenue	**11,152,933**	**12,107,493**	**16,373,920**	**33,599,248**	**38,704,142**

DEBT SERVICE
Debt Service Fund

Tax revenues are derived from a secondary tax levy on real property and personal property. The fiscal year 2007/08 secondary net assessed value is $8,236,498,616, which amounts to an increase of $1,366,543,159 over fiscal year 2006/07. The tax rate for fiscal year 2007/08 is $0.6850 per $100 of net assessed value. This is a $0.03 decrease from the fiscal year 2006/07 rate of $0.7150 per $100 of net assessed value. Total secondary property tax collections are budgeted at $56,252,488, with current year collections of $54,421,479 and delinquent taxes of $1,831,009. (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. Beginning in fiscal year 2007/08, the accumulation and transfer of funds for repayment of interfund loans for Improvement Districts are budgeted in the Improvement Districts Special Revenue Fund.

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

Interest earnings of $1,000,000 are expected from the Local Government Investment Pool based on fiscal year 2006/07 actual earnings.

Miscellaneous revenue in fiscal year 2003/04 is primarily from the write off of bond liability, revenue in fiscal year 2004/05 is primarily from the refund of a portion of bond issuance costs, and revenue in fiscal year 2005/06 is due to improvement district collections.

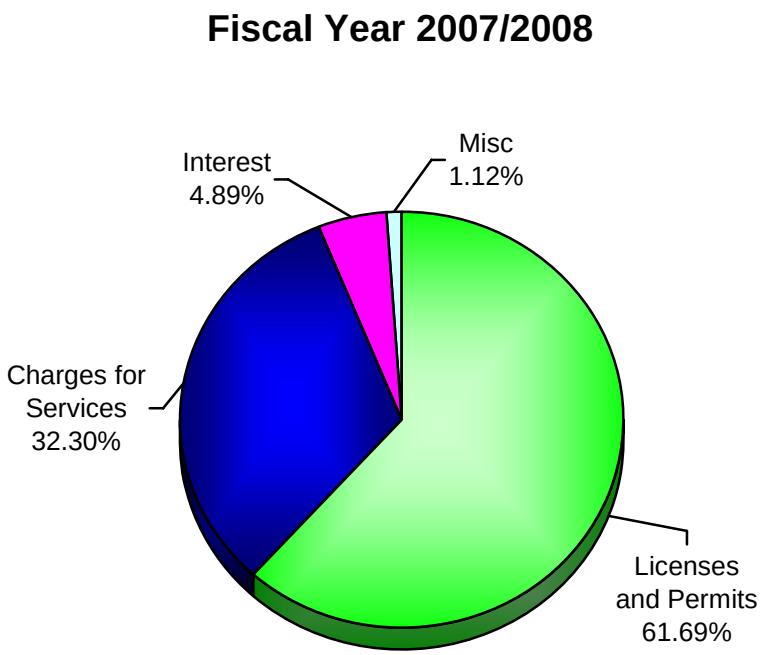
Note: Other funding sources include operating transfers in from the Regional Flood Control District of $807,995 and Transportation of $20,881,862.

Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Taxes	**42,797,675**	**45,721,339**	**43,255,157**	**49,445,842**	**56,252,488**
Special Assessment	**222,452**	**21,954**	**214,757**	**291,456**	
Intergovernmental	**22,360**	**8,790**		**7,500**	**7,500**
Interest	**299,563**	**610,626**	**1,316,788**	**693,000**	**1,000,000**
Miscellaneous	**6,015**	**10,872**	**5,102**		
Total Revenue	**43,348,065**	**46,373,581**	**44,791,804**	**50,437,798**	**57,259,988**

DEVELOPMENT SERVICES
Enterprise Fund

Licenses and Permits includes building permits of $6,400,158, plumbing permits of $1,378,497, electrical permits of $1,378,495, and mechanical permits of $689,247. A decrease in licenses and permits revenue is expected, due to the slowdown in construction activity.

Charges for Services include $2,493,368 for checking plans, $1,325,884 for zoning fees, $1,124,876 for subdivision fees, $13,775 for conditional use permits, $36,590 for technical permits, $37,965 for Board of Adjustment hearing fees, $29,221 for native plant preservation fees, $54,660 for records maintenance fees and service charges, and $38,880 for various other service charges. This increase is due to a change in the revenue distribution method within the Public Works functional area.



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

Interest earnings of $780,626 are expected in fiscal year 2007/08 from the Local Government Investment Pool. This additional revenue is primarily due to the increase in the fund balance.

Miscellaneous revenues come from various sources: $43,397 from intergovernmental agreements with the cities of Tucson, Oro Valley, and Marana for addressing services; $8,837 from copies and the sale of reports, maps, and books; $9,309 from building code violations; $52,034 from Board of Adjustment hearings; $45,578 from stale dated warrants; and $19,549 from employee reimbursements and other cost recovery.

Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Licenses and Permits	**8,202,988**	**10,879,686**	**12,196,115**	**11,946,410**	**9,846,397**
Charges for Services	**3,621,562**	**3,850,305**	**4,944,768**	**4,888,366**	**5,155,219**
Fines and Forfeits	**5,000**				
Interest	**84,034**	**205,565**	**554,989**	**264,860**	**780,626**
Miscellaneous	**163,406**	**200,886**	**247,520**	**141,090**	**178,704**
Total Revenue	**12,076,990**	**15,136,442**	**17,943,392**	**17,240,726**	**15,960,946**

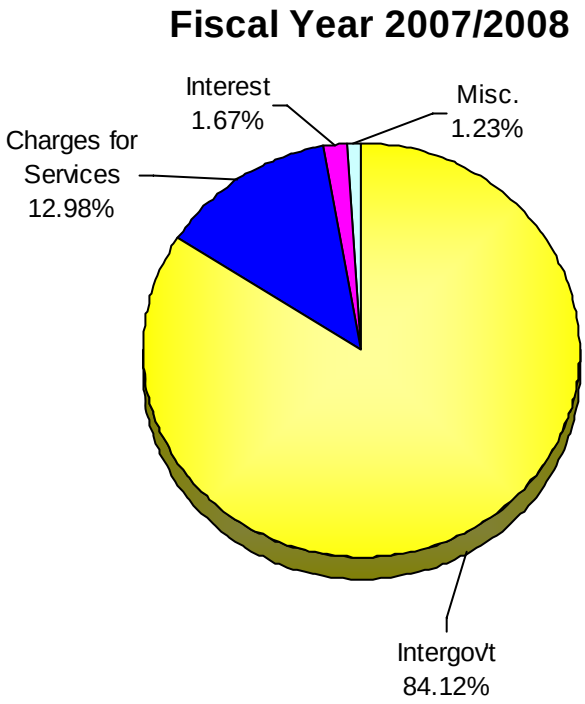
ECONOMIC DEVELOPMENT & TOURISM
Special Revenue Fund

Intergovernmental revenues represent hotel/motel taxes designated for economic development and tourism activities.

Charges for Services represent the revenues from 15 County leased properties used for recreational and tourism purposes. These properties will be transferred to Economic Development & Tourism effective fiscal year 2007/08.

Interest earnings of $30,000 are expected from the Treasurer's commingled interest distribution. This amount is based on the department's expected cash balance.

Miscellaneous revenues represent $22,000 of reimbursed costs on leased properties.



Legislation from the state of Arizona (A.R.S. 42-6108) allowing the County to increase its transient lodging excise (hotel/motel) tax from 2% to 6% became effective on August 12, 2005. In response to this legislation, the Board of Supervisors approved the increase of the County's hotel/motel tax rate to 6% starting on January 1, 2006. Hotel/motel tax revenues are to be distributed to tourism (50%), the Stadium District (34%), and economic development (16%).

In response to the new legislation, a new special revenue fund, the Economic Development & Tourism Fund, was created to account for the new funding source and its related activity. Hotel/motel tax revenues have been booked into this fund since its implementation in January 2006. Beginning July 1, 2006, economic development activities have been accounted for in this special revenue fund rather than the General Fund.

Note: Other funding sources include an operating transfer of $332,200 from the General Fund to fund five outside agencies.

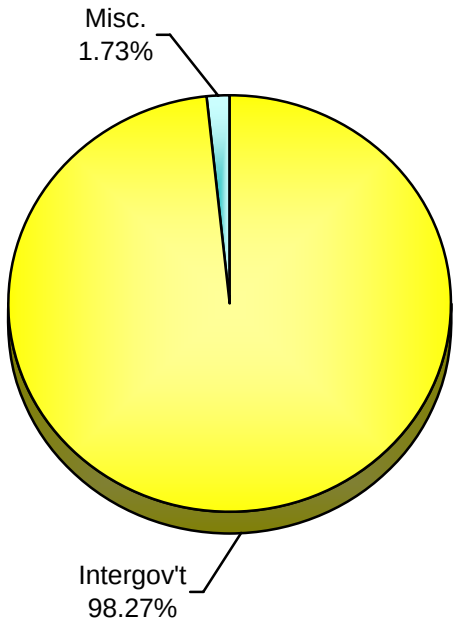
Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Intergovernmental			**796,858**	**1,388,584**	**1,508,427**
Charges for Services					**232,537**
Interest			**2,446**		**30,000**
Miscellaneous			**5,000**		**22,000**
Total Revenue			**804,304**	**1,388,584**	**1,792,964**

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 the state of Arizona and the city of Tucson. Additional funding is also provided to Pima Vocational High School (Charter School) via federal stimulus grants and state educational reimbursement funding.

Service demands have continued to increase due to the poverty level and population increases. Amounts received fluctuate from year to year. However, over the fiscal years 2003/04 through fiscal year 2006/07 there has been a continuing downward trend of these revenues. In fiscal year 2007/08 a $270,000 contract with the city of Tucson is expected to help reverse this downward trend in grant revenues.

Fiscal Year 2007/2008



Miscellaneous revenues are composed of a $200,000 private grant from the Kellogg Foundation and $2,500 of donations from local businesses for employment counseling for laid-off workers. These amounts vary widely from year to year.

Note: Other funding sources include an operating transfer of $289,100 from the General Fund to pay for the department's required matched share for grant expenditures.

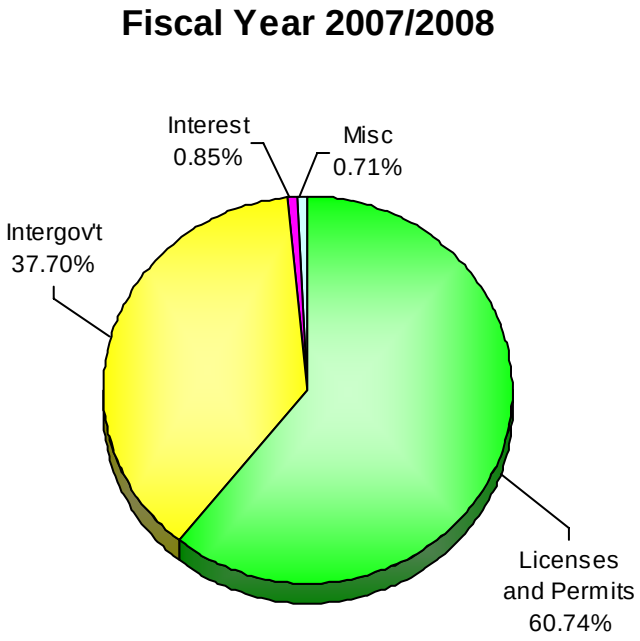
Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Intergovernmental	**16,659,709**	**15,176,878**	**12,770,507**	**11,395,767**	**11,478,523**
Miscellaneous	**128,570**	**62,772**	**70,603**	**2,000**	**202,500**
Total Revenue	**16,788,279**	**15,239,650**	**12,841,110**	**11,397,767**	**11,681,023**

ENVIRONMENTAL QUALITY
Special Revenue Fund

Licenses and Permits revenues include $807,700 from air quality inspection and application fees, $173,075 from hazardous material related permits, and $1,185,275 from review and inspection of water, septic, and sewer plans and systems. The decrease in Licenses and Permits in fiscal year 2007/08 is due to anticipated reductions in construction activities.

Intergovernmental revenues consist of $543,439 in federal grants, $783,203 in state program funding and grants, and $17,513 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 2007/08.

Interest earnings of $30,400 are expected in fiscal year 2007/08 from the Local Government Investment Pool. The $14,600 decrease in 2007/08 is due to a projected lower fund balance.

Miscellaneous revenues include $25,000 for the Brush Wellman Beryllium Monitoring contract and $150 from copy fees.

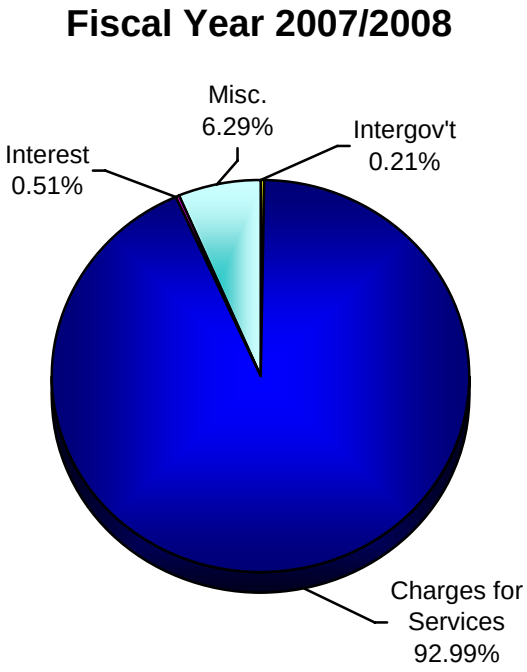
Note: Other funding sources include an operating transfer of $422,936 from the General Fund to fund air quality programs.

Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Licenses and Permits	2,001,661	2,273,073	2,255,553	2,473,335	2,166,050
Intergovernmental	1,595,468	1,567,773	1,308,948	1,245,080	1,344,155
Charges for Services	17,775	11,923			
Fines and Forfeits	18,540	37,662	52,775		
Interest	11,944	22,018	63,237	45,000	30,400
Miscellaneous	16,947	21,648	20,852	48,150	25,150
Total Revenue	3,662,335	3,934,097	3,701,365	3,811,565	3,565,755

FLEET SERVICES
Internal Service Fund

Intergovernmental revenues represent 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 $16,619,204 in per mile fees received from other County departments for the use of vehicles, and $1,500,000 for reimbursements for the cost of fuel, parts, and labor for approximately 800 items of County equipment. The anticipated increase in per mile fees for fiscal year 2007/08 is due to increases in mileage rates of between 30 – 40% based on vehicle class. These higher rates are necessary to offset higher fuel costs and to build funds to replace the County's aging fleet of vehicles.



Interest earnings of $100,000 are expected from the Treasurer's commingled interest distribution. The increase is due to the expected increase in the department's cash balance.

Miscellaneous revenues include $150,000 from insurance companies and individuals for accident-related repairs to County vehicles, $775,000 for fuel and maintenance provided to other government agencies, and $300,000 from the sale of obsolete vehicles and equipment.

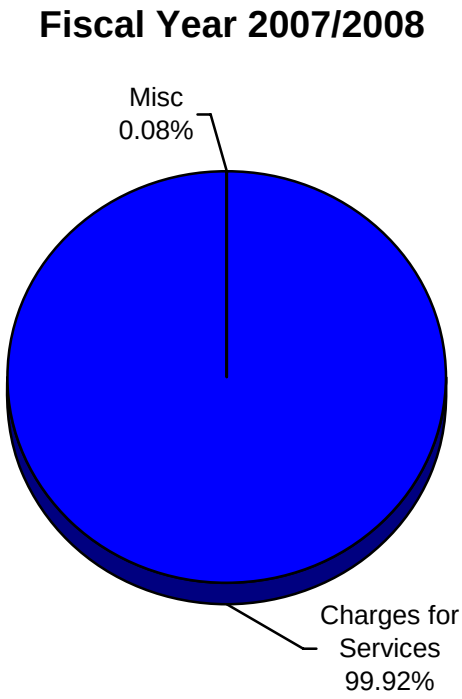
Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Intergovernmental	**16,413**	**38,584**	**21,856**	**34,000**	**40,000**
Charges for Services	**12,034,694**	**12,301,657**	**13,910,231**	**13,947,347**	**18,119,204**
Interest	**32,733**	**53,672**	**99,303**	**30,000**	**100,000**
Miscellaneous	**1,030,458**	**1,021,048**	**1,334,266**	**1,007,229**	**1,225,000**
Total Revenue	**13,114,298**	**13,414,961**	**15,365,656**	**15,018,576**	**19,484,204**

GRAPHIC SERVICES PRODUCTION
Internal Service Fund

Charges for Services revenues consist of fees paid by other County departments for various printing services. The decrease in revenue is due to the Graphic Services Design function moving to the General Fund.

Miscellaneous revenues include the sale of reports and atlases to the public, stale dated warrants, and refunds of prior year overcharges.

Note: Beginning in fiscal year 2007/08, the design component of Graphic Services is budgeted in the General Fund, while the production component remains in the internal service fund. History for the combined department is found here under the renamed department Graphic Services Production.



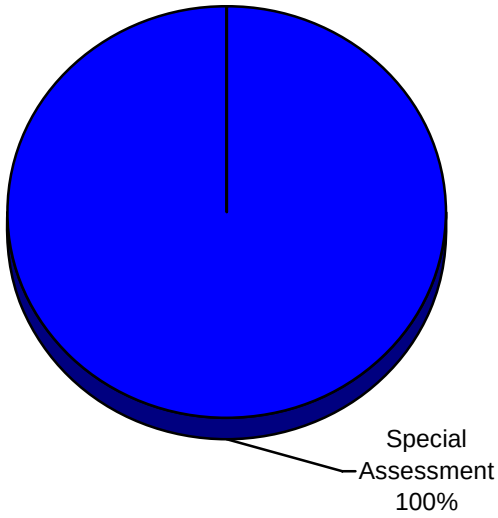
Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Charges for Services	**1,539,738**	**1,467,882**	**1,405,467**	**1,579,150**	**1,240,000**
Miscellaneous	**35,408**	**143**	**7,249**	**10,150**	**1,000**
Total Revenue	**1,575,146**	**1,468,025**	**1,412,716**	**1,589,300**	**1,241,000**

IMPROVEMENT DISTRICTS
Special Revenue Fund

Special Assesment revenues consist of collections from improvement district property owners to cover the costs of installing local public improvements. Interfund loans were used to pay for the initial cost of the improvements, and these collections are used for debt service. The total collections consist of Hayhook Ranch at $308,000, La Cholla Boulevard at $223,615, and Camino Ojo de Agua at $28,509.

Note: Prior to fiscal year 2007/08, the accumulation and transfer of funds for repayment of interfund loans for Improvement Districts were budgeted in the Debt Service Fund.

Fiscal Year 2007/2008



Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Special Assessment					**560,124**
Total Revenue					**560,124**

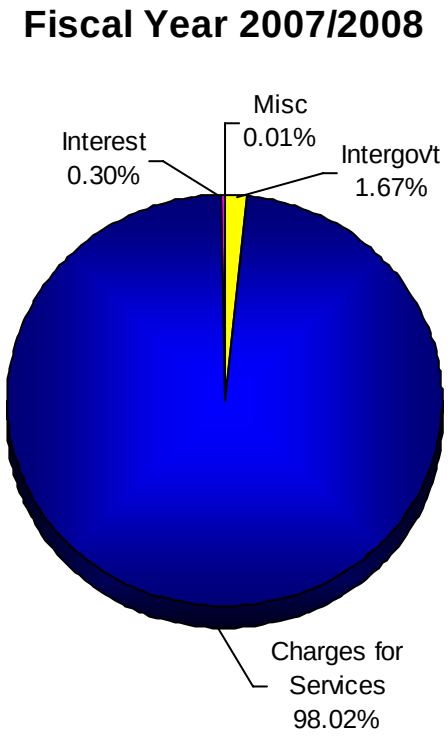
MEDICAL SERVICES
Enterprise Fund

Intergovernmental revenues consist of $4,721,877 in federal and state grants.

Charges for Services consist of $106,359,781 in Pima Health Plan capitation fees, $170,198,321 in Pima Long Term Care capitation fees, and $257,182 in claims processing fees. The increase in revenue is primarily due to increases in capitation fees, as well as projected increases in membership for Pima Long Term Care.

Interest is earned on Pima Health System & Services' cash balance.

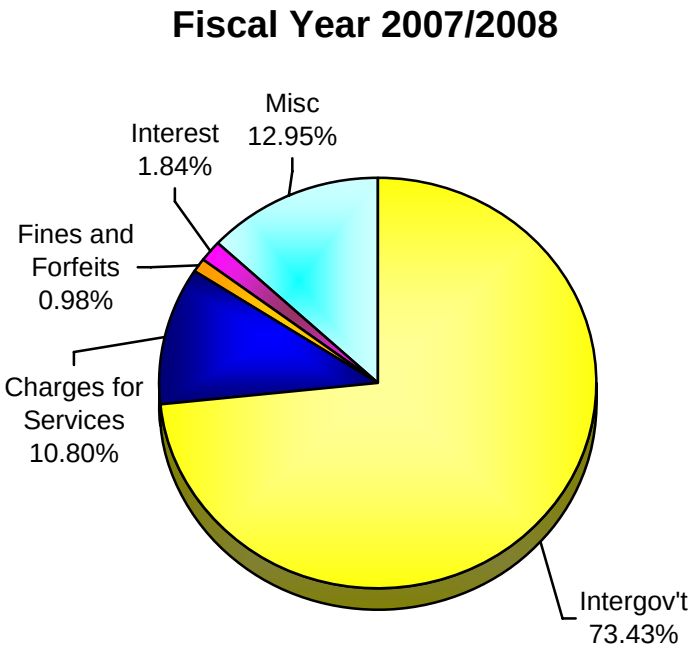
Miscellaneous revenues include record copying charges, cafeteria sales, and Attendant Care Worker training.



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 for fiscal year 2003/04 reflect amounts for Kino Community Hospital and the elimination of intercompany transactions between Kino Community Hospital and Pima Health System & Services.

Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Intergovernmental	**4,398,380**	**3,761,557**	**4,467,880**	**4,307,830**	**4,721,877**
Charges for Services	**226,309,860**	**245,742,907**	**254,364,309**	**258,638,359**	**276,815,284**
Interest	**369,180**	**769,670**	**1,464,164**	**1,052,733**	**845,089**
Miscellaneous	**181,297**	**52,497**	**32,906**	**20,300**	**29,427**
Total Revenue	**231,258,717**	**250,326,631**	**260,329,259**	**264,019,222**	**282,411,677**

OTHER SPECIAL REVENUE FUNDS
Special Revenue Fund



Intergovernmental revenues consist of federal and state funds received under County Law Enforcement Antiracketeering $1,125,000; Fill the Gap funds for County Attorney, various courts, and Indigent Defense $1,528,500; Victim Witness Compensation $349,925; Sheriff Criminal Justice Enhancement $400,000; Sheriff State RICO funds $100,000; Juvenile Court Title IV-E funding $12,000 and the Clerk of the Superior Court Child Support Incentive $24,000. The grants budgeted in Special Revenue Funds include Community Services Block Grants and Community Development Block Grants $7,392,344, County Attorney $2,459,874, Juvenile Court $12,047,038, Sheriff $6,468,879 Superior Court $10,087,546, Justice Courts Tucson $120,321, Indigent Defense $80,972, Natural Resources Parks & Recreation $61,346, County Administrator $30,000, and the School Reserve Fund $3,196,000. The increase of $3,627,223, or 8.7%, over fiscal year 2006/07 is due to increased grant funding from the state to County Attorney, Juvenile Court and Superior Court.

Charges for Services revenues include fees collected by the Superior Court Local Court Automation Fund $408,000, Child Support Visitation Program $93,600, Conciliation Court $414,200, Law Library $175,000 and Probation Services $1,554,047; the Clerk of the Superior Court Time Pay Fees $216,000, Local Court Automation Fund $242,000, Spousal Maintenance $25,000, and Document Storage and Retrieval $350,000; Juvenile Court Probation Services $326,100; Justice Courts Time Pay Fees $214,136; the Treasurer Taxpayer Information Fund $45,000; Natural Resources, Parks & Recreation Special Programs $75,000; Recorder Document Storage and Retrieval $1,250,000; and Sheriff Commissary Operations $1,300,000. These revenues are not significantly changed from fiscal year 2006/07.

Fines and Forfeits revenues consist of forfeiture funds and fines received by the County Attorney Bad Check Program $600,000 and Juvenile Court Victim Restitution fines $6,000.

Interest earnings are from the Local Government Investment Pool and commingled interest allocation for the Clerk of the Superior Court Spousal Maintenance Enforcement $4,800, Time Pay Fees $73,100, Local Court Automation Fund $33,000, Child Support Incentive $1,200, Victim Location Fund $300, Judicial Collection Enhancement $1,400, and Document Storage and Retrieval $9,600; County Attorney Law Enforcement Antiracketeering Fund $350,000, Bad Check Program $15,000, Fill The Gap $40,000, Victim Restitution $1,000, Victim Witness Compensation $5,000, and County Attorney Grants $16,843; Indigent Defense Fill the Gap $60,000 and Indigent Defense Grants $6,150; Superior Court Local Court Automation Fund $20,000, Courts Fill The Gap $31,000, Conciliation $5,000, Child Support Visitation $1,500, Law Library $3,216, Probate $400, and Probation Services $105,000; Sheriff Criminal Justice Enhancement $25,000, and RICO $2,000; Recorder Document Storage and Retrieval $125,000; Juvenile Court Probation Services $9,100, Title IV-E $150, and Victim Restitution $1,100; Justice Courts Time Pay Fees $3,594; Treasurer Taxpayer Information Fund $18,000; Neighborhood Conservation $75,000; and Public Works Building $95,460. 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 2007/08 by $483,978 based on past actual interest earned and higher anticipated interest rates.

Miscellaneous revenues include funds paid to County Attorney Antiracketeering $3,303,338, Bad Check Program $6,000, Victim Witness Compensation $37,000, and County Attorney Grants $112,035; Housing Trust Fund $1,000,000; Juvenile Court Victim Restitution $26,900, and Grants $292,823; the Superior Court Law Library $25,000; rents received for space in the Public Works Building $1,397,503; Sheriff Commissary Operations $700,000; Taxpayer Information Fund $50,000; Community Services Grants $82,500; Parks Special Programs $370,000; and School Reserve Fund $620,000.

Note: The following table presents Other Special Revenue Funds, excluding Economic Development & Tourism in the amount of $1,792,964. Total Other Special Revenue Funds and Grants, as presented on page 8-9, includes this special revenue fund. With this revenue source included, the total revenues of Other Special Revenue Funds for fiscal year 2007/08 is $63,731,804.

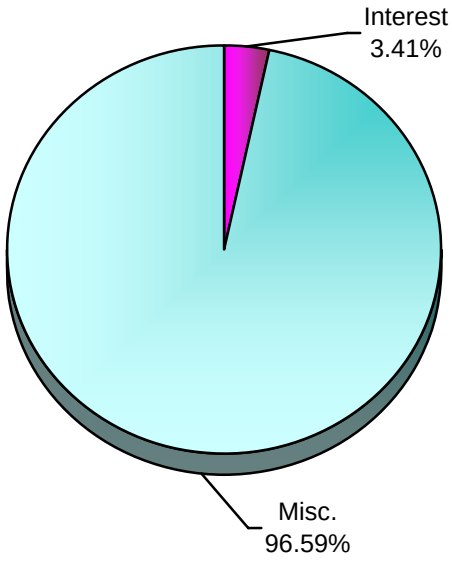
Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Intergovernmental	**48,393,590**	**43,464,102**	**45,643,525**	**41,856,522**	**45,483,745**
Charges for Services	**6,284,283**	**6,749,098**	**7,195,182**	**6,746,657**	**6,688,083**
Fines and Forfeits	**777,424**	**668,881**	**599,738**	**645,000**	**606,000**
Interest	**345,209**	**595,009**	**1,238,327**	**653,935**	**1,137,913**
Miscellaneous	**9,112,358**	**8,424,950**	**8,725,124**	**7,966,952**	**8,023,099**
Memo Revenue	**950**	**0**	**261,719**	**0**	**0**
Total Revenue	**64,913,814**	**59,902,040**	**63,663,615**	**57,869,066**	**61,938,840**

PARKING GARAGES
Enterprise Fund

Interest earnings of $60,000 are expected from the Treasurer's commingled interest distribution.

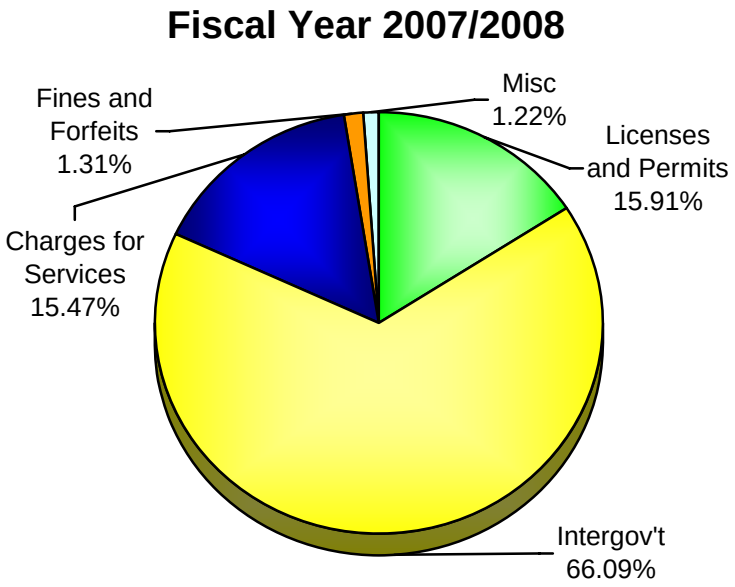
Miscellaneous revenues are parking fees from six parking garages and two parking lots owned by Pima County: the A-Level parking garage, B-Level parking garage, El Presidio parking garage, Legal Services Building parking garage, Public Works Building parking garage, the Bank of America Building parking garage, the Old Courts Building parking lot, and the Sixth Avenue and Broadway parking lot. Miscellaneous revenues increased by $240,092 primarily due to the acquisition of the Bank of America Building and attached parking garage.

Fiscal Year 2007/2008



Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Interest	**41,679**	**57,234**	**46,344**	**53,664**	**60,000**
Miscellaneous	**1,460,027**	**1,507,421**	**1,485,222**	**1,458,854**	**1,698,946**
Total Revenue	**1,501,706**	**1,564,655**	**1,531,566**	**1,512,518**	**1,758,946**

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 Care Center licensing and enforcement activities also generate 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. The increased revenue is due to increased city of Tucson participation revenue, partially offset by a decrease in grant funding.

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 care services. Fees are charged for housing impounded animals; transferring and copying licensing records; adoption, spay, and neutering services; vaccinations; and other services. Increased revenue is anticipated from collections for the Family Planning and Disease Control Programs.

Fines and Forfeits include city court fines, animal control citations, and penalties for late licensing.

Interest earned in fiscal years 2003/04, 2004/05, and 2005/06 was from an animal care cash balance.

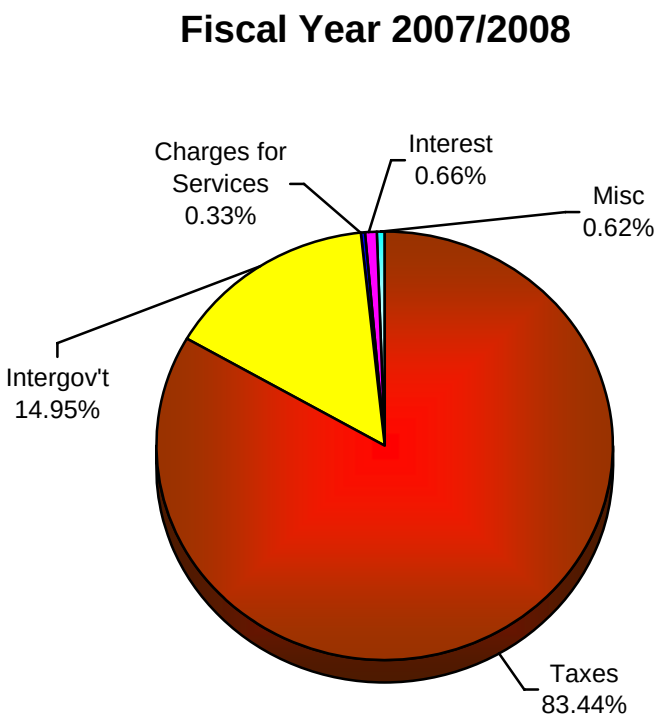
Miscellaneous revenues include postage, copying services, bad check collections, stale dated warrants, local program funding, and mobile clinic rental. The anticipated increase is primarily due to increased funding for local programs.

Note: Other funding sources include $10,072,307 in General Fund support.

Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Licenses and Permits	**2,101,802**	**2,294,449**	**2,293,059**	**2,497,630**	**2,497,630**
Intergovernmental	**11,739,073**	**12,453,021**	**10,923,640**	**10,305,504**	**10,375,734**
Charges for Services	**2,086,585**	**2,159,168**	**2,278,798**	**2,420,020**	**2,428,020**
Fines and Forfeits	**191,543**	**225,246**	**174,780**	**205,801**	**205,801**
Interest	**588**	**939**	**2,063**		
Miscellaneous	**111,325**	**248,798**	**394,932**	**111,540**	**192,146**
Total Revenue	**16,230,916**	**17,381,621**	**16,067,272**	**15,540,495**	**15,699,331**

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 2007/08 secondary net assessed value of real and secured personal property is $7,429,624,521, which is an increase of $1,315,671,980 over fiscal year 2006/07. The tax rate for fiscal year 2007/08 is $0.3446 per $100 of net assessed value. This is a reduction of $.03 from the fiscal year 2006/07 rate of $0.3746 per $100 of net assessed value. Total secondary property tax collections are budgeted at $25,112,708 with current year collections of $24,578,387 and delinquent taxes of $534,321. (The current year collections reflect expected collection rates.)



Intergovernmental revenues are from state and federal reimbursements for flood repair work necessitated by a July, 2006 flood event.

Charges for Services are document sales and blasting permit fees.

Interest earnings of $200,000 are expected in fiscal year 2007/08 from the Local Government Investment Pool. Increase for fiscal year 2007/08 is due to a larger fund balance.

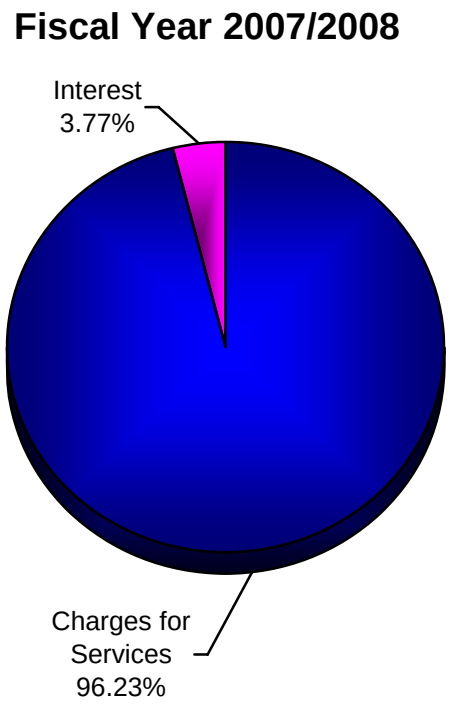
Miscellaneous revenues include $20,000 from rentals of property and $165,500 from riparian area development mitigation payments. Increase for fiscal year 2007/08 is due to anticipated collection of "in lieu of mitigation" payments from property owners for disturbances of protected riparian habitat.

Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Taxes	**15,984,177**	**17,381,100**	**19,821,655**	**22,664,193**	**25,112,708**
Intergovernmental	**546,791**	**23,240**	**2,157**	**2,500**	**4,500,000**
Charges for Services	**1,901**	**46,440**	**4,321**	**1,500**	**100,000**
Interest	**70,989**	**121,950**	**327,053**	**100,000**	**200,000**
Miscellaneous	**27,675**	**117,238**	**162,771**	**25,000**	**185,500**
Total Revenue	**16,631,533**	**17,689,968**	**20,317,957**	**22,793,193**	**30,098,208**

RISK MANAGEMENT
Internal Service Fund

Charges for Services revenues include Self Insurance Reserve premium payments from departments which cover occupational medical management $6,184,848, liability claims $8,544,376, unemployment insurance $324,336, health benefit premiums $1,534,410, environmental damage $99,267, and property damage $1,190,105. 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 $700,000 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 2005/06 are primarily from settlements of environmental damage claims. Fiscal year 2005/06 miscellaneous revenues include a recovery from a pooled investment fund loss, stale dated warrants, settlements, and various refunds.

Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Charges for Services	**15,322,748**	**13,565,475**	**14,527,449**	**16,531,981**	**17,877,342**
Interest	**503,540**	**799,600**	**1,380,046**	**700,000**	**700,000**
Miscellaneous	**451,328**	**735,556**	**699,623**	**0**	**0**
Total Revenue	**16,277,616**	**15,100,631**	**16,607,118**	**17,231,981**	**18,577,342**

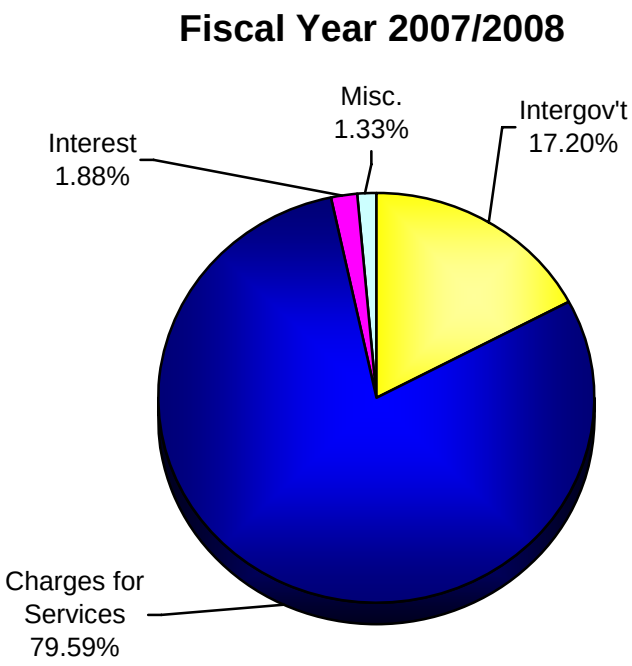
SOLID WASTE MANAGEMENT
Special Revenue Fund

Intergovernmental revenue of $1,200,000 is state tire recycling funding.

Charges for Services includes $5,423,500 in landfill waste disposal fees and tire collection fees of $130,000. The decrease of $228,500 from fiscal year 2006/07 is due to lower projections for the Tangerine and Ina Road landfills, partially offset by a full year of operations at the Sahuarita cell.

Interest earnings of $130,900 are from the Local Government Investment Pool. The increase of $90,900 is due to the growing cash fund balance for the Tire Fund.

Miscellaneous revenues of $93,000 are from the sale of recyclable items from the landfills and collection stations.



Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Intergovernmental	**1,146,492**	**1,162,869**	**1,136,454**	**1,200,000**	**1,200,000**
Charges for Services	**4,826,508**	**4,670,429**	**4,531,428**	**5,782,000**	**5,553,500**
Interest	**39,846**	**78,019**	**143,690**	**40,000**	**130,900**
Miscellaneous	**72,407**	**581,587**	**121,705**	**101,000**	**93,000**
Total Revenue	**6,085,253**	**6,492,904**	**5,933,277**	**7,123,000**	**6,977,400**

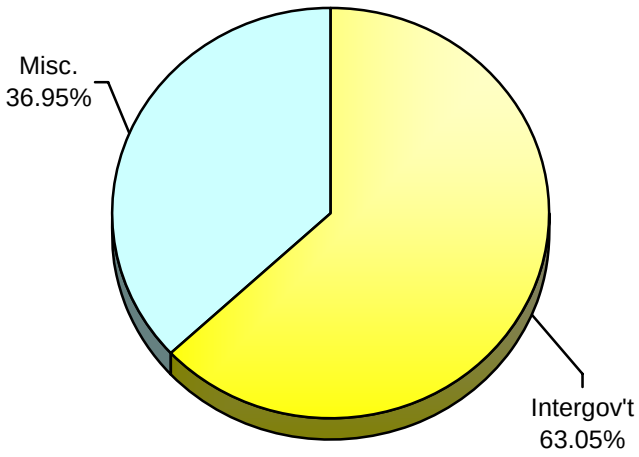
STADIUM DISTRICT
Special Revenue Fund

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 $1,680,000 for car rentals and at $225,000 for recreational vehicle space surcharges.

Charges for Services revenues in fiscal year 2005/06 represent unbudgeted fees received for the use of the Stadium's playing fields.

Interest from pooled investments was not budgeted for fiscal year 2007/08. Prior years' interest earnings are the result of positive cash balances in the Local Government Investment Pool.

Fiscal Year 2007/2008

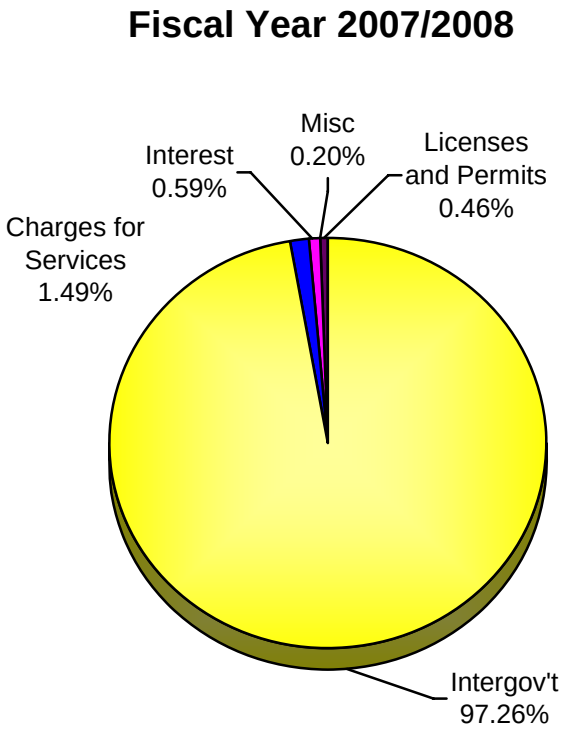


Miscellaneous revenues include major league revenue from spring training activities, rent from the Tucson Sidewinders baseball team, parking and concessions, and other events held at the stadium complex. Events include concerts, car shows, and other similar activities.

Note: Other funding sources include an operating transfer of $3,205,408 from the General Fund representing hotel/motel bed tax revenue collected by Pima County and distributed to the Stadium District.

Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Intergovernmental	**1,702,414**	**1,795,179**	**1,802,612**	**1,655,000**	**1,905,000**
Charges for Services			**37,635**		
Interest		**31,663**	**9,622**	**20,000**	
Miscellaneous	**960,651**	**1,117,217**	**1,138,440**	**1,124,263**	**1,116,203**
Total Revenue	**2,663,065**	**2,944,059**	**2,988,309**	**2,799,263**	**3,021,203**

TRANSPORTATION
Special Revenue Fund



Licenses and Permits revenues include $275,000 in permits and inspection fees for construction in rights of way and $36,000 for the use of rights of way.

Intergovernmental revenues consist primarily of $46,507,442 in Highway User Revenue Funds (HURF) distributed by the state of Arizona for the development and maintenance of County roads. Another large component is $14,300,825 of state shared vehicle license tax revenue. Estimates of these combined sources were provided by the Pima Association of Governments and represent an increase of $1,993,242 from fiscal year 2006/07. Other revenue includes $872,361 in federal rural transit and Safe Route grant funding, state rural transit and grant funding of $275,000, state HELP program funding of $2,714,000 (an increase of $1,592,000 over fiscal year 2006/07), $2,000 from the federal government's National Forest Reserve, $14,000 from the city of Tucson for Safe Route and Bicycle and Pedestrian Safety grant match funding and $173,749 from the town of Marana for transit services. In addition for fiscal year 2007/08, two new revenue sources have been added. The Local Transportation Assistance Fund (from state lottery proceeds) of $500,000 has been included based on prior years' awards; and as the result of voter approval in an election on May 16, 2006 for the Regional Transportation Authority, a half cent sales tax will provide additional funding of $472,046 for expanded transit services.

Charges for Services have increased by $489,900 due to impact fees and highway and street fees charged to newly constructed subdivisions. Total fees collected account for $940,000 with other revenue representing $65,000 from the abandonment of County property and $5,000 from oversize vehicle operating fees.

Interest earnings of $400,000 are expected in fiscal year 2007/08 from the Local Government Investment Pool.

Miscellaneous revenues include $121,100 in earnings from County rental properties, $2,500 in reimbursements for damages to property, $7,500 from sales of reports and other information, and $5,000 in miscellaneous cost recovery reimbursements.

Memo revenue prior to fiscal year 2006/07 was from the sale of land and cattle guards.

Note: Other funding sources include operating transfers of $3,450,000 from the General Fund and $308,000 from the Improvement Districts Fund.

TRANSPORTATION
Special Revenue Fund

Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Licenses and Permits	295,639	346,815	367,819	295,000	311,000
Intergovernmental	53,627,979	55,792,392	58,368,225	61,418,732	65,831,423
Charges for Services	617,521	686,928	1,602,498	520,100	1,010,000
Interest	326,247	406,014	839,862	300,000	400,000
Miscellaneous	1,309,979	587,004	765,449	185,100	136,100
Memo	2,376	16,850	376,422	0	0
Total Revenue	56,179,741	57,836,003	62,320,275	62,718,932	67,688,523

WASTEWATER MANAGEMENT
Enterprise Fund

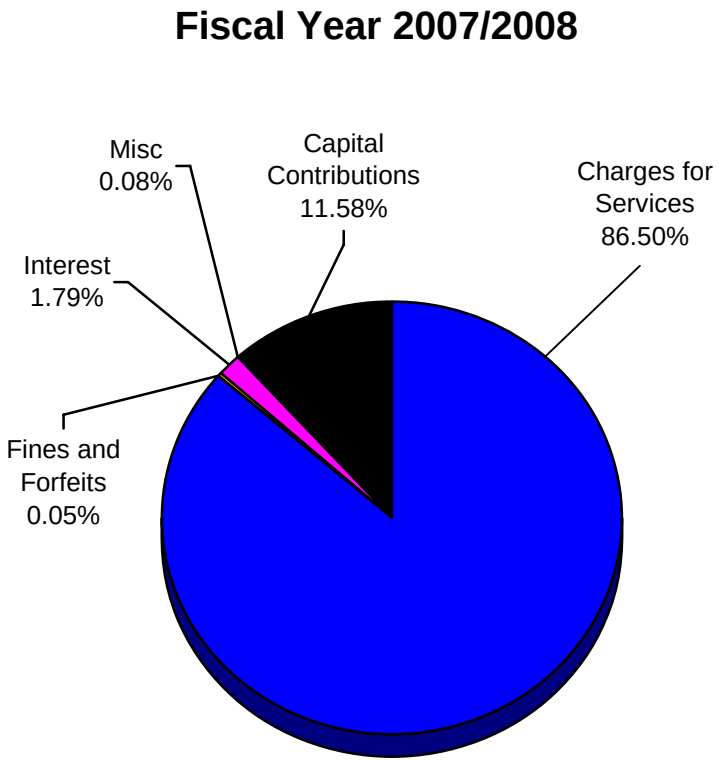
Licenses and Permits revenues are initial application fees for industrial users of wastewater treatment systems.

Intergovernmental revenues in prior years are from a federal grant funding which ended in fiscal year 2006/07.

Charges for Services consist of $78,687,236 in sewer user and septage hauler fees, $33,353,700 in participating and nonparticipating sewer connection fees, and $13,000 in small construction activity permits. The increase of $8,694,619 is primarily due to increase in growth and rate for sewer user fees partially offset by decreases to connection fees as a result of an ordinance change.

Fines and Forfeits consist of industrial pretreatment fines of $58,800 assessed against various commercial customers of Wastewater Management.

Interest earnings of $2,312,600 are from the Local Government Investment Pool. The increase of $1,912,600 is primarily due to growing cash fund balance for use in future projects



Note: Miscellaneous includes Licenses and Permits

Miscellaneous revenues of $100,000 are cost recovery and miscellaneous reimbursements. Decrease is due to lower anticipated cost recoveries.

Capital Contributions are non-operating revenue. These non-cash capital contributions are physical assets and are not available to fund department operations.

Note: Other funding sources include bond proceeds of $50,000,000.

Revenue Object	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008
Licenses and Permits	**22,098**	**28,439**	**17,191**	**20,000**	**5,000**
Intergovernmental	**719,762**	**801,207**	**1,435,704**	**142,439**	**0**
Charges for Services	**77,193,657**	**87,370,480**	**103,984,114**	**103,359,317**	**112,053,936**
Fines and Forfeits	**48,548**	**72,721**	**41,715**	**58,800**	**58,800**
Interest	**213,288**	**498,130**	**1,783,907**	**400,000**	**2,312,600**
Miscellaneous	**1,017,518**	**1,567,967**	**469,619**	**357,497**	**100,000**
Capital Contributions	**22,213,973**	**20,722,136**	**14,607,736**	**20,000,000**	**15,000,000**
Total Revenue	**101,428,844**	**111,061,080**	**122,339,986**	**124,338,053**	**129,530,336**

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2006/2007 vs Fiscal Year 2007/2008

SOURCE OF REVENUES	ADOPTED REVENUES FY 2006/2007	ADOPTED REVENUES FY 2007/2008	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	265,000	265,000	0	
General Government Fees	180,000	180,000	0	
Other Miscellaneous Revenues	88,200	12,100	(76,100)	No longer collecting Justice Court past due accounts resulting in loss of 28% collection fee
Court Fees	1,142,720	1,165,200	22,480	Increase in number of civil case filings, passports, and marriage licenses
Interest	17,200	19,600	2,400	Increase in deposits
Other Fines & Forfeits	850,000	884,220	34,220	Increase in bond forfeitures
Fines	208,000	225,000	17,000	Increase in the number of fines assessed to criminal defendants
Community Development & Neighborhood Conservation				
Other Miscellaneous Revenues	104,840	104,840	0	
Community Resources				
Culture & Recreation Fees	153,700	135,000	(18,700)	Decrease in Kino Recreation Center revenue
Other Miscellaneous Revenues	2,500	2,500	0	
Rents and Royalties	25,970	56,970	31,000	Increase in Kino Community Center facility rentals
Community Services				
State Revenue	0	0	0	
Constables				
Court Fees	400,500	381,620	(18,880)	Decrease due to $5 of every writ served must now be passed to the state for the Constables Ethics Committee
Miscellaneous	22,000	38,432	16,432	Increase from postage meter reimbursements and sales of key blocks for evictions
Contingency				
Federal Revenue	300,000	300,000	0	
General Government Fees	68,472	0	(68,472)	City of Tucson mass mailing 68k
County Administrator				
None	0	0	0	
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	680,000	200,000	(480,000)	Reversal of primary and general elections held in FY 2006/07
State Revenue	0	230,000	230,000	Reimbursement for 2008 presidential preference election costs
Facilities Management				
Rents and Royalties	1,807,276	4,670,885	2,863,609	Increase in rent for Kino Public Health Building 847.8k, add rent for 33 N. Stone 1,661.2k, add rent for 3434 E. 22nd Street 344.7k, increase rent at 97 E Congress 8.3k, misc rent increases 1.6k.
Other Miscellaneous Revenues	4,500	4,500	0	
Finance				
Other Miscellaneous Revenues	60,000	120,000	60,000	Increase in late Personnel Action Form fees
Forensic Science Center				
General Government Fees	6,500	2,700	(3,800)	Decrease in Forensic Pathologist testimony
Charges for Services	1,015,000	1,035,000	20,000	Increase in cremation authorization services
Miscellaneous	5,000	3,500	(1,500)	Decrease in out of jurisdiction testimony, depositions, and copy requests

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2006/2007 vs Fiscal Year 2007/2008

SOURCE OF REVENUES	ADOPTED REVENUES FY 2006/2007	ADOPTED REVENUES FY 2007/2008	CHANGE	EXPLANATION
General Fund Debt Service				
Interest	25,000	25,000	0	
General Government Revenues				
Alcoholic Beverages	102,000	60,000	(42,000)	Decrease in number of businesses being built in unincorporated Pima County that sell alcoholic products
Auto Lieu Tax	25,267,276	28,000,000	2,732,724	Increased population growth in the County
Business Licenses & Permits	2,457,992	2,911,312	453,320	Higher number of cable connections in unincorporated Pima County
City Participation	16,116	16,438	322	Marginal increase in City Payments in Lieu of Taxes, higher values, and more eligible property
Contributions/Pub Enterprise	12,716,494	12,327,074	(389,420)	More accurate methods of distributing costs from Pima County Central Cost Allocation Plan
Federal Revenue	1,909,000	1,890,000	(19,000)	Marginal change to be consistent with prior year revenue levels.
General Government Fees	782,735	823,446	40,711	Increase per Pima County Central Cost Allocation Plan
Interest	1,580,483	2,190,000	609,517	Increase due to rising return on investments
Other Miscellaneous Revenues	131,400	378,560	247,160	Revenues raised to be more consistent with historic levels of collection in this account.
Overhead - Grant Reimbursement	83,000	88,810	5,810	Rise in overhead costs.
Sales & Use Tax	108,500,000	112,200,000	3,700,000	Increase due to rising population, inflation and personal income in the State and Pima County
State Revenue	269,773	269,773	0	
Taxes / Interest on Delq. Prop. Taxes	5,877,896	5,246,601	(631,295)	Only newer tax liens with less interest accrued are available for purchase.
Taxes / Penalties on Delq. Prop.Taxe	639,883	528,648	(111,235)	Only newer tax liens with penalties accrued are available for purchase.
Taxes / Personal Property	11,818,993	12,189,483	370,490	Rise due to a 9.5% valuation increase, 6.25% tax rate decrease, & higher delinquent tax collections
Taxes / Real Property	235,180,381	249,771,729	14,591,348	Increase of 13.91% in values, 6.87% growth & 7.04% appreciation, 6.25% tax rate decrease & lower delinquent property tax collections
Transient Lodging Tax	2,950,742	3,205,408	254,666	Increased tax collections due to higher rates and occupancy
Graphic Services				
Interdepartmental Charges	0	310,000	310,000	Beginning in fiscal year 2007/08, the design component of Graphic Services is budgeted in the General Fund
Miscellaneous	0	1,000	1,000	Beginning in fiscal year 2007/08, the design component of Graphic Services is budgeted in the General Fund
Human Resources				
General Government Fees	2,200	6,500	4,300	Admin fees associated with return of COBRA processing as in-house function
Other Miscellaneous Revenues	1,650	2,350	700	Previously unbudgeted receipt of unused flexible spending account balances
Indigent Defense				
Federal Revenue	0	12,960	12,960	Participation in federal work study program
Information Technology				
Other Miscellaneous Revenues	317,988	292,884	(25,104)	Reduced revenue from University Physicians Healthcare Hospital operations support
Rents and Royalties	373,274	392,000	18,726	Increased antenna/cellular rights-of-way charges
Institutional Health				
Interest	0	72,054	72,054	UPI/UPH note receivable interest revenue formerly budgeted in General Government Revenues
Other Miscellaneous Revenues	69,765	69,765	0	
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	33,995	3,781	Increased Justice of the Peace salary reimbursement based on FY 2007/08 salary increase
Justice Court Green Valley				
State Revenue	33,346	34,050	704	Increased Justice of the Peace salary reimbursement based on FY 2007/08 salary increase
Court Fees	11,500	12,500	1,000	Increase in number of filings
Justice Courts - Fines	200,000	210,000	10,000	Increase in number of filings
Justice Courts Tucson				
State Revenue	298,301	265,261	(33,040)	Justice of the Peace salary reimbursement overestimated in FY 2006/07
General Government Fees	877,956	929,980	52,024	Impact of increased defensive driving fee
Court Fees	1,285,156	1,246,717	(38,439)	Decreased civil traffic filings
Justice Courts - Fines	3,837,526	3,987,100	149,574	Increased collection efforts
Other Fines & Forfeits	182,750	52,631	(130,119)	Completed efforts to collect back-log of forfeitures, reflects only current caseload
Rents and Royalties	6,000	6,000	0	

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2006/2007 vs Fiscal Year 2007/2008

SOURCE OF REVENUES	ADOPTED REVENUES FY 2006/2007	ADOPTED REVENUES FY 2007/2008	CHANGE	EXPLANATION
Juvenile Court				
Federal Revenue	180,000	180,000	0	
Court Fees	22,000	25,000	3,000	Increase in collection of fees assessed due to delinquency
Superior Courts - Fines	3,500	2,500	(1,000)	Decrease in total fines assessed
Correctional Housing	215,350	430,700	215,350	Increase in length of Pascua Yaqui contract to house juvenile detainees
Other Miscellaneous Revenues	5,000	5,000	0	
Natural Resources, Parks, & Recreation				
Culture & Recreation Fees	482,775	553,375	70,600	Fees from new capital improvement program facilities
General Government Fees	20,600	12,600	(8,000)	Reduced federal land monitoring services
Other Miscellaneous Revenues	87,500	75,000	(12,500)	Transfer of leased properties to Economic Development & Tourism Department
Rents and Royalties	223,125	8,400	(214,725)	Transfer of leased properties to Economic Development & Tourism Department
Non Departmental				
Transient Lodging Tax	4,339,326	4,713,836	374,510	Increased tax collections due to higher rates and occupancy
Office of Court Appointed Counsel				
Court Fees	719,783	808,176	88,393	Increase in collections due to increased effectiveness of financial screening
State Revenue	10,000	0	(10,000)	Decrease in number of death penalty post conviction relief cases qualifying for reimbursement from state
Public Fiduciary				
Court Fees	431,120	480,918	49,798	Increase in the volume of probate cases
General Government Fees	15,000	15,000	0	
Recorder				
General Government Fees	3,240,000	3,042,500	(197,500)	Decreased recording fees due to reduction in number of documents recorded
Other Miscellaneous Revenues	300,000	275,000	(25,000)	Decreased postage fees collected for returning recorded documents by mail
State Revenue	0	281,250	281,250	Reimbursement for 2008 presidential preference election costs
School Superintendent				
Federal Revenue	70,000	70,200	200	Classification change
Other Miscellaneous Revenues	200	0	(200)	Classification change
Sheriff				
Penalties/Delinquent Taxes	48,000	48,000	0	
Business Licenses & Permits	15,500	15,500	0	
General Government Fees	120,000	120,000	0	
Jury Fees	200	800	600	Reimbursement from employees serving on juries
Sheriff Dept Fees	405,000	782,148	377,148	Increase in fees charged for new state mandated tow program and reimbursement from town of Sahuarita for dispatcher services
Correctional Housing	6,100,000	6,420,000	320,000	Increase in per diem rate charged to state and cities for correctional housing
Justice Courts - Traffic Fines	10,000	10,000	0	
Other Miscellaneous Revenues	31,000	30,000	(1,000)	Decrease in restitution payments from inmates
Superior Court				
Federal Revenue	262,000	262,000	0	
Superior Court Mandated Services				
Court Fees	125,023	125,023	0	
Other Miscellaneous Revenues	10,000	10,000	0	
Treasurer				
General Government Fees	150	150	0	
TOTAL GENERAL FUND REVENUE	**443,052,863**	**469,216,715**	**26,163,852**	
SPECIAL REVENUE FUNDS				
County Free Library				
Taxes	24,764,378	31,957,142	7,192,764	Increase in net assessed valuations 4.8m; tax rate increase of $0.0300, 2.4m
Intergovernmental	7,247,000	4,797,000	(2,450,000)	Decrease in Tucson city participation 2m; decrease in Tucson city phone system contribution 450k;
Interest	0	300,000	300,000	Earnings from the Local Government Investment Pool which were unbudgeted in FY 2006/07
Fines and Forfeits	500,000	500,000	0	
Miscellaneous	1,087,870	1,150,000	62,130	Increase in Library donations and collections 62.1k

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2006/2007 vs Fiscal Year 2007/2008

SOURCE OF REVENUES	ADOPTED REVENUES FY 2006/2007	ADOPTED REVENUES FY 2007/2008	CHANGE	EXPLANATION
Employment and Training				
Intergovernmental	11,395,767	11,478,523	82,756	New city of Tucson Utility Assistance grant 270.0k; funding reductions for Workforce Investment Act grants (349.1k); increase in HHS grants 87.6k; increase in State of Az revenue grants 3.7k; changes in PVHS grants 70.6k
Miscellaneous	2,000	202,500	200,500	New Kellogg private grant
Environmental Quality				
Interest	45,000	30,400	(14,600)	Decrease due to a projected lower fund balance
Intergovernmental	1,245,080	1,344,155	99,075	Increase in federal EPA air grants 72k, state Natural Events Action Plan (dust control) 4k, state urban haze grant 20k, state auto emission repair program 3k
Licenses and Permits	2,473,335	2,166,050	(307,285)	Decrease due to anticipated reductions in construction activities
Miscellaneous	48,150	25,150	(23,000)	Decrease due to removing gas cap replacement grant (8k) and undocumented entrant trail/dump cleanup grant (40k) partially offset by the new Beryllium Monitoring 25k
Flood Control District				
Interest	100,000	200,000	100,000	Increased to better relect actual revenues
Miscellaneous	25,000	185,500	160,500	Increased funds from property owners for habitat disturbance in lieu of mitigation
Taxes	22,664,193	25,112,708	2,448,515	Increased current year property tax collections from increase in valuations
Intergovernmental	2,500	4,500,000	4,497,500	State and Federal reimbursements for repair work due to flooding
Charges for Services	1,500	100,000	98,500	Increased report sales and in lieu of detention fees
Improvement Districts				
Special Assessment	0	560,124	560,124	Collections for improvement districts formerly budgeted in Debt Service Fund: Hayhook Ranch 308k; La Cholla 224k; Camino Ojo de Agua 29k
Other Special Revenue Funds				
Intergovernmental	4,889,782	5,047,852	158,070	County Attorney Fill the Gap 50.5k; Indigent Defense Fill the Gap 14.3k; Juvenile Title IV-E 12k; Co Atty Victim Witness Comp (65.5k); Economic Development & Tourism 120k; Courts Fill the Gap 17.9k; COC Child Support 9k;
Charges for Services	6,746,657	6,920,620	173,963	JC Tucson Time Pay Fees (25k); Juvenile Probation Services (45.5k); COC Time Pay Fees 16k; COC Local Crt Automation 12k; COC Doc Storage & Retrieval 110k; COC Spousal Maintenance 6k; SC Local Crt Automation 24k; SC Probation 30k; SC Cty Law Library (21k); Recorder Document Storage & Retrieval (150k); Taxpayer Information Fund (15k); Economic Development and Tourism 232.5k
Fines and Forfeits	645,000	606,000	(39,000)	Co Atty Bad Check Program (35k); Juvenile Victim Restitution (4k)
Interest	636,775	1,143,520	506,745	Public Works Building 7k; Courts Fill the Gap 16k; SC Probation 48k; SC Local Crt Automation 14k; COC Child Support 1k; COC Time Pay Fees 40k; COC Local Crt Automation 21k; COC Spousal Maintenance 3k; Sheriff Criminal Justice Enhancement 10k; Indigent Defense Fill the Gap 28.1k; Recorder Document Storage & Retrieval 28.5k; Co Atty Fill the Gap 20.5k; Neighborhood Conservation 35k; Co Atty Law Enforcement Antiracketeering 197k; Co Atty Victim Restitution 1k; Co Atty Victim Witness Comp 5k; JC GV Time Pay Fees 2k; Economic Development and Tourism 30k
Miscellaneous	7,155,231	6,937,741	(217,490)	Parks Spec Programs 170k; Juvenile Victim Restitution 1.9k; SC Cty Law Library 13k; COC Time Pay Fees (2k); Public Works Building (433k); Taxpayer Information Fund 4k; Co Atty Victim Witness Comp 4k; Co Atty Bad Check Program 3.7k; Juvenile Probation Services (1.1k); Economic Development and Tourism 22k
Other Special Revenue Funds Grants				
Intergovernmental	38,355,324	41,944,320	3,588,996	Justice Courts Tucson Grants 120.3k; Juvenile Court Grants 1.03m; County Attorney Grants 88k; Community Services Grants 701k; Sheriff Grants 981k; Superior Court Grants 1.078m; Parks Grants 55.4k; Institutional Health Grants (500k); Public Defender Training Fund 7.7k; Legal Defender Training Fund (2.2)k; County Administrator Grants 30k;
Interest	17,160	24,393	7,233	County Attorney Grants 2.4k; COC Grants 1.4k; LD Training Fund 2.3k; PD Training Fund 1.1k
Miscellaneous	811,721	1,107,358	295,637	County Attorney Grants 112k; Juvenile Court Grants 156k; Community Services Grants 27.8k;
Public Health				
Charges for Services	2,420,020	2,428,020	8,000	Increased collections for Family Planning and Disease Control
Fines and Forfeits	205,801	205,801	0	
Intergovernmental	10,305,504	10,375,734	70,230	Animal Care City Participation 100k; miscellaneous changes in grant funding (30k)
Licenses and Permits	2,497,630	2,497,630	0	
Miscellaneous	111,540	192,146	80,606	Local program funding 67.3k; Vital Registration 8.3k; Mobile Services 5k

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2006/2007 vs Fiscal Year 2007/2008

SOURCE OF REVENUES	ADOPTED REVENUES FY 2006/2007	ADOPTED REVENUES FY 2007/2008	CHANGE	EXPLANATION
Solid Waste				
Intergovernmental	1,200,000	1,200,000	0	
Charges for Services	5,782,000	5,553,500	(228,500)	Decrease due primarily to lower projections for Tangerine (300k) and Ina Road (125k) partially offset by full year of operations at Sahuarita 161.5k, projected increase in Tire fund for the collection of commercial fees 30k, and late fees recovery 5k
Interest	40,000	130,900	90,900	Increase due to growing cash fund balance for the tire fund
Miscellaneous	101,000	93,000	(8,000)	Decrease due to lower projection for Catalina Transfer Station (8k)
Stadium District				
Intergovernmental	1,655,000	1,905,000	250,000	Car rental surcharge increase 230k, RV space surcharge increase 20k
Interest	20,000	0	(20,000)	Account unbudgeted in FY 2007/08
Miscellaneous	1,124,263	1,116,203	(8,060)	Decrease in rental income for events
Transportation				
Charges for Services	520,100	1,010,000	489,900	Increase primarily due to impact fees to outside individuals or organizations for inspection of streets and drainage ways in newly constructed subdivisions.
Interest	300,000	400,000	100,000	Increase due to anticipate revenue
Intergovernmental	61,418,732	65,831,423	4,412,691	Increased Highway User Revenue Funds & state Shared Vehicle License Taxes (2m), HELP Program (1.6m), and new revenues from Local Transportation Assistance Fund (0.5m) and a half cent sales tax (0.4m)
Licenses and Permits	295,000	311,000	16,000	Increased use of highway easements
Miscellaneous	185,100	136,100	(49,000)	Decreased rental property revenues (29k) and miscellaneous (20k)
TOTAL SPECIAL REVENUE FUNDS	**219,041,113**	**241,727,513**	**22,686,400**	
DEBT SERVICE				
Taxes	49,445,842	56,252,488	6,806,646	Current year collections primarily due to increases in NAV 6.946m; partially offset by decrease in prior year collections (139k)
Special Assessment	291,456	0	(291,456)	Debt service for improvement districts now budgeted in Improvement Districts Special Revenue Fund: La Cholla (235k); Camino Ojo de Agua (56k)
Intergovernmental	7,500	7,500	0	
Interest	693,000	1,000,000	307,000	Higher interest rates
TOTAL DEBT SERVICE	**50,437,798**	**57,259,988**	**6,822,190**	
CAPITAL PROJECTS				
Intergovernmental	11,881,420	13,781,039	1,899,619	New Regional Transportation Authority projects
Charges for Services	17,407,915	23,517,156	6,109,241	Mainly due to one large private sector company project contribution
Interest	4,176,652	3,598,141	(578,511)	Decreased earnings from the Local Government Investment Pool
Miscellaneous	1,740,695	370,946	(1,369,749)	Decreased miscellaneous cost recovery
TOTAL CAPITAL PROJECTS	**35,206,682**	**41,267,282**	**6,060,600**	
ENTERPRISE FUNDS				
Development Services				
Licenses and Permits	11,946,410	9,846,397	(2,100,013)	Decrease due to the slowdown in construction activity
Charges for Services	4,888,366	5,155,219	266,853	Increase due to change in the revenue distribution method within Public Works functional area
Interest	264,860	780,626	515,766	Due to increase in fund balance
Miscellaneous	141,090	178,704	37,614	Increase due primarily to stale dated warrants
Medical Services				
Intergovernmental	4,307,830	4,721,877	414,047	Increased grant funding
Charges for Services	258,638,359	276,815,284	18,176,925	Pima Health System & Services (PHS&S) increase in capitation fee revenue primarily due to increased membership in long term care plan and corresponding premium tax associated with the additional capitation fee revenue
Interest	1,052,733	845,089	(207,644)	PHS&S anticipated decrease in cash balance
Miscellaneous	20,300	29,427	9,127	PHS&S increase primarily due to charges for Attendant Care Worker training
Parking Garages				
Interest	53,664	60,000	6,336	Increased earnings from Local Government Investment Pool
Miscellaneous	1,458,854	1,698,946	240,092	Increased parking revenues at 33 N. Stone garage, 242.4k, and decreased revenues at other garages (2.3k)

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2006/2007 vs Fiscal Year 2007/2008

SOURCE OF REVENUES	ADOPTED REVENUES FY 2006/2007	ADOPTED REVENUES FY 2007/2008	CHANGE	EXPLANATION
Wastewater Management				
Licenses and Permits	20,000	5,000	(15,000)	Decreased original application fees for industrial users
Intergovernmental	142,439	0	(142,439)	Federal grant funding ended in FY 2006/07
Charges for Services	103,359,317	112,053,936	8,694,619	Increased sewer user and connection fees
Fines and Forfeits	58,800	58,800	0	
Interest	400,000	2,312,600	1,912,600	Increased earnings from the Local Government Investment Pool
Memo Revenue	20,000,000	15,000,000	(5,000,000)	Decreased contributed capital
Miscellaneous	357,497	100,000	(257,497)	Decreased miscellaneous cost recoveries
TOTAL ENTERPRISE FUNDS	**407,110,519**	**429,661,905**	**22,551,386**	
GRAND TOTAL ALL FUNDS	**1,154,848,975**	**1,239,133,403**	**84,284,428**	
THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY				
INTERNAL SERVICE FUNDS				
Communications				
Charges for Services	2,307,374	4,458,348	2,150,974	Increases in all rates and number of lines, wireless radio revenue transferred from Miscellaneous
Interest	7,500	37,500	30,000	Increased cash balance
Miscellaneous	760,485	32,803	(727,682)	Wireless radio revenue transferred to Charges for Services
Fleet Services				
Charges for Services	13,947,347	18,119,204	4,171,857	Increase in motor pool rates and department direct/special bill rates charged to departments
Interest	30,000	100,000	70,000	Increased earnings from Local Government Investment Pool
Intergovernmental	34,000	40,000	6,000	Increase in state tax refund for off road diesel fuel consumption
Memo Revenue	210,000	300,000	90,000	Increase in sale of fixed assets
Miscellaneous	797,229	925,000	127,771	Increase IGAs for fuel and maintenance services 94.8k; less space rental from Communications Fund (17k); increase in accident proceeds 50k
Graphic Services				
Charges for Services	1,579,150	1,240,000	(339,150)	Beginning in FY 2007/08, the design component of Graphic Services is budgeted in the General Fund
Miscellaneous	10,150	1,000	(9,150)	Beginning in FY 2007/08, the design component of Graphic Services is budgeted in the General Fund
Risk Management				
Charges for Services	16,531,981	17,877,342	1,345,361	Increased self insurance premiums
Interest	700,000	700,000	0	
TOTAL INTERNAL SERVICE FUNDS	**36,915,216**	**43,831,197**	**6,915,981**	
TOTAL REVENUES	**1,191,764,191**	**1,282,964,600**	**91,200,409**	

This page intentionally left blank.

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	1,536,753			1,536,753
ASSESSOR STATUTORY MANDATES	7,547,948			7,547,948
TOTAL ASSESSOR	9,084,701			9,084,701
BOARD OF SUPERVISORS				
BOARD OF SUPERVISORS	1,921,797			1,921,797
TOTAL BOARD OF SUPERVISORS	1,921,797			1,921,797
CLERK OF THE BOARD				
ADMINISTRATION/MANAGEMENT	826,231			826,231
DOCUMENT & MICROGRAPHIC MGMT	547,170			547,170
TOTAL CLERK OF THE BOARD	1,373,401			1,373,401
COUNTY ADMINISTRATOR				
COUNTY ADMINISTRATOR	1,831,684			1,831,684
FACILITIES RENEWAL FUND		1,505,000		1,505,000
METHAMPHETAMINE INTERDICTION		210,009		210,009
SONORAN DESERT CONSERVATION PLAN		30,000		30,000
TOTAL COUNTY ADMINISTRATOR	1,831,684	1,745,009		3,576,693
ELECTIONS				
ELECTIONS	2,623,929			2,623,929
TOTAL ELECTIONS	2,623,929			2,623,929
FINANCE & RISK MANAGEMENT				
ADMINISTRATION	1,592,677			1,592,677
BUDGET	1,399,242			1,399,242
FINANCIAL CONTROL & REPORTING	1,548,214			1,548,214
FINANCIAL MANAGEMENT & AUDIT	1,114,784	50,000		1,164,784
FINANCIAL OPERATIONS	1,906,292			1,906,292
TOTAL FINANCE & RISK MANAGEMENT	7,561,209	50,000		7,611,209
FORENSIC SCIENCE CENTER				
FORENSIC SCIENCE CENTER	2,837,589			2,837,589
TOTAL FORENSIC SCIENCE CENTER	2,837,589			2,837,589
HUMAN RESOURCES				
COMPENSATION/BENEFITS/CLASSIFICATION	1,057,754			1,057,754
RECRUITMENT/EMPLOYMENT RIGHTS	1,117,002			1,117,002
STAFF SERVICES	577,118			577,118
TOTAL HUMAN RESOURCES	2,751,874			2,751,874
INFORMATION TECHNOLOGY				
COMMUNICATIONS	449,312			449,312
INFORMATION TECHNOLOGY	6,618,318			6,618,318
IT ENHANCEMENT		1,547,200		1,547,200
TOTAL INFORMATION TECHNOLOGY	7,067,630	1,547,200		8,614,830

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Debt Service Fund	Total Expenditures
NON DEPARTMENTAL				
CONTINGENCY	34,879,855	5,300,000		40,179,855
DEBT SERVICE			77,945,345	77,945,345
EMPLOYEE BENEFIT LIABILITY FUND		1,000,000		1,000,000
GENERAL FUND DEBT SERVICE	5,935,109			5,935,109
GENERAL GOVERNMENT REVENUES	705,000			705,000
NON DEPARTMENTAL	7,487,225			7,487,225
TOTAL NON DEPARTMENTAL	49,007,189	6,300,000	77,945,345	133,252,534
PROCUREMENT				
ADMINISTRATION	612,334			612,334
DESIGN & CONSTRUCTION	603,781			603,781
MATERIALS & SERVICES	946,928			946,928
VENDOR RELATIONS & MWBE	246,687			246,687
TOTAL PROCUREMENT	2,409,730			2,409,730
RECORDER				
ADMINISTRATION	507,506			507,506
INFORMATION SERVICES		4,570,045		4,570,045
RECORDER DIVISION	969,107			969,107
VOTER REGISTRATION	1,279,118			1,279,118
TOTAL RECORDER	2,755,731	4,570,045		7,325,776
TREASURER				
TREASURER OPERATIONS	2,607,371	238,670		2,846,041
TOTAL TREASURER	2,607,371	238,670		2,846,041
TOTAL COUNTY ADMINISTRATION	**93,833,835**	**14,450,924**	**77,945,345**	**186,230,104**

INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY

FINANCE & RISK MANAGEMENT	
RISK MANAGEMENT	19,005,156
INFORMATION TECHNOLOGY	
COMMUNICATIONS	3,682,774
TOTAL INTERNAL SERVICE - COUNTY ADMINISTRATION	**22,687,930**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Debt Service Fund	Total Revenues
COUNTY ADMINISTRATION				
ASSESSOR				
ADMINISTRATION	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
COUNTY ADMINISTRATOR				
SONORAN DESERT CONSERVATION PLAN		30,000		30,000
TOTAL COUNTY ADMINISTRATOR		30,000		30,000
ELECTIONS				
ELECTIONS	435,000			435,000
TOTAL ELECTIONS	435,000			435,000
FINANCE & RISK MANAGEMENT				
FINANCIAL OPERATIONS	120,000			120,000
TOTAL FINANCE & RISK MANAGEMENT	120,000			120,000
FORENSIC SCIENCE CENTER				
FORENSIC SCIENCE CENTER	1,041,200			1,041,200
TOTAL FORENSIC SCIENCE CENTER	1,041,200			1,041,200
HUMAN RESOURCES				
COMPENSATION/BENEFITS/CLASSIFICATION	7,350			7,350
STAFF SERVICES	1,500			1,500
TOTAL HUMAN RESOURCES	8,850			8,850
INFORMATION TECHNOLOGY				
INFORMATION TECHNOLOGY	684,884			684,884
TOTAL INFORMATION TECHNOLOGY	684,884			684,884
NON DEPARTMENTAL				
CONTINGENCY	300,000			300,000
DEBT SERVICE			57,259,988	57,259,988
GENERAL FUND DEBT SERVICE	25,000			25,000
GENERAL GOVERNMENT REVENUES	432,097,282			432,097,282
IMPROVEMENT DISTRICTS		560,124		560,124
NON DEPARTMENTAL	4,713,836			4,713,836
TOTAL NON DEPARTMENTAL	437,136,118	560,124	57,259,988	494,956,230
RECORDER				
INFORMATION SERVICES		1,375,000		1,375,000
RECORDER DIVISION	3,225,000			3,225,000
VOTER REGISTRATION	373,750			373,750
TOTAL RECORDER	3,598,750	1,375,000		4,973,750
TREASURER				
TREASURER OPERATIONS	150	113,000		113,150
TOTAL TREASURER	150	113,000		113,150
TOTAL COUNTY ADMINISTRATION	**443,040,952**	**2,078,124**	**57,259,988**	**502,379,064**

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				
FINANCE & RISK MANAGEMENT				
RISK MANAGEMENT				18,577,342
INFORMATION TECHNOLOGY				
COMMUNICATIONS				4,528,651
TOTAL INTERNAL SERVICE - COUNTY ADMINISTRATION				**23,105,993**

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
COUNTY ADMINISTRATION	
ASSESSOR	
ADMINISTRATION	22.0
ASSESSOR STATUTORY MANDATES	139.0
TOTAL ASSESSOR	161.0
BOARD OF SUPERVISORS	
BOARD OF SUPERVISORS	24.4
TOTAL BOARD OF SUPERVISORS	24.4
CLERK OF THE BOARD	
ADMINISTRATION/MANAGEMENT	9.0
DOCUMENT & MICROGRAPHIC MGMT	10.0
TOTAL CLERK OF THE BOARD	19.0
COUNTY ADMINISTRATOR	
COUNTY ADMINISTRATOR	15.8
TOTAL COUNTY ADMINISTRATOR	15.8
ELECTIONS	
ELECTIONS	15.0
TOTAL ELECTIONS	15.0
FINANCE & RISK MANAGEMENT	
ADMINISTRATION	13.0
BUDGET	14.0
FINANCIAL CONTROL & REPORTING	22.0
FINANCIAL MANAGEMENT & AUDIT	16.0
FINANCIAL OPERATIONS	33.0
RISK MANAGEMENT	25.5
TOTAL FINANCE & RISK MANAGEMENT	123.5
FORENSIC SCIENCE CENTER	
FORENSIC SCIENCE CENTER	30.1
TOTAL FORENSIC SCIENCE CENTER	30.1
HUMAN RESOURCES	
COMPENSATION/BENEFITS/CLASSIFICATION	13.7
RECRUITMENT/EMPLOYMENT RIGHTS	15.4
STAFF SERVICES	8.4
TOTAL HUMAN RESOURCES	37.5
INFORMATION TECHNOLOGY	
COMMUNICATIONS	27.0
INFORMATION TECHNOLOGY	110.0
TOTAL INFORMATION TECHNOLOGY	137.0

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
PROCUREMENT	
ADMINISTRATION	9.0
DESIGN & CONSTRUCTION	8.0
MATERIALS & SERVICES	13.0
VENDOR RELATIONS & MWBE	4.0
TOTAL PROCUREMENT	34.0
RECORDER	
ADMINISTRATION	6.0
INFORMATION SERVICES	10.0
RECORDER DIVISION	20.0
VOTER REGISTRATION	21.0
TOTAL RECORDER	57.0
TREASURER	
TREASURER OPERATIONS	41.0
TOTAL TREASURER	41.0
TOTAL COUNTY ADMINISTRATION	695.3

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

Assessor

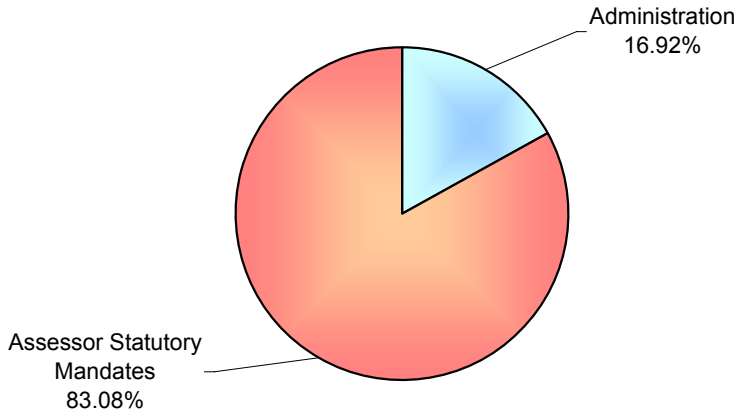
Expenditures: 9,084,701 **Revenues:** 6,000

FTEs 161.0

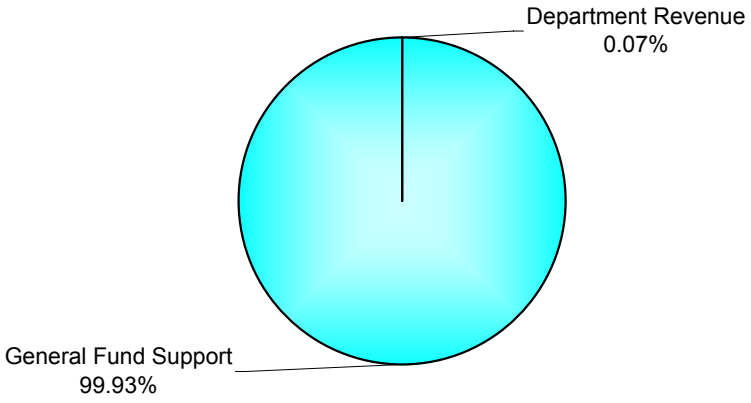
Function Statement: Locate, identify, value, and list all real and personal property in Pima County. Annually value and add to the tax roll all new construction, additions, changes in ownership, subdivisions, and parcel splits. Educate and assist the public in the valuation and appeals process.

Mandates: ARS Title 42: Taxation

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: ASSESSOR

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ADMINISTRATION	1,624,577	1,633,170	1,536,753
ASSESSOR STATUTORY MANDATES	6,091,802	6,837,203	7,547,948
Total Expenditures	**7,716,379**	**8,470,373**	**9,084,701**
Funding by Source			
Revenues			
ADMINISTRATION	2,220	0	6,000
ASSESSOR STATUTORY MANDATES	4,394	6,000	0
Total Revenues	**6,614**	**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	**7,709,765**	**8,464,373**	**9,078,701**
Total Program Funding	**7,716,379**	**8,470,373**	**9,084,701**
Staffing (FTEs) by Program			
ADMINISTRATION	20.0	20.5	22.0
ASSESSOR STATUTORY MANDATES	141.0	140.5	139.0
Total Staffing (FTEs)	**161.0**	**161.0**	**161.0**

Program Summary

Department: ASSESSOR
Program: ADMINISTRATION

Function

Provide administrative and managerial support to all departmental programs.

Description of Services

Provide personnel, payroll, procurement services, and operational planning. Develop departmental procedures. Administer the department's information systems.

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Training, education, and assistance provided to staff	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,019,230	1,079,044	1,004,369
SUPPLIES AND SERVICES	387,602	519,476	365,484
CAPITAL OUTLAY	217,745	34,650	166,900
Total Program Expenditures	**1,624,577**	**1,633,170**	**1,536,753**
Program Funding by Source			
Revenues			
MISCELLANEOUS	2,220	0	6,000
Operating Revenue Sub-Total	**2,220**	**0**	**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	**1,622,357**	**1,633,170**	**1,530,753**
Total Program Funding	**1,624,577**	**1,633,170**	**1,536,753**
Program Staffing (FTEs)	**20.0**	**20.5**	**22.0**

Supplemental Packages Approved

Supplemental Package B - Pictometry - is associated with this program. Funding of this package provides for enhanced aerial photography services. Data presented on this page does not include $60,000 in expenditures that have been adopted, because the budget authority is being retained in the Board of Supervisor's Budget Stabilization Fund, pending commitment by the Pima Association of Governments and the city of Tucson for the remaining cost.

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, value, and list 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, locate, value, and classify all new construction and additions to both real and personal property including mobile homes and business accounts
- 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 state and federal agencies

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
New commercial, residential, field, and personal property inspections completed	98%	98%	98%
Percentage of property transfers, splits, and subdivisions processed within the year of receipt	95%	96%	96%
Percentage of telephone inquiries regarding personal and real property answered	100%	100%	100%
Petitions filed during the Administrative Appeal process accepted, reviewed, and answered	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	5,442,519	6,548,518	6,822,754
SUPPLIES AND SERVICES	649,283	288,685	725,194
Total Program Expenditures	**6,091,802**	**6,837,203**	**7,547,948**
Program Funding by Source			
Revenues			
MISCELLANEOUS	4,394	6,000	0
Operating Revenue Sub-Total	**4,394**	**6,000**	**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	**6,087,408**	**6,831,203**	**7,547,948**
Total Program Funding	**6,091,802**	**6,837,203**	**7,547,948**
Program Staffing (FTEs)	**141.0**	**140.5**	**139.0**

Board of Supervisors

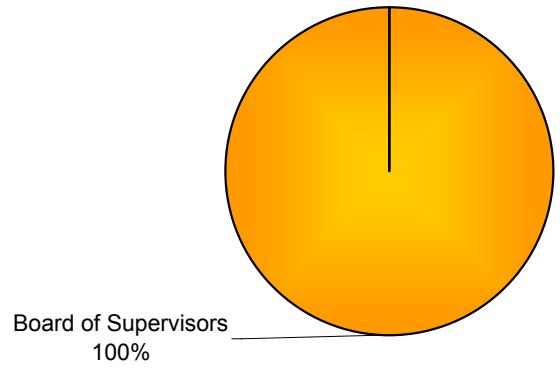
Expenditures: 1,921,797 **Revenues:** 0

FTEs 24.4

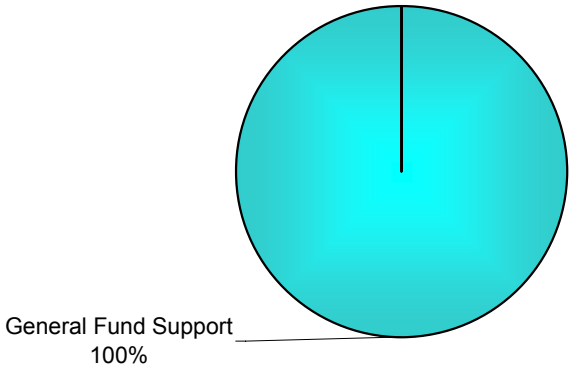
Function Statement: Fulfill the duties and responsibilities set forth in Arizona Revised Statutes. Fund and maintain public health and safety. Lay out, maintain, and manage roads and bridges within the County. Provide health care and legal services to the indigent population of the County. Supervise 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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
BOARD OF SUPERVISORS	1,509,281	1,674,540	1,921,797
Total Expenditures	**1,509,281**	**1,674,540**	**1,921,797**
Funding by Source			
Revenues			
BOARD OF SUPERVISORS	69	0	0
Total Revenues	**69**	**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	**1,509,212**	**1,674,540**	**1,921,797**
Total Program Funding	**1,509,281**	**1,674,540**	**1,921,797**
Staffing (FTEs) by Program			
BOARD OF SUPERVISORS	23.2	21.1	24.4
Total Staffing (FTEs)	**23.2**	**21.1**	**24.4**

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Meetings required by statute held on time	yes	yes	yes
Combined County property tax rate (per $100 net assessed value)	$5.4611	$5.3406	$5.0674

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,380,178	1,403,244	1,659,622
SUPPLIES AND SERVICES	116,360	265,296	256,175
CAPITAL OUTLAY	12,743	6,000	6,000
Total Program Expenditures	**1,509,281**	**1,674,540**	**1,921,797**
Program Funding by Source			
Revenues			
MISCELLANEOUS	69	0	0
Operating Revenue Sub-Total	**69**	**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	**1,509,212**	**1,674,540**	**1,921,797**
Total Program Funding	**1,509,281**	**1,674,540**	**1,921,797**
Program Staffing (FTEs)	**23.2**	**21.1**	**24.4**

This page intentionally left blank.

Clerk of the Board

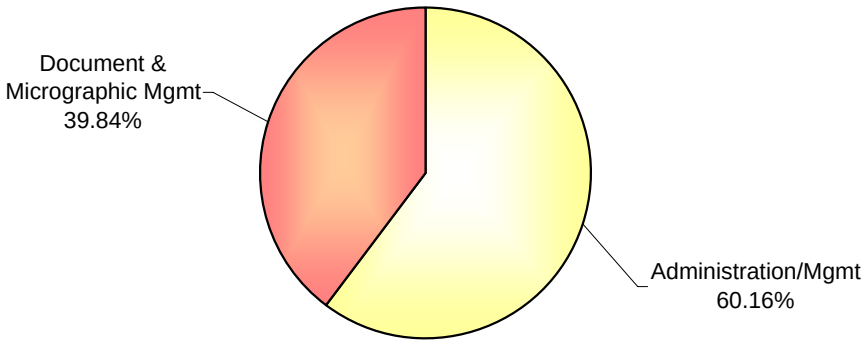
Expenditures: 1,373,401 **Revenues:** 10,000

FTEs 19.0

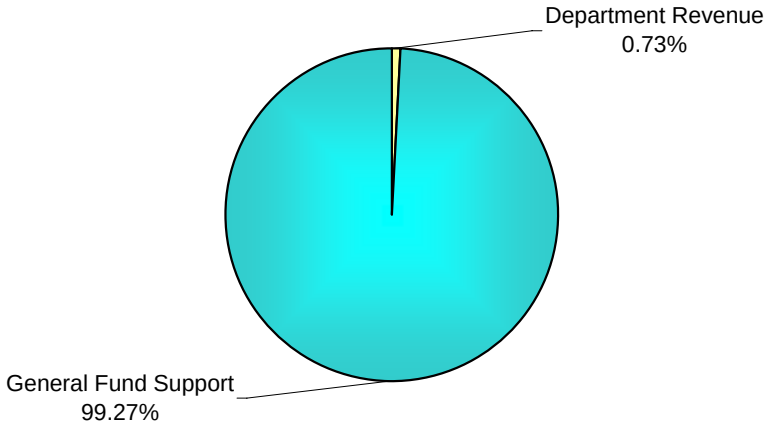
Function Statement: Record and publish all proceedings of the Board of Supervisors. Preserve and file all accounts acted upon by the Board. Provide efficient management, suitable storage, and utilization of Pima County records. Process, preserve, and file all petitions, various licenses, and applications. 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

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: CLERK OF THE BOARD

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ADMINISTRATION/MANAGEMENT	711,132	794,372	826,231
DOCUMENT & MICROGRAPHIC MGMT	416,245	528,466	547,170
Total Expenditures	**1,127,377**	**1,322,838**	**1,373,401**
Funding by Source			
Revenues			
ADMINISTRATION/MANAGEMENT	13,342	10,000	10,000
DOCUMENT & MICROGRAPHIC MGMT	(1,777)	0	0
Total Revenues	**11,565**	**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	**1,115,812**	**1,312,838**	**1,363,401**
Total Program Funding	**1,127,377**	**1,322,838**	**1,373,401**
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 (BOS) meeting agendas/addenda including all substantiating documents in hard copy and electronically on the Internet. 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. Fulfill statutory duties relating to special taxing districts.

Program Goals and Objectives

- Perform all duties within mandated deadlines
- Initiate and coordinate a review of BOS Policies and Code provisions in concert with responsible departments
- Continue to improve/modify the features of the electronic agenda
- Continue with ongoing database development project of converting microfilmed records into searchable text files

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Deadlines for statutory duties met	100%	100%	100%
Posted/uploaded agenda pursuant to policy	100%	100%	100%
Policies/codes reviewed with responsible departments	n/a	50%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	485,974	525,870	554,617
SUPPLIES AND SERVICES	201,746	268,502	271,614
CAPITAL OUTLAY	23,412	0	0
Total Program Expenditures	**711,132**	**794,372**	**826,231**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	1,880	1,600	1,600
CHARGES FOR SERVICES	2,156	300	300
MISCELLANEOUS	9,306	8,100	8,100
Operating Revenue Sub-Total	**13,342**	**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	**697,790**	**784,372**	**816,231**
Total Program Funding	**711,132**	**794,372**	**826,231**
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 Management Program to ensure countywide compliance
- Provide additional departments access to the on-line records storage and retrieval system
- Continue marketing micrographic services to other local jurisdictions to generate revenue
- Expand our services to provide conversion of microfilm to digital images and document scanning
- Identify and provide storage in our vault for original microfilm, backup tapes, and CDs of vital documents for emergency recovery of data

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Custom Retention Schedules developed for departments/divisions	96%	97%	98%
Training provided for online storage/retrieval system	n/a	60%	100%
Reduction of stored permanent and long term records by filming	1.5%	2.5%	3.5%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	369,988	466,646	469,679
SUPPLIES AND SERVICES	35,912	61,820	77,491
CAPITAL OUTLAY	10,345	0	0
Total Program Expenditures	**416,245**	**528,466**	**547,170**
Program Funding by Source			
Revenues			
MISCELLANEOUS	(1,777)	0	0
Operating Revenue Sub-Total	**(1,777)**	**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	**418,022**	**528,466**	**547,170**
Total Program Funding	**416,245**	**528,466**	**547,170**
Program Staffing (FTEs)	**10.0**	**10.0**	**10.0**

Supplemental Packages Approved

Supplemental Package B - Micrographics Equipment - is associated with this program. Funding of this package provides for expanded imaging capabilities . Data presented on this page does not include $47,000 in capital expenditures that have been adopted, because the budget authority is being retained in the Information Technology Enhancement Fund.

County Administrator

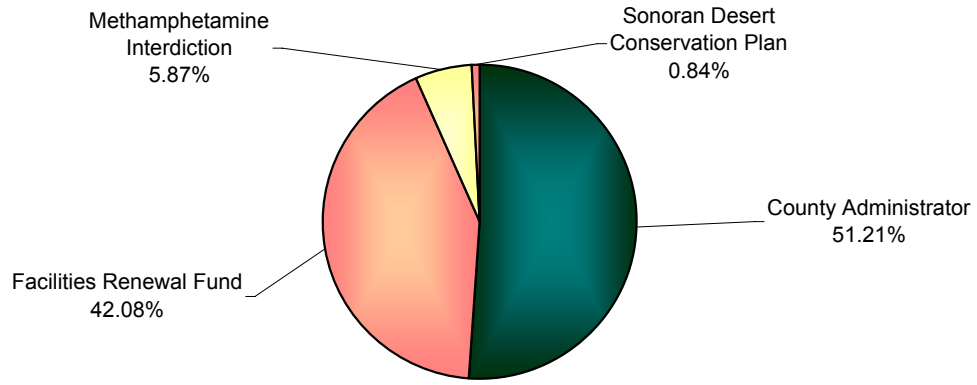
Expenditures: 3,576,693 **Revenues:** 30,000

FTEs 15.8

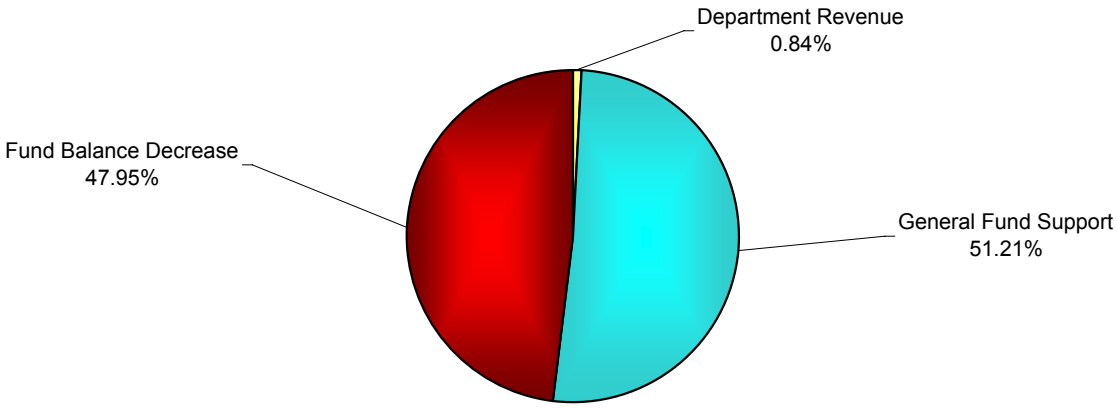
Function Statement: Carry out the policies and attain goals established by the Board of Supervisors. Provide information and technical assistance to the Board. Administer and oversee all non-elected official department operations. Provide management, coordination, and communication on all legislative issues and intergovernmental needs. Direct activities of the Office of Strategic Technology Planning. Oversee the Sonoran Desert Conservation Plan, Facilities Renewal Fund, Methamphetamine Interdiction Fund, and the Space Acquisition Fund.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: COUNTY ADMINISTRATOR

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
COUNTY ADMINISTRATOR	1,321,936	1,500,821	1,831,684
FACILITIES RENEWAL FUND	400,720	4,786,663	1,505,000
METHAMPHETAMINE INTERDICTION	0	0	210,009
SONORAN DESERT CONSERVATION PLAN	194,141	6,921	30,000
SPACE ACQUISITION FUND	0	3,973,805	0
Total Expenditures	**1,916,797**	**10,268,210**	**3,576,693**
Funding by Source			
Revenues			
COUNTY ADMINISTRATOR	44	0	0
FACILITIES RENEWAL FUND	19,021	0	0
SONORAN DESERT CONSERVATION PLAN	191,319	0	30,000
Total Revenues	**210,384**	**0**	**30,000**
Net Operating Transfers In/(Out)	**563,259**	**8,760,468**	**(127,731)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(178,738)**	**6,921**	**1,842,740**
General Fund Support	**1,321,892**	**1,500,821**	**1,831,684**
Total Program Funding	**1,916,797**	**10,268,210**	**3,576,693**
Staffing (FTEs) by Program			
COUNTY ADMINISTRATOR	16.2	16.3	15.8
Total Staffing (FTEs)	**16.2**	**16.3**	**15.8**

Program Summary

Department: COUNTY ADMINISTRATOR
Program: COUNTY ADMINISTRATOR

Function

Carry out the policies and attain goals established by the Board of Supervisors.

Description of Services

Administer and oversee all non-elected official department operations. Provide management, coordination, and communications on all legislative issues and intergovernmental needs.

Program Goals and Objectives

- Implement the Board of Supervisors policies and work with the State Legislature on issues affecting Pima County
- Improve County operations by reviewing and evaluating department programs and operations

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Department budget requests reviewed	yes	yes	yes
Board requests met	yes	yes	yes
Mandated reports completed	yes	yes	yes
Departments using Zero Base Budget methodology	9	9	5

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,177,050	1,354,115	1,354,001
SUPPLIES AND SERVICES	129,057	146,706	477,683
CAPITAL OUTLAY	15,829	0	0
Total Program Expenditures	**1,321,936**	**1,500,821**	**1,831,684**
Program Funding by Source			
Revenues			
MISCELLANEOUS	44	0	0
Operating Revenue Sub-Total	**44**	**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	**1,321,892**	**1,500,821**	**1,831,684**
Total Program Funding	**1,321,936**	**1,500,821**	**1,831,684**
Program Staffing (FTEs)	**16.2**	**16.3**	**15.8**

Program Summary

Department: COUNTY ADMINISTRATOR
Program: FACILITIES RENEWAL FUND

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Facilities renewal approval plan complete	yes	yes	yes
Facilities repair/improvement projects completed	2	8	6

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	5,862	0	0
SUPPLIES AND SERVICES	394,858	4,001,663	1,505,000
CAPITAL OUTLAY	0	785,000	0
Total Program Expenditures	**400,720**	**4,786,663**	**1,505,000**
Program Funding by Source			
Revenues			
INTEREST	19,021	0	0
Special Programs Revenue Sub-Total	**19,021**	**0**	**0**
Net Operating Transfers In/(Out)	**563,259**	**4,786,663**	**(127,731)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(181,560)**	**0**	**1,632,731**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**400,720**	**4,786,663**	**1,505,000**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: COUNTY ADMINISTRATOR
Program: METHAMPHETAMINE INTERDICTION

Function

Use one-time funding provided by the State of Arizona for increased methamphetamine interdiction efforts.

Description of Services

Provide increased methamphetamine investigation, training, prosecution, abuse treatment & intervention, and/or education programs.

Program Goals and Objectives

- Increase public awareness of the dangers of methamphetamine use through increased education programs
- Reduce methamphetamine use and provide treatment to abusers
- Improve quality of life in our neighborhoods

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Radio and television public anti-meth message funding	n/a	n/a	$25,000
Good Behavior games funding for primary grade school children at risk for meth and other drugs	n/a	n/a	$27,500
Primary grade school children participating in Good Behavior games	n/a	n/a	1,250
Adolescent motivation interview and node mapping funding	n/a	n/a	$25,000
Youth participating in motivation interviews and node mapping	n/a	n/a	125
Sheriff deputy overtime expense funding	n/a	n/a	$25,000
Sheriff deputy overtime hours funded	n/a	n/a	625
Adult services funding for train the trainers programs and supporting supplies	n/a	n/a	$65,000
Meth Free Alliance neighborhood projects funding	n/a	n/a	$7,500
Neighborhoods with Meth Free Alliance neighborhood projects	n/a	n/a	3
Funds used in compliance with program guidelines	n/a	n/a	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	0	0	210,009
Total Program Expenditures	**0**	**0**	**210,009**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**210,009**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**0**	**0**	**210,009**
Program Staffing (FTEs)	**0.0**	**0.0**	**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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Issue all draft documents on schedule	yes	yes	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	194,141	6,921	30,000
Total Program Expenditures	**194,141**	**6,921**	**30,000**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	194,141	0	30,000
INTEREST	(2,822)	0	0
Grant Revenue Sub-Total	**191,319**	**0**	**30,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**2,822**	**6,921**	**0**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**194,141**	**6,921**	**30,000**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: COUNTY ADMINISTRATOR
Program: SPACE ACQUISITION FUND

Function

Provide funds to acquire sufficient workspace for County departments.

Description of Services

Accumulate a cash reserve to facilitate workspace expansion to provide the County with additional flexibility to pursue a wider range of options and allow acquisitions to occur, in whole or part, on a pay-as-you-go basis.

Program Goals and Objectives

- Reserve resources in preparation to implement actions determined by the Board of Supervisors to be appropriate to address space needs
- Provide funds for workspace acquisition

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Cash reserve established for space acquisition	n/a	yes	yes
Funds used for space acquisition	n/a	$1,896,885	0

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	0	3,973,805	0
Total Program Expenditures	**0**	**3,973,805**	**0**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**3,973,805**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**0**	**3,973,805**	**0**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

This page intentionally left blank.

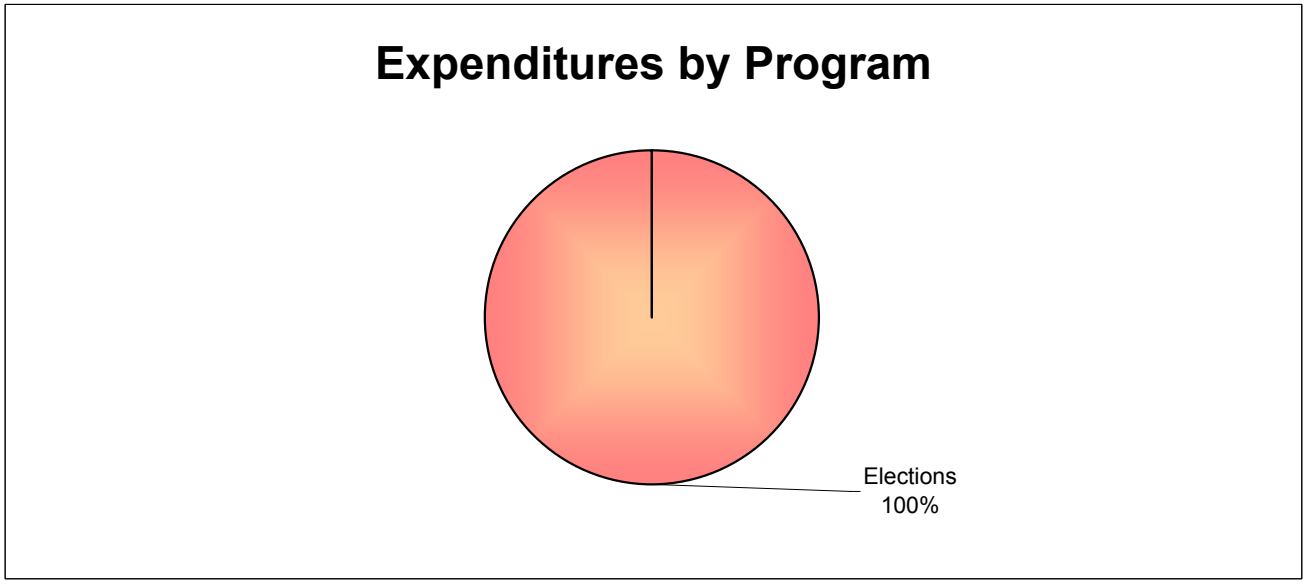
Elections

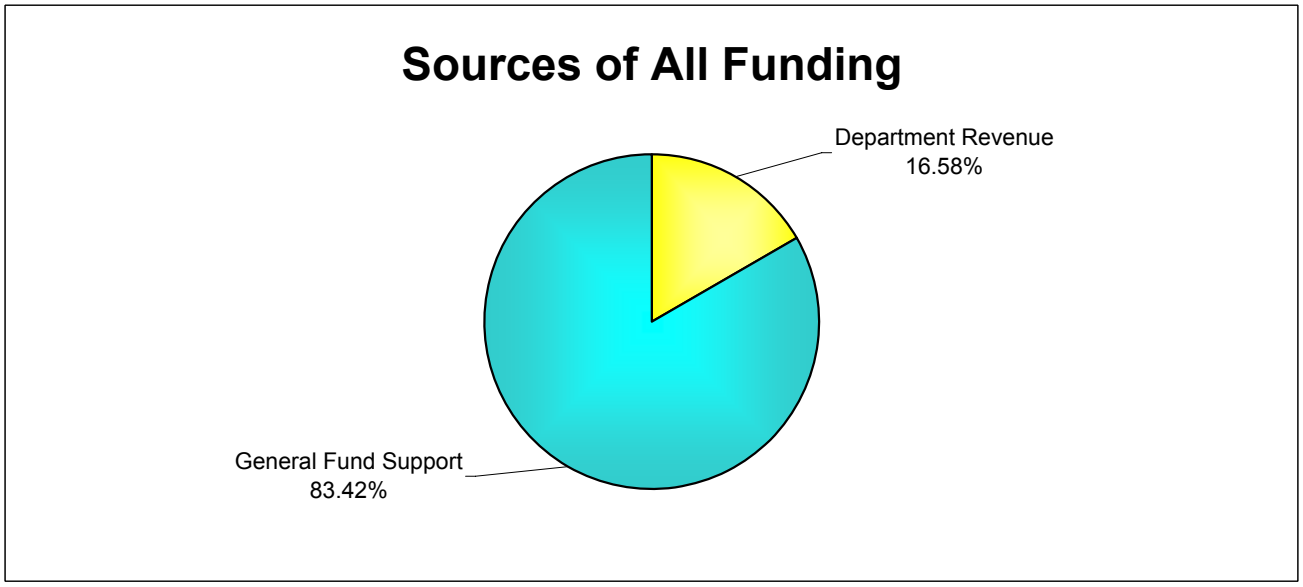
Expenditures: 2,623,929 **Revenues:** 435,000

FTEs 15.0

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 and the Voting Rights Act.

Mandates: ARS Title 16: Elections and Electors





Department Summary by Program

Department: ELECTIONS

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ELECTIONS	4,567,061	3,824,652	2,623,929
Total Expenditures	**4,567,061**	**3,824,652**	**2,623,929**
Funding by Source			
Revenues			
ELECTIONS	2,380,451	685,000	435,000
Total Revenues	**2,380,451**	**685,000**	**435,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**2,186,610**	**3,139,652**	**2,188,929**
Total Program Funding	**4,567,061**	**3,824,652**	**2,623,929**
Staffing (FTEs) by Program			
ELECTIONS	15.4	14.0	15.0
Total Staffing (FTEs)	**15.4**	**14.0**	**15.0**

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
- Comply with all federal and state mandates and statutes

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Sample ballots mailed on time	yes	yes	yes
Boardworkers recruited for jurisdictional elections	yes	yes	yes
Sufficient ballots on hand	yes	yes	yes
Results available for 10:00 P.M. news	yes	yes	yes
Visually impaired voting devices at every polling place	yes	yes	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,151,822	2,070,902	1,432,939
SUPPLIES AND SERVICES	1,694,275	1,571,650	1,150,890
CAPITAL OUTLAY	1,720,964	182,100	40,100
Total Program Expenditures	**4,567,061**	**3,824,652**	**2,623,929**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	2,351,915	680,000	430,000
CHARGES FOR SERVICES	24,012	5,000	5,000
MISCELLANEOUS	4,524	0	0
Operating Revenue Sub-Total	**2,380,451**	**685,000**	**435,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**2,186,610**	**3,139,652**	**2,188,929**
Total Program Funding	**4,567,061**	**3,824,652**	**2,623,929**
Program Staffing (FTEs)	**15.4**	**14.0**	**15.0**

This page intentionally left blank.

Finance & Risk Management

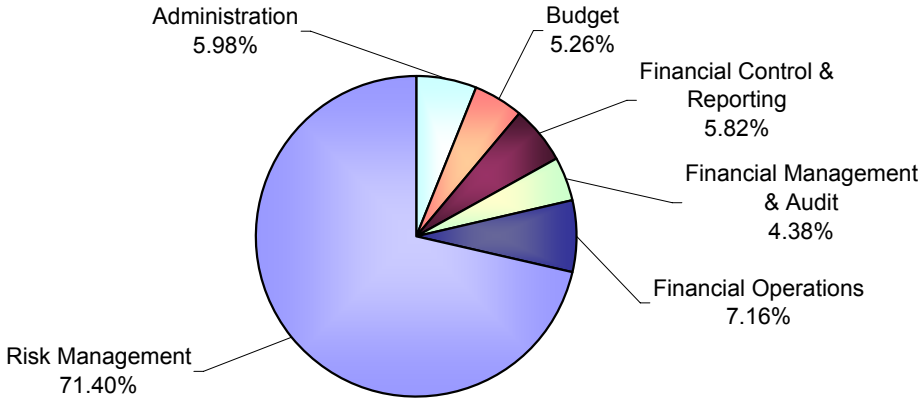
Expenditures: 26,616,365 **Revenues:** 18,697,342

FTEs 123.5

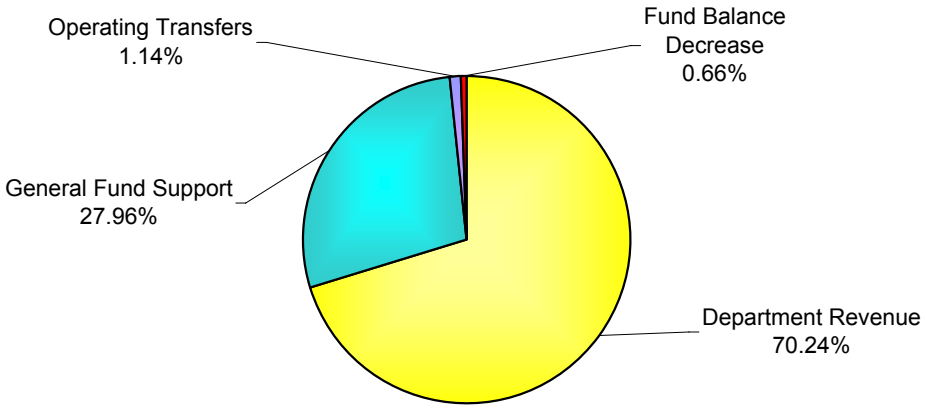
Function Statement: Provide centralized financial and risk management services for the County. Financial and risk management operations include administration, bond financing, budget development and monitoring, tax levy and rate compilation, tax assembly coordination, financial statement preparation, financial systems control, accounts payable, payroll processing, Family and Medical Leave Act administration, records maintenance, mail services, workman's compensation, loss control and prevention, internal audit, cash management, collection of delinquent accounts, and formation and collection function of improvement districts.

Mandates: ARS Title 11: Counties, Title 23: Labor, Title 34: Public Buildings and Improvements, Title 38: Public Officers and Employees, Title 41: State Government, and Title 42: Taxation; and Pima County Code 3.04: Risk Management

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: FINANCE & RISK MANAGEMENT

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ADMINISTRATION	1,196,891	1,195,519	1,592,677
BUDGET	1,164,813	1,321,792	1,399,242
FINANCIAL CONTROL & REPORTING	1,233,487	1,521,571	1,548,214
FINANCIAL MANAGEMENT & AUDIT	579,542	1,160,774	1,164,784
FINANCIAL OPERATIONS	1,701,370	1,638,041	1,906,292
RISK MANAGEMENT	20,063,312	17,491,678	19,005,156
Total Expenditures	**25,939,415**	**24,329,375**	**26,616,365**
Funding by Source			
Revenues			
ADMINISTRATION	2,024	0	0
FINANCIAL CONTROL & REPORTING	2	0	0
FINANCIAL MANAGEMENT & AUDIT	171,686	0	0
FINANCIAL OPERATIONS	117,800	60,000	120,000
RISK MANAGEMENT	16,607,471	17,231,981	18,577,342
Total Revenues	**16,898,983**	**17,291,981**	**18,697,342**
Net Operating Transfers In/(Out)	**0**	**50,000**	**302,124**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**3,510,871**	**254,697**	**175,690**
General Fund Support	**5,529,561**	**6,732,697**	**7,441,209**
Total Program Funding	**25,939,415**	**24,329,375**	**26,616,365**
Staffing (FTEs) by Program			
ADMINISTRATION	14.5	12.6	13.0
BUDGET	14.0	14.0	14.0
FINANCIAL CONTROL & REPORTING	23.3	22.0	22.0
FINANCIAL MANAGEMENT & AUDIT	14.0	17.0	16.0
FINANCIAL OPERATIONS	30.0	29.0	33.0
RISK MANAGEMENT	18.0	18.0	25.5
Total Staffing (FTEs)	**113.8**	**112.6**	**123.5**

Program Summary

Department: FINANCE & RISK MANAGEMENT
Program: ADMINISTRATION

Function

Plan, organize, direct, and manage the operation of the Department of Finance and Risk Management.

Description of Services

Perform the above stated function, in order to accomplish the following: process payroll and accounts payable; monitor risk factors affecting finances and work force; prepare external and internal financial reports; coordinate and monitor County budgets; administer the County's long term debt; coordinate 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, and improvement district bonds
- Install integrated Countywide program for asset management, procurement, and work order management

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Special reports/analyses/investigations completed	4	4	4
Debt packages prepared	4	2	2

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	722,750	827,784	1,114,132
SUPPLIES AND SERVICES	337,949	342,585	431,345
CAPITAL OUTLAY	136,192	25,150	47,200
Total Program Expenditures	**1,196,891**	**1,195,519**	**1,592,677**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,000	0	0
MISCELLANEOUS	1,024	0	0
Operating Revenue Sub-Total	**2,024**	**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	**1,194,867**	**1,195,519**	**1,592,677**
Total Program Funding	**1,196,891**	**1,195,519**	**1,592,677**
Program Staffing (FTEs)	**14.5**	**12.6**	**13.0**

Program Summary

Department: FINANCE & RISK MANAGEMENT
Program: BUDGET

Function

Develop and monitor Pima County's annual budget. Manage Pima County's annual property tax assembly process.

Description of Services

Produce the Recommended, Tentative, and Adopted Budget schedules and books. Monitor the budget and compile monthly revenue and expenditure forecasts. Respond to management's requests for financial analyses and reports. Compile the property tax levies and rates. Work with the Assessor's and Treasurer's offices to produce the property tax roll extension, print and mail property tax statements to property owners, and answer taxpayer queries via the taxpayer telephone hotline.

Program Goals and Objectives

- Prepare/publish budget schedules/books in a timely manner
  . Budget schedules/books prepared by due dates established by the County Administrator
- Publish a budget document that satisfies the Government Finance Officers Association (GFOA) guidelines for effective budget presentation
  . Achieve rating of proficient/outstanding for each of the GFOA review criteria
  . Receive the GFOA Distinguished Budget Presentation Award
- Provide County residents timely and accurate information regarding real and secured personal property taxes
  . Compile tax rates/levies by the legislated due date
  . Print and mail approximately 400,000 tax statements at least 21 days before the tax due date
  . Provide informational service via the taxpayer telephone hotline, with no taxpayer complaints about such service
- Prepare reliable budget projections
  . Prepare General Fund budget projections within 1% of year-end audited actual revenues and expenditures

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Budget schedules/books produced by due dates	yes	yes	yes
GFOA review criteria rating of proficient/outstanding	93 of 93	91 of 93	93 of 93
GFOA Budget Presentation Award received	yes	yes	yes
Tax rates/levies compiled by due date	yes	yes	yes
Days tax statements mailed prior to taxes due	23	22	22
Taxpayer complaints received re: telephone hotline	0	0	0
FYE projection vs CAFR actual (General Fund)	<1% difference	<1% difference	<1% difference

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	890,869	1,031,229	1,055,779
SUPPLIES AND SERVICES	261,438	285,563	337,299
CAPITAL OUTLAY	12,506	5,000	6,164
Total Program Expenditures	**1,164,813**	**1,321,792**	**1,399,242**
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	**1,164,813**	**1,321,792**	**1,399,242**
Total Program Funding	**1,164,813**	**1,321,792**	**1,399,242**
Program Staffing (FTEs)	**14.0**	**14.0**	**14.0**

Program Summary

Department: FINANCE & RISK MANAGEMENT
Program: FINANCIAL CONTROL & REPORTING

Function

Perform centralized financial reporting and accounting/finance functions for Pima County departments and funds.

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 and the Indirect Cost Allocation Report). Reconcile cash, property tax revenues, and investments with the records of the Pima County Treasurer. Respond to management's requests for financial analyses and reports. Monitor grant financial activity and grant compliance with applicable policies, procedures, laws, and regulations.

Program Goals and Objectives

- Meet December 31st deadline for submitting the County's audited Comprehensive Annual Financial Report for the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting
- 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
- Establish and begin implementation of a centralized database for capturing and monitoring County grants
- Minimize non-compliance with federal laws to begin reclassification of County from a high risk entity to low risk entity (3 year process)

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 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 statements issued for Wastewater Management, Development Services, and Risk Management	yes	yes	yes
Wastewater Management, Development Services, and Risk Management audits completed by 10/31	yes	yes	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,192,361	1,455,196	1,479,198
SUPPLIES AND SERVICES	41,126	66,375	69,016
Total Program Expenditures	**1,233,487**	**1,521,571**	**1,548,214**
Program Funding by Source			
Revenues			
MISCELLANEOUS	2	0	0
Operating Revenue Sub-Total	**2**	**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	**1,233,485**	**1,521,571**	**1,548,214**
Total Program Funding	**1,233,487**	**1,521,571**	**1,548,214**
Program Staffing (FTEs)	**23.3**	**22.0**	**22.0**

Program Summary

Department: FINANCE & RISK MANAGEMENT
Program: FINANCIAL MANAGEMENT & AUDIT

Function

Perform centralized cash analysis function for County departments, ensure that internal control processes are in place and functioning, collect delinquent accounts receivable for various County departments, and perform all phases of the improvement district process.

Description of Services

Review and analyze County cash position; plan, organize, and coordinate all phases of the improvement district process; coordinate and monitor County collection activities; and conduct routine cash handling, performance, management, and contract audits pertaining to all County departments.

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
- Plan, organize, and coordinate all phases of the improvement district process

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Departmental cash flow analyses prepared	10	10	15
High risk audits completed	4	4	4
Updated improvement district procedures	n/a	yes	n/a

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	619,155	1,094,283	1,084,271
SUPPLIES AND SERVICES	(41,513)	58,641	56,513
CAPITAL OUTLAY	1,900	7,850	24,000
Total Program Expenditures	**579,542**	**1,160,774**	**1,164,784**
Program Funding by Source			
Revenues			
MISCELLANEOUS	170,012	0	0
Operating Revenue Sub-Total	**170,012**	**0**	**0**
INTEREST	1,674	0	0
Special Programs Revenue Sub-Total	**1,674**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**50,000**	**50,000**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**55,030**	**(5,000)**	**0**
General Fund Support	**352,826**	**1,115,774**	**1,114,784**
Total Program Funding	**579,542**	**1,160,774**	**1,164,784**
Program Staffing (FTEs)	**14.0**	**17.0**	**16.0**

Program Summary

Department: FINANCE & RISK MANAGEMENT
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 systems, accurately and in a timely manner. Perform accounts payable functions, including paying, researching, and auditing claims. Perform payroll functions, including paying County employees and researching problems. Distribute incoming and outgoing mail accurately, in a timely manner, and in accordance with federal regulations. Administer Pima County's Family and Medical Leave Act (FMLA) procedures and tracking.

Program Goals and Objectives

- Provide accurate and timely payment information
- Enhance confidence in the financial systems as sound tools for management and decision making
- Process invoices within 7-10 days of receipt
- Meet statutory deadlines for payroll
- Adhere to federal regulations with regard to Family and Medical Leave Act

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Invoices processed 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 timelines	yes	yes	yes
Adhere to all federal FMLA regulations	n/a	n/a	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,431,051	1,490,453	1,719,813
SUPPLIES AND SERVICES	265,103	147,588	146,079
CAPITAL OUTLAY	5,216	0	40,400
Total Program Expenditures	**1,701,370**	**1,638,041**	**1,906,292**
Program Funding by Source			
Revenues			
MISCELLANEOUS	117,183	60,000	120,000
Operating Revenue Sub-Total	**117,183**	**60,000**	**120,000**
MISCELLANEOUS	617	0	0
Special Programs Revenue Sub-Total	**617**	**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	**1,583,570**	**1,578,041**	**1,786,292**
Total Program Funding	**1,701,370**	**1,638,041**	**1,906,292**
Program Staffing (FTEs)	**30.0**	**29.0**	**33.0**

Program Summary

Department: FINANCE & RISK MANAGEMENT
Program: RISK MANAGEMENT

Function

Direct the risk management, safety, and loss prevention programs for the County, Flood Control District, Stadium District, and Library District. Comply with environmental laws and rules, manage environmental tort litigation and provide funding for losses. Manage Workers' Compensation, Return to Work, Occupational Medicine, and Ergonomics programs. Fund unemployment insurance and self-insured employee dental benefits. Insure County properties.

Description of Services

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 Risk Management program. Provide safety and loss prevention regulatory administration, training, inspection, and consulting. Conduct safety investigations and analyses. Fund safety improvements. Provide technical support on environmental issues. Adjust, defend, and fund liability and workers' compensation claims. Return injured employees to work as early as possible. Administer the Job Retraining and Placement Program.

Program Goals and Objectives

- Comply with laws, rules, and policies
- Reduce/prevent losses
- Provide funding for investigation of claims, suits, administrative actions and to pay losses without disrupting entity budgets
- 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 Americans with Disabilities Act
- Provide funding for portion of County Attorney's Civil Division

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Higher risk department safety reviews performed	5	5	5
Biannual low risk safety reviews performed	10	10	10
Information provided in a timely manner	100%	100%	100%
Advice provided in a timely manner	100%	100%	100%
Claims investigated thoroughly	95%	95%	95%
Small claims processed without statutory denial	85%	85%	85%
Undisputed bills paid within 60 days	90%	80%	90%
Claims accepted/denied within statutory period	95%	99%	99%
Trust Fund maintained at 75% confidence level	yes	yes	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	2,041,468	2,277,721	2,556,249
SUPPLIES AND SERVICES	17,967,918	15,206,957	16,431,907
CAPITAL OUTLAY	53,926	7,000	17,000
Total Program Expenditures	**20,063,312**	**17,491,678**	**19,005,156**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	14,527,449	16,531,981	17,877,342
INTEREST	1,380,046	700,000	700,000
MISCELLANEOUS	699,976	0	0
Special Programs Revenue Sub-Total	**16,607,471**	**17,231,981**	**18,577,342**
Net Operating Transfers In/(Out)	**0**	**0**	**252,124**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**3,455,841**	**259,697**	**175,690**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**20,063,312**	**17,491,678**	**19,005,156**
Program Staffing (FTEs)	**18.0**	**18.0**	**25.5**

Forensic Science Center

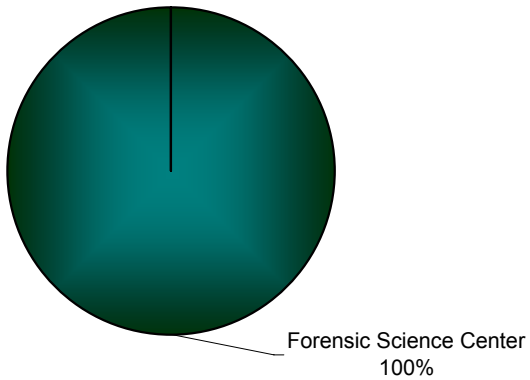
Expenditures: 2,837,589 **Revenues:** 1,041,200

FTEs 30.1

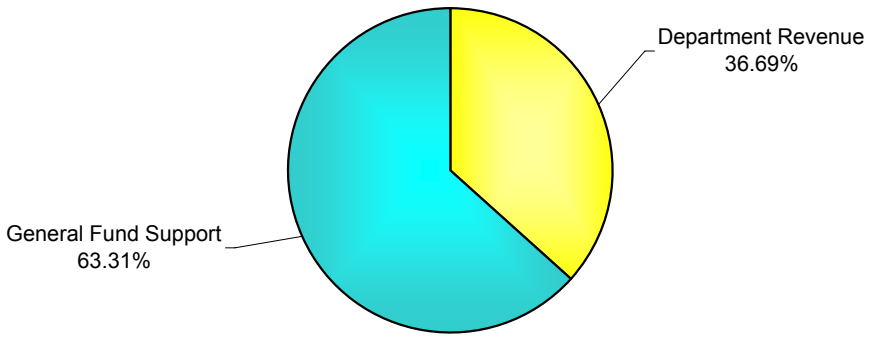
Function Statement: Perform investigations regarding individuals whose deaths are under the jurisdiction of the office of the Medical Examiner.

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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
FORENSIC SCIENCE CENTER	2,417,192	2,578,742	2,837,589
Total Expenditures	**2,417,192**	**2,578,742**	**2,837,589**
Funding by Source			
Revenues			
FORENSIC SCIENCE CENTER	1,130,909	1,026,500	1,041,200
Total Revenues	**1,130,909**	**1,026,500**	**1,041,200**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,286,283**	**1,552,242**	**1,796,389**
Total Program Funding	**2,417,192**	**2,578,742**	**2,837,589**
Staffing (FTEs) by Program			
FORENSIC SCIENCE CENTER	25.0	27.5	30.1
Total Staffing (FTEs)	**25.0**	**27.5**	**30.1**

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Requests to remove bodies responded to within 30 minutes	90%	85%	85%
Autopsy rate	61%	60%	65%
Reports prepared within 3-4 weeks	86%	82%	88%
Cremation authorization completed within 1 day	95%	92%	92%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,789,057	2,162,975	2,369,214
SUPPLIES AND SERVICES	550,082	385,767	435,375
CAPITAL OUTLAY	78,053	30,000	33,000
Total Program Expenditures	**2,417,192**	**2,578,742**	**2,837,589**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,100,209	1,021,500	1,037,700
MISCELLANEOUS	5,950	5,000	3,500
Operating Revenue Sub-Total	**1,106,159**	**1,026,500**	**1,041,200**
INTERGOVERNMENTAL	24,689	0	0
INTEREST	61	0	0
Grant Revenue Sub-Total	**24,750**	**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	**1,286,283**	**1,552,242**	**1,796,389**
Total Program Funding	**2,417,192**	**2,578,742**	**2,837,589**
Program Staffing (FTEs)	**25.0**	**27.5**	**30.1**

Supplemental Packages Approved

Supplemental Package B - Body Transportation - is associated with this program. Partial funding of this package provides two additional Forensic Field Agent positions, outside vendor body transportation savings, and a 3/4 ton van for decedent removal. The package requested $51,066 for personal services and $28,000 for capital expenditures. Data presented on this page includes $68,066 in expenditures.

Supplemental Package C - Forensic Medical Investigator - is associated with this program. Partial funding of this package provides one additional Forensic Medical Investigator position. The package requested $33,741 for personal services. Data presented on this page includes $25,306 in expenditures.

This page intentionally left blank.

Human Resources

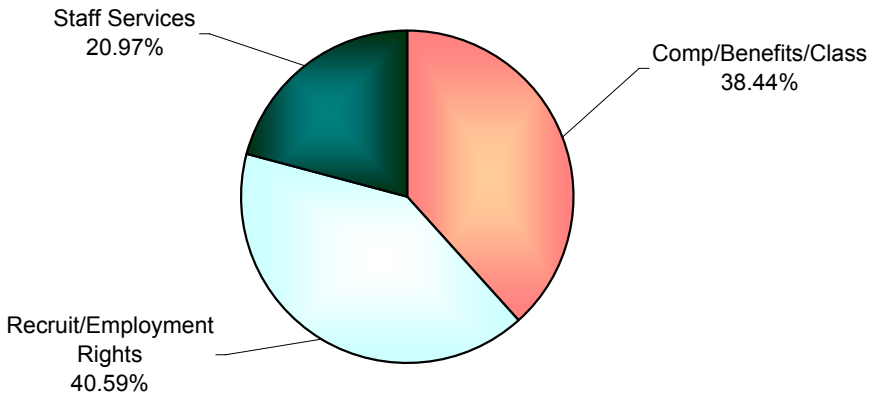
Expenditures: 2,751,874 **Revenues:** 8,850

FTEs 37.5

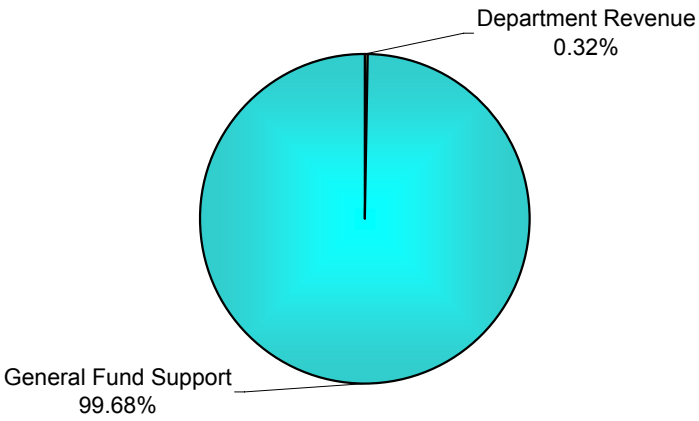
Function Statement: Formulate and carry out policies relative to personnel administration and provide the full range of personnel services including recruitment and selection, classification, compensation and benefits, training, labor relations, affirmative action reporting, records maintenance, investigations and audits, and employment rights.

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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
COMPENSATION/BENEFITS/CLASSIFICATION	831,968	1,062,114	1,057,754
RECRUITMENT/EMPLOYMENT RIGHTS	908,857	1,075,220	1,117,002
STAFF SERVICES	363,634	439,550	577,118
Total Expenditures	**2,104,459**	**2,576,884**	**2,751,874**
Funding by Source			
Revenues			
COMPENSATION/BENEFITS/CLASSIFICATION	107,075	0	7,350
STAFF SERVICES	2,801	3,850	1,500
Total Revenues	**109,876**	**3,850**	**8,850**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,994,583**	**2,573,034**	**2,743,024**
Total Program Funding	**2,104,459**	**2,576,884**	**2,751,874**
Staffing (FTEs) by Program			
COMPENSATION/BENEFITS/CLASSIFICATION	18.8	16.3	13.7
RECRUITMENT/EMPLOYMENT RIGHTS	17.3	17.3	15.4
STAFF SERVICES	6.3	7.3	8.4
Total Staffing (FTEs)	**42.4**	**40.9**	**37.5**

Program Summary

Department: HUMAN RESOURCES
Program: COMPENSATION/BENEFITS/CLASSIFICATION

Function

Develop and maintain classification, compensation, and benefits plans.

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
- Ensure equal pay for equal work via a fair and equitable compensation plan
- Provide the best available benefits and insurance coverage and associated costs
- Maintain an advocacy request ratio of 2% or less
- Provide Wellness and Employee Assistance Programs for employee participation and well-being

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Average cost per employee for open enrollment, queries, and records maintenance	$72.94	$68.85	$70.00
Average cost per reallocation request and audit	$1,204	$1,005	$1,000
Advocacy request ratio	0.8%	1.27%	1.32%
Employees enrolled in and in need of health benefits coverage	6,016	6,041	6,050
Annual reviews for major classifications resulting in market salary increases	5	9	5

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	664,337	844,761	802,936
SUPPLIES AND SERVICES	163,858	213,603	251,068
CAPITAL OUTLAY	3,773	3,750	3,750
Total Program Expenditures	**831,968**	**1,062,114**	**1,057,754**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	0	0	5,000
MISCELLANEOUS	107,075	0	2,350
Operating Revenue Sub-Total	**107,075**	**0**	**7,350**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**724,893**	**1,062,114**	**1,050,404**
Total Program Funding	**831,968**	**1,062,114**	**1,057,754**
Program Staffing (FTEs)	**18.8**	**16.3**	**13.7**

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 and concerns. Provide Americans with Disabilities Act (ADA) program services and 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 and grievances, and recommend corrective action. Provide staff support to the Merit System Commission for appeals. Review and monitor ADA accessibility and accommodation issues.

Program Goals and Objectives

- Develop, edit, and publish a system of personnel administration for Board approval and in compliance with federal and state law
- Establish an effective mediation program in order to resolve complaints at the lowest level
- Establish a safe and secure work place and a zero tolerance for discrimination and violence in the work place
- Provide equal access and opportunity in recruitment services to internal and external clients
- Identify and ensure the hiring of the most qualified and suitable candidates
- Assist departments in maintaining a proper level of staffing for service delivery
- Use a variety of advertising methodologies to reach the largest group of qualified applicants
- Process requests to fill positions in ten days to two weeks after the closing date for receiving applications
- Provide reasonable accommodations for applicants and employees in compliance with the ADA

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Average cost for reviewing and processing applications	$40.98	$48.07	$46.09
Average cost of rules and policies interpretations	$26.07	$27.41	$25.76
Applicants requesting an administrative review regarding the handling of applications or interview results	0.08%	0.12%	0.13%
Certified lists returned from departments with no available selection	n/a	2.7%	2.4%
Complaints resolved through mediation	26.4%	23.3%	25.0%
Average business days to provide certified lists after position advertising closed	7	7	7
ADA requests resulting in need to accommodate	66.7%	41.7%	45.0%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	730,259	874,860	945,042
SUPPLIES AND SERVICES	177,225	196,610	168,210
CAPITAL OUTLAY	1,373	3,750	3,750
Total Program Expenditures	**908,857**	**1,075,220**	**1,117,002**
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	**908,857**	**1,075,220**	**1,117,002**
Total Program Funding	**908,857**	**1,075,220**	**1,117,002**
Program Staffing (FTEs)	**17.3**	**17.3**	**15.4**

Program Summary

Department: HUMAN RESOURCES
Program: STAFF SERVICES

Function

Provide mandatory training, affirmative action reporting, positive labor relations assistance, and departmental financial review, processing, and budgeting. Process departmental payroll and order major supplies and equipment. Provide central Synergen interaction, contracts processing, and contracts reporting. Be the custodian of personnel records for Pima County and official Secretary to the Merit Commission. Secure and maintain official personnel files and records for County employees. Review and process personnel action forms. Administer the employee discount and bus pass program.

Description of Services

Develop curricula and train managers and supervisors on federal, state, and County mandates. Coach management for improved conduct and services, when necessary. Report on the makeup of the County's workforce, as required by law. Certify and notarize requests for public personnel records and information. Serve as facilitator for positive labor relations and the consult and confer process. Administer all financial obligations for the department. Maintain a records center for housing and accessing official personnel files for County employees in accordance with state law. Sell bus passes and discount tickets. Calculate and report the annual turnover rate.

Program Goals and Objectives

- Train managers and supervisors to enhance performance and communicate organizational expectations
- Ensure all financial, payroll, and employee leave documents for the department are accurate and are processed within standard guidelines
- Ensure that all personnel records and files are maintained as established by the State Retention and Disposition Schedules
- Report on the County's workforce makeup (Equal Employment Opportunity, Affirmative Action, and Veterans Reporting) in accordance with federal requirements
- Ensure that the County has positive labor relations via consult and confer, union, and employee council activities
- Present rule and policy changes and interpretations to the Merit Commission

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Personnel records and files properly maintained	yes	yes	yes
Average training program session cost per manager/supervisor	n/a	$247.76	$223.62
Average records maintenance and processing cost per employee	$35.62	$33.66	$31.19
Records filed within one week of receipt	50%	75%	95%
Training session evaluations of meets expectations or better	n/a	99.6%	99.6%
Average County wage	$18.64	$21.17	$23.28
EEO minority composition of labor work force	37.1%	36.6%	38.0%
New managers receiving mandatory management training	n/a	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	330,321	399,870	528,408
SUPPLIES AND SERVICES	30,467	37,180	45,960
CAPITAL OUTLAY	2,846	2,500	2,750
Total Program Expenditures	**363,634**	**439,550**	**577,118**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,532	2,200	1,500
MISCELLANEOUS	1,269	1,650	0
Operating Revenue Sub-Total	**2,801**	**3,850**	**1,500**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**360,833**	**435,700**	**575,618**
Total Program Funding	**363,634**	**439,550**	**577,118**
Program Staffing (FTEs)	**6.3**	**7.3**	**8.4**

This page intentionally left blank.

Information Technology

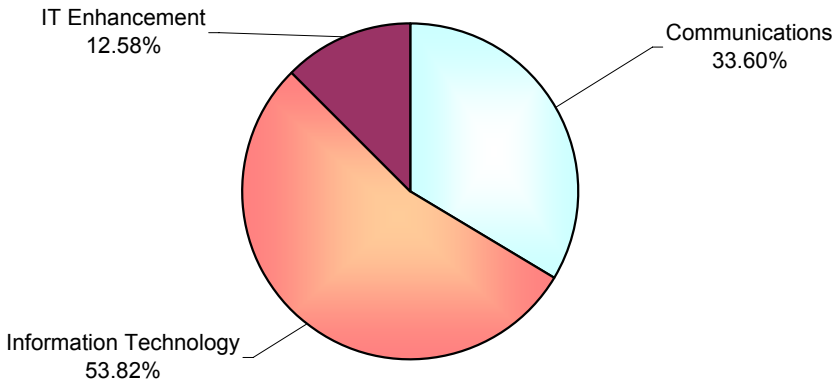
Expenditures: 12,297,604 **Revenues:** 5,213,535

FTEs 137.0

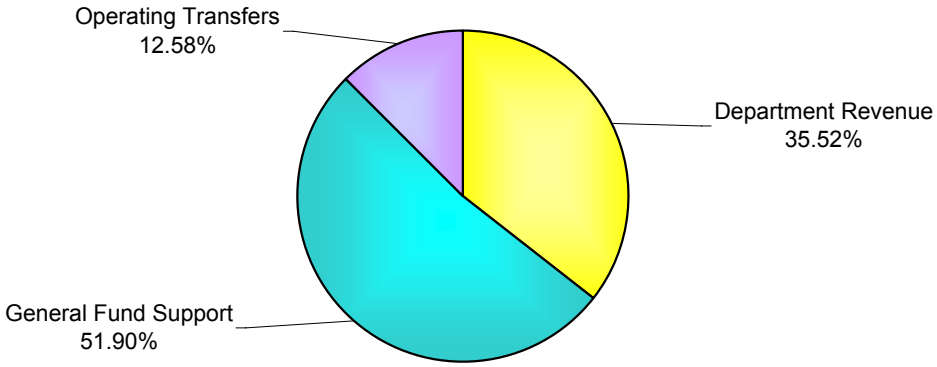
Function Statement: Manage the County's mainframe computer, network servers, wide area network, wireless (radio) communications, and telecommunications. Direct the development of application systems and the acquisition of computer hardware/software. Support the application systems and direct the licensing of hardware/software. Implement information technology standards and security procedures. Manage franchise licensing and contract coordination for cable, fiber, cellular, and competitive local exchange carriers. Train County employees in the use of computer software and hardware. Provide a central help desk function for computer hardware and software problem resolution. Coordinate all Pima County Information Technology 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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
COMMUNICATIONS	2,841,869	3,812,596	4,132,086
INFORMATION TECHNOLOGY	5,395,430	5,924,545	6,618,318
IT ENHANCEMENT	0	2,040,000	1,547,200
Total Expenditures	**8,237,299**	**11,777,141**	**12,297,604**
Funding by Source			
Revenues			
COMMUNICATIONS	2,727,795	3,075,359	4,528,651
INFORMATION TECHNOLOGY	860,747	691,262	684,884
Total Revenues	**3,588,542**	**3,766,621**	**5,213,535**
Net Operating Transfers In/(Out)	**0**	**2,040,000**	**1,547,200**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(273,157)**	**317,298**	**(845,877)**
General Fund Support	**4,921,914**	**5,653,222**	**6,382,746**
Total Program Funding	**8,237,299**	**11,777,141**	**12,297,604**
Staffing (FTEs) by Program			
COMMUNICATIONS	18.0	25.1	27.0
INFORMATION TECHNOLOGY	93.5	95.5	110.0
Total Staffing (FTEs)	**111.5**	**120.6**	**137.0**

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 and storage infrastructure. Provide wireless communications services for Pima County Government.

Description of Services

Provide voice (telephone), data, data storage, and wireless radio communication networks, and associated services to Pima County departments. Develop charts, diagrams, and inventories of equipment for the purpose of determining capacity and developing 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 Countywide fiber and wireless networks.

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 and storage network infrastructure to support the growing demands of County departments
- Provide wireless communications services for all County departments

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 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 as determined by follow-up calls	95%	95%	95%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,051,459	1,515,730	1,625,176
SUPPLIES AND SERVICES	1,703,345	2,296,866	2,502,410
CAPITAL OUTLAY	87,065	0	4,500
Total Program Expenditures	**2,841,869**	**3,812,596**	**4,132,086**
Program Funding by Source			
Revenues			
MISCELLANEOUS	10	0	0
Operating Revenue Sub-Total	**10**	**0**	**0**
CHARGES FOR SERVICES	2,335,335	2,307,374	4,458,348
INTEREST	52,343	7,500	37,500
MISCELLANEOUS	340,107	760,485	32,803
Special Programs Revenue Sub-Total	**2,727,785**	**3,075,359**	**4,528,651**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(273,157)**	**317,298**	**(845,877)**
General Fund Support	**387,231**	**419,939**	**449,312**
Total Program Funding	**2,841,869**	**3,812,596**	**4,132,086**
Program Staffing (FTEs)	**18.0**	**25.1**	**27.0**

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 network servers including; networked PCs, network printers, other peripheral equipment, and software. Support the automation needs of County departments. Provide a 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 procurement as well as 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. 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 administer contracts for antenna, cellular telephone tower, CLECs, and cable companies using County facilities and rights of way.

Program Goals and Objectives

- Provide centralized development, support, and maintenance of computer application program platforms for both mainframe and open systems
- Provide a centralized repository for information and information processing services including online and offline processing of transactions and database services
- Provide a central point-of-contact for installation, configuration, and other problem solving for users of Pima County Information Technology systems
- Provide administrative direction for information technology Countywide
- Coordinate Countywide computer hardware and software acquisition and licensing
- Resolve citizen complaints against cable companies within two business days

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Scheduled outages on Z800 per year	12	12	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	97%	99%	99%
Citizen complaints against cable companies resolved within two business days	99.2%	99%	99%
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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	3,267,347	4,115,680	4,700,479
SUPPLIES AND SERVICES	1,530,438	1,779,870	1,904,544
CAPITAL OUTLAY	597,645	28,995	13,295
Total Program Expenditures	**5,395,430**	**5,924,545**	**6,618,318**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	2,839	0	0
MISCELLANEOUS	857,908	691,262	684,884
Operating Revenue Sub-Total	**860,747**	**691,262**	**684,884**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**4,534,683**	**5,233,283**	**5,933,434**
Total Program Funding	**5,395,430**	**5,924,545**	**6,618,318**
Program Staffing (FTEs)	**93.5**	**95.5**	**110.0**

Program Summary

Department: INFORMATION TECHNOLOGY
Program: IT ENHANCEMENT

Function

Address the ongoing need to maintain, enhance, and expand the County's information systems by funding approved information technology improvements from the IT Enhancement Fund.

Description of Services

Provide a source of funding for various specific information technology projects designated during the County's budget process.

Program Goals and Objectives

- Provide funds for approved information technology improvements

Financial Highlights and Significant Issues

Fiscal year 2007/08 budgeted uses include:

Sheriff's Mobile Data Computers Replacement	$1,050,000
Sheriff's Support Operations Equipment Replacement	$270,000
Public Fiduciary Accounting Software	$100,000
Procurement Enhancements	$80,200
Clerk of the Board Micrographics Equipment	$47,000
Total	$1,547,200

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Funds appropriated	n/a	$2,040,000	$1,547,200
Funds expended	n/a	$2,040,000	$1,547,200
Projects funded	n/a	3	5
Projects completed	n/a	3	5

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	0	2,040,000	1,547,200
Total Program Expenditures	**0**	**2,040,000**	**1,547,200**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**2,040,000**	**1,547,200**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**0**	**2,040,000**	**1,547,200**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

This page intentionally left blank.

Non Departmental

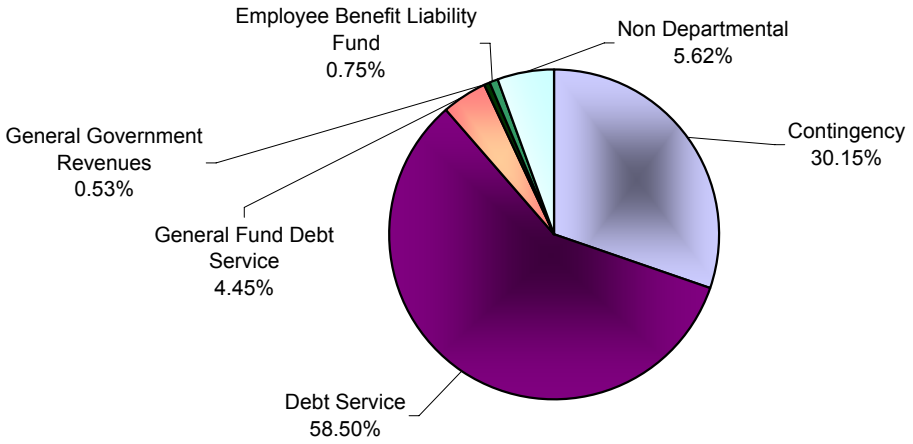
Expenditures: 133,252,534 **Revenues:** 62,858,948

FTEs 0.0

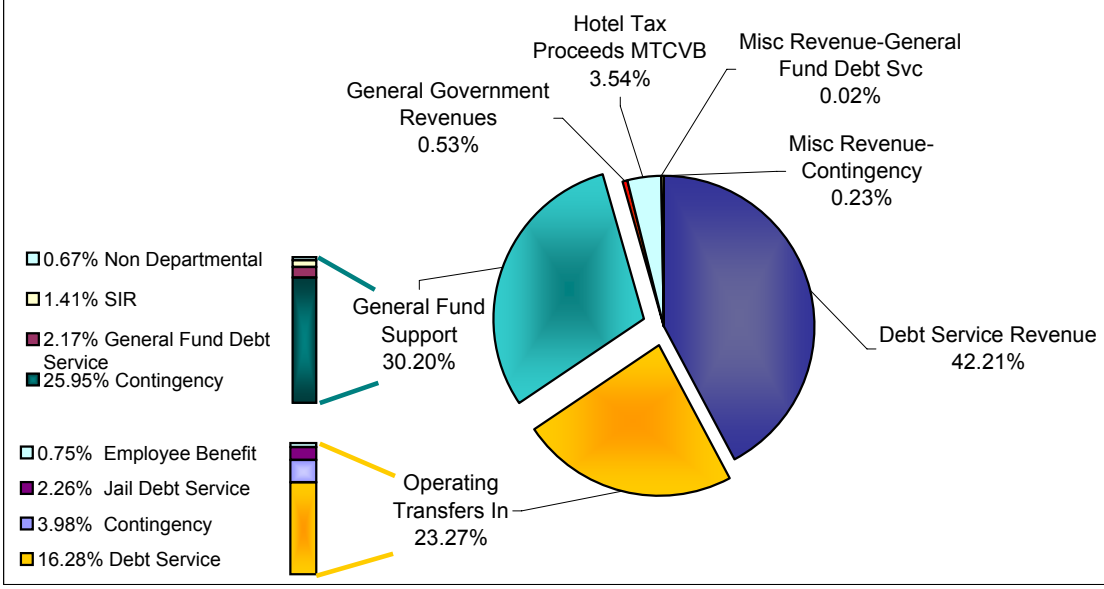
Function Statement: Record and report the receipt, transfer, and/or payment transactions for Non Departmental, General Government Revenues, Contingency, General Fund Debt Service, Debt Service, Employee Benefit Liability Fund, and Improvement Districts activities. (Note: Total revenue for this department amounts to $494,956,230 with $432,097,282 coming from general government revenues used to support General Fund operations. The difference between these amounts, or $62,858,948, 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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
CONTINGENCY	3,981,640	22,716,164	40,179,855
DEBT SERVICE	66,829,440	73,418,403	77,945,345
EMPLOYEE BENEFIT LIABILITY FUND	1,000,000	1,000,000	1,000,000
GENERAL FUND DEBT SERVICE	3,047,347	3,020,635	5,935,109
GENERAL GOVERNMENT REVENUES	1,372,166	705,000	705,000
NON DEPARTMENTAL	3,679,474	8,290,302	7,487,225
Total Expenditures	**79,910,067**	**109,150,504**	**133,252,534**
Funding by Source			
Revenues			
CONTINGENCY	428,898	368,472	300,000
DEBT SERVICE	44,791,804	50,437,798	57,259,988
GENERAL FUND DEBT SERVICE	5,394	25,000	25,000
GENERAL GOVERNMENT REVENUES	395,442,081	410,284,164	432,097,282
IMPROVEMENT DISTRICTS	0	0	560,124
NON DEPARTMENTAL	3,004,367	4,339,326	4,713,836
Total Revenues	**443,672,544**	**465,454,760**	**494,956,230**
Net Operating Transfers In/(Out)	**7,722,255**	**737,586**	**5,327,620**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**3,101,265**	**951,751**	**(1,004,500)**
General Fund Support	**(374,585,997)**	**(357,993,593)**	**(366,026,816)**
Total Program Funding	**79,910,067**	**109,150,504**	**133,252,534**
Staffing (FTEs) by Program			
Total Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: NON DEPARTMENTAL
Program: CONTINGENCY

Function

Provide funding for emergencies or unforeseen needs that may arise during the year. Provide reserve funds for programs/projects which may be implemented during the fiscal year.

Description of Services

Account for all transactions which occur throughout the year within various detail funds. The Budget Stabilization Fund was established to address potential deficits and tentative funding needs in County departments. The Property Tax Rate Stabilization Special Revenue Fund was established in fiscal year 2006/07 to provide for future stabilization of the primary and combined property tax rates. The Tax Reduction and Debt Retirement Fund was established to reduce cash flow borrowing and to reduce or offset future property tax rate increases. Carryover items and unreserved contingency funding are also reflected in this program.

Program Goals and Objectives

- Keep the Board of Supervisors informed of the status of funds throughout the year

Financial Highlights and Significant Issues

General Fund Reserve is budgeted at $24,500,000.

Unreserved contingency funds are included in the budget to provide flexibility for the Board to respond to changing needs and unforeseen circumstances. The Fiscal Year 2007/2008 County Administrator's Recommended Budget amount of $1,000,000 for unreserved contingency was reduced by $422,000 for additional Outside Agency funding by the Board of Supervisors, resulting in a budgeted amount of $578,000. The additional Outside Agency funding includes the following:

Faith Based Programs	$ 108,000
Pima Council on Aging	70,000
Social, Youth, and Health Programs	65,000
Youth Outreach	60,000
Job Path	60,000
Administration of Resources and Choices, Elder Shelter Project	35,000
Our Family Services, Inc - Skrappy's	24,000
Total	$ 422,000

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	$ 2,400,000
Commissioned Officers Compensation	1,798,078
Deficient Starting Salaries	1,000,000
Corrections Officers Compensation	608,000
Solid Waste Operating Loss	500,000
Proposition 100	500,000
Courts Market Study	400,000
Critical Path	375,000
MWBE Disparity Study	250,000
Superior Court Mandated Services	150,000
Assessor - Pictometry	60,000
Justice Courts Tucson - Pro Tem Costs	58,880
Pima Animal Care Center Staffing	35,296
Total	$ 8,135,254

Carryovers from Fiscal Year 2006/07:

Various Departments - Facilities Improvements	$ 1,219,047
Community Services - Summer Youth Programs	352,000
Clerk of Superior Court - Software Services	37,954
Community & Economic Development - Development Plan	30,000
Community & Economic Development - NACCED Conference	10,000
Justice Court Ajo - Overtime	15,000
Justice Court Ajo - Office Equipment	2,600
Total	$ 1,666,601

The Property Tax Rate Stabilization Special Revenue Fund includes $5.3 million to provide for future stabilization of the primary and the combined property tax rates.

Program Summary

Department: NON DEPARTMENTAL
Program: CONTINGENCY

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Monthly accounting reconciliations performed	12	12	12
Status report updated for each transaction	yes	yes	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	341,358	0	2,406,078
SUPPLIES AND SERVICES	3,369,643	22,716,164	37,773,777
CAPITAL OUTLAY	270,639	0	0
Total Program Expenditures	**3,981,640**	**22,716,164**	**40,179,855**

Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	407,301	300,000	300,000
CHARGES FOR SERVICES	0	68,472	0
MISCELLANEOUS	21,597	0	0
Operating Revenue Sub-Total	**428,898**	**368,472**	**300,000**
Net Operating Transfers In/(Out)	**(814,248)**	**3,200,000**	**5,300,000**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**4,366,990**	**19,147,692**	**34,579,855**
Total Program Funding	**3,981,640**	**22,716,164**	**40,179,855**
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 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Transactions accurately recorded	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	66,829,440	73,418,403	77,945,345
Total Program Expenditures	**66,829,440**	**73,418,403**	**77,945,345**
Program Funding by Source			
Revenues			
TAXES	43,255,157	49,445,842	56,252,488
SPECIAL ASSESSMENT	214,757	291,456	0
INTERGOVERNMENTAL	0	7,500	7,500
INTEREST	1,316,788	693,000	1,000,000
MISCELLANEOUS	5,102	0	0
Operating Revenue Sub-Total	**44,791,804**	**50,437,798**	**57,259,988**
Net Operating Transfers In/(Out)	**18,936,371**	**22,028,854**	**21,689,857**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**3,101,265**	**951,751**	**(1,004,500)**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**66,829,440**	**73,418,403**	**77,945,345**
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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Required employee payoffs funded	yes	yes	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,000,000	1,000,000	1,000,000
Total Program Expenditures	**1,000,000**	**1,000,000**	**1,000,000**
Program Funding by Source			
Net Operating Transfers In/(Out)	**1,000,000**	**1,000,000**	**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	**1,000,000**	**1,000,000**	**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, the Bank of America Plaza, the Justice Building Project, and the Jackson Learning Center Project.

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:

	Principal & Interest	Fiscal Charges	Total
Jail Facility	$3,008,660	$5,600	$3,014,260
Bank of America Plaza/ Justice Building/Jackson Learning Center	$2,920,849	--	$2,920,849

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Transactions accurately recorded	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	3,047,347	3,020,635	5,935,109
Total Program Expenditures	**3,047,347**	**3,020,635**	**5,935,109**
Program Funding by Source			
Revenues			
INTEREST	5,394	25,000	25,000
Operating Revenue Sub-Total	**5,394**	**25,000**	**25,000**
Net Operating Transfers In/(Out)	**3,244,042**	**3,020,635**	**3,014,260**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**(202,089)**	**(25,000)**	**2,895,849**
Total Program Funding	**3,047,347**	**3,020,635**	**5,935,109**
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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Revenue status reports produced	9	9	9

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	1,372,166	705,000	705,000
Total Program Expenditures	**1,372,166**	**705,000**	**705,000**
Program Funding by Source			
Revenues			
TAXES	242,888,390	253,517,153	267,736,461
LICENSES & PERMITS	2,516,741	2,457,992	2,911,312
INTERGOVERNMENTAL	136,744,487	139,014,907	145,641,619
CHARGES FOR SERVICES	9,881,128	13,582,229	13,239,330
INTEREST	2,470,884	1,580,483	2,190,000
MISCELLANEOUS	940,451	131,400	378,560
Operating Revenue Sub-Total	**395,442,081**	**410,284,164**	**432,097,282**
Net Operating Transfers In/(Out)	**(14,643,910)**	**(28,511,903)**	**(25,116,373)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**(379,426,005)**	**(381,067,261)**	**(406,275,909)**
Total Program Funding	**1,372,166**	**705,000**	**705,000**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: NON DEPARTMENTAL
Program: IMPROVEMENT DISTRICTS

Function

Account for the accumulation and the transfer of funds for repayment of interfund loans for Improvement Districts.

Description of Services

Accumulate funds for La Cholla Boulevard, Camino Ojo de Agua, and Hayhook Ranch Improvement Districts. Transfer funds to appropriate County departments for interfund loan repayment. (Note: Prior to fiscal year 2007/08, Improvement District loan payments were budgeted in the Debt Service Fund.)

Program Goals and Objectives

- Account for Improvement District interfund loan funds accumulation and transfer to proper County departments

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Transactions accurately recorded	n/a	n/a	100%

Program Funding by Source			
Revenues			
SPECIAL ASSESSMENT	0	0	560,124
Special Programs Revenue Sub-Total	**0**	**0**	**560,124**
Net Operating Transfers In/(Out)	**0**	**0**	**(560,124)**
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)	**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 no direct responsibility has been assigned to any single department. Report the General Fund portion of self insurance reserve (SIR) payments.

Description of Services

Report the receipt of the Transient Lodging Excise Tax revenues and the payment of $4,713,836 to the Metropolitan Tucson Convention & Visitors Bureau (MTCVB). This tax is only charged to hotels/motels located in unincorporated areas of Pima County. Provide expenditure authority for dues to the County Supervisors Association of $69,904 and the U.S. Mexico Border Counties Coalition of $12,000, and Lobbyist costs of $42,700. Provide expenditure authority of $26,300 for May 2008 bond election costs, $745,000 for network infrastructure, and $1,877,485 for the General Fund portion of self insurance costs.

Program Goals and Objectives

- Provide and account for all Non Departmental activity

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Transactions accurately recorded	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	137,588	0	0
SUPPLIES AND SERVICES	3,541,886	8,290,302	7,487,225
Total Program Expenditures	**3,679,474**	**8,290,302**	**7,487,225**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	3,004,367	4,339,326	4,713,836
Operating Revenue Sub-Total	**3,004,367**	**4,339,326**	**4,713,836**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**675,107**	**3,950,976**	**2,773,389**
Total Program Funding	**3,679,474**	**8,290,302**	**7,487,225**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Procurement

Expenditures: 2,409,730 **Revenues:** 0

FTEs 34.0

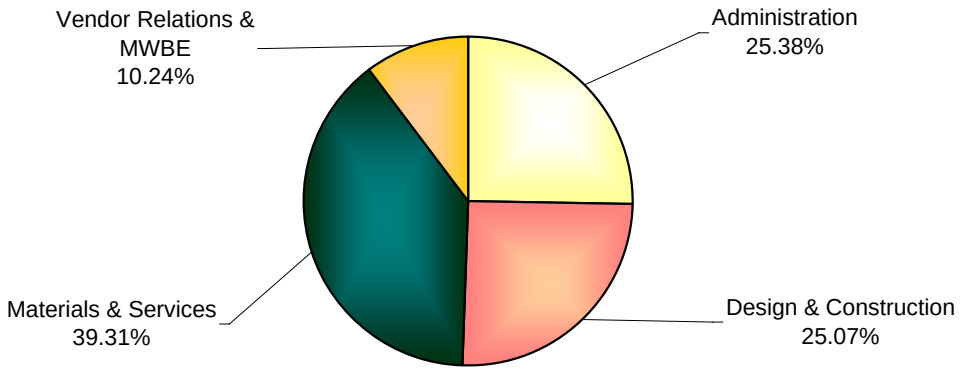
Function Statement:

Procure all materials and services for County departments, except as specified by delegation pursuant to the procurement code or under the small purchase procedure. Administer the County Minority/Woman-Owned Business Enterprise Program in accordance with County Code requirements for outreach, price preference, subcontractor goals, and compliance review. Ensure compliance with the Pima County Living Wage Ordinance 2002-1 through assistance, review, and monitoring of eligible Pima County contracts. Manage the contracts review approval process. Provide vendor/business assistance and education to vendors concerning bid preparation, bonds and insurance, and the conduct of business with the County. Track and monitor all County contracts.

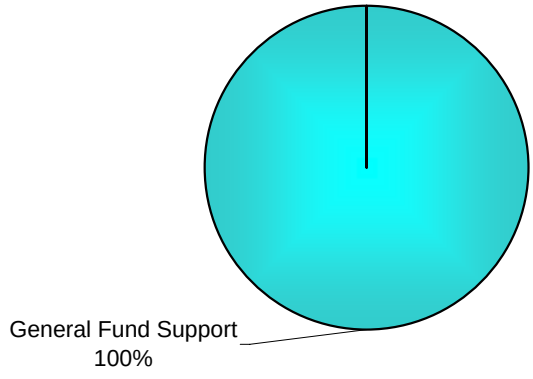
Mandates:

ARS Title 34: Public Buildings and Improvements; Pima County Code Title 11: Procurement Code, and Title 20: Minority and Woman-Owned Business Enterprise Code; and Pima County Board of Supervisors Policy D29 Purchasing/Printing

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: PROCUREMENT

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ADMINISTRATION	358,814	512,559	612,334
DESIGN & CONSTRUCTION	0	0	603,781
MATERIALS & SERVICES	865,264	907,184	946,928
VENDOR RELATIONS & MWBE	68,736	183,423	246,687
Total Expenditures	**1,292,814**	**1,603,166**	**2,409,730**
Funding by Source			
Revenues			
ADMINISTRATION	1,502	0	0
DESIGN & CONSTRUCTION	242	0	0
MATERIALS & SERVICES	18	0	0
Total Revenues	**1,762**	**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	**1,291,052**	**1,603,166**	**2,409,730**
Total Program Funding	**1,292,814**	**1,603,166**	**2,409,730**
Staffing (FTEs) by Program			
ADMINISTRATION	5.6	8.5	9.0
DESIGN & CONSTRUCTION	7.4	8.4	8.0
MATERIALS & SERVICES	14.0	13.0	13.0
VENDOR RELATIONS & MWBE	3.0	3.9	4.0
Total Staffing (FTEs)	**30.0**	**33.8**	**34.0**

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.

Description of Services

Provide general management for all aspects of the Procurement function in Pima County, as defined in the Pima County Code and Board of Supervisors (BOS) Policies. Implement practice, competency and systems changes, and associated training, to promote retention of employees and generate significant productivity improvements. Identify enhancement projects that are also expected to be of value to other departments. Provide services to other agencies and the community in general. Participate in the Southern Arizona Strategic Procurement Alliance to identify collaborative procurement opportunities, leverage procurement volume and agency productivity, establish purchase agreements that may be utilized by other regional public procurement agencies, and exchange and promote the use of advanced and strategic practices and initiatives.

Provide a centralized control point where all contracts are reviewed for compliance with County Code, policies, and procedures prior to execution. Oversee contracts processing and enter relevant data into the contracts maintenance and Synergen systems. Provide contracts training to departments.

Maintain and distribute the Procurement Policy and Procedures Manual.

Administer the County Procurement Card (PCard) Program. Implement Countywide as a strategy to reduce Finance Department payment transactions, improve visibility of purchased items, and provide opportunities to consolidate and bid like items for improved pricing and control.

Upgrade and maintain the department systems for vendors, users, Synergen, and electronic contracts. Maintain and update the department Internet and Intranet websites. Maintain Pima County's Intranet home page. Publish solicitations, notice of awards, and other related documents online. Maintain the PCard website for card administrators and users. Arrange and setup multi-media presentations for County departments. Coordinate online reverse and surplus property auctions. Conduct online Countywide and vendor satisfaction surveys. Provide long term Internet and Intranet strategy planning and IT project management. Serve on Countywide e-Government/Systems committees.

Program Goals and Objectives

- Provide 12 contract training sessions to County departments
- Implement the PCard Countywide to a minimum of 75% of all departments
- Review PCard transactions to identify contract opportunities and non-compliant purchases
- Process contracts
- Develop Crystal Reports for Synergen System for purchase orders, blanket contracts, vendor information, etc.
- Update/upgrade all users to Office 2007 to provide compatibility

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Contract training sessions provided	12	10	12
PCard department implementation	27%	44%	75%
PCard transactions reviewed	2,000	6,500	8,400
PCard contract opportunities identified	0	$217,000	$279,000
Contracts processed	3,621	3,740	3,830
Crystal Reports developed	4	15	20
Users updated to Office 2007	0	33%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	332,724	499,509	591,678
SUPPLIES AND SERVICES	21,887	13,050	20,656
CAPITAL OUTLAY	4,203	0	0
Total Program Expenditures	**358,814**	**512,559**	**612,334**
Program Funding by Source			
Revenues			
MISCELLANEOUS	1,502	0	0
Operating Revenue Sub-Total	**1,502**	**0**	**0**

Program Summary

Department: PROCUREMENT
Program: ADMINISTRATION

Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**357,312**	**512,559**	**612,334**
Total Program Funding	**358,814**	**512,559**	**612,334**
Program Staffing (FTEs)	**5.6**	**8.5**	**9.0**

Supplemental Packages Approved

Supplemental Package B - Synergen Enhancement - is associated with this program. Partial funding of this package provides for Synergen process automation enhancements. The package requested a total of $75,000 in supplies and services. Data presented on the preceding page does not include $65,200 in expenditures that have been adopted, because the budget authority is being retained in the IT Enhancement Fund.

Program Summary

Department: PROCUREMENT
Program: DESIGN & CONSTRUCTION

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

Procure construction, architectural, engineering, and related services for the Public Works, Facilities Management, Wastewater Management, Transportation, Environmental Quality, and Natural Resources, Parks and Recreation Departments and the Regional Flood Control District. Also provide services to Development Services. Identify salient issues and unique characteristics associated with each alternative project delivery methods (APDM) project. In conjunction with the County Attorney, research, develop, or tailor correspondingly appropriate solicitation and contract language for both consulting and construction contracts. Manage the procurement and evaluation process, draft award documents, and manage the contract signature process, while ensuring that everything is consistent with law and policy. Process all change orders and amendments for construction, architectural, engineering, and related contracts. Craft appropriate documents. Assign and manage the appropriate approval/signature process.

(Note: Prior to fiscal year 2007/08, all Design & Construction program expenditures were charged directly to other departments. Effective fiscal year 2007/08, Design & Construction program expenditures will remain in the department and their services will become part of the Full Cost Allocation Plan.)

Program Goals and Objectives

- Improve cycle times for acquisitions
- Update County Code, Board of Supervisors (BOS) Policies, and Procurement procedures to conform to changes in state and federal law and BOS directives
- Simplify the Qualified Consultant List process
- Reduce the amount of tailoring needed to address specific project requirements
- Establish a "frequently asked questions" (FAQ) document to guide client departments and reduce questions fielded by Commodity/Contracts Officers
- Develop and deliver contract training for client departments, with emphasis on APDM contracts
- Promote staff competence and improvement

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Average requisitions more than 90 days old	n/a	7.5	6
Procedures updated	100%	100%	100%
FAQ document established	n/a	n/a	yes
Contract training program for client departments developed and delivered	n/a	n/a	yes
Average competency and performance improvement expenditures per staff member	$400	$300	$500

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	0	0	574,927
SUPPLIES AND SERVICES	0	0	28,854
Total Program Expenditures	**0**	**0**	**603,781**
Program Funding by Source			
Revenues			
MISCELLANEOUS	242	0	0
Operating Revenue Sub-Total	**242**	**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	**(242)**	**0**	**603,781**
Total Program Funding	**0**	**0**	**603,781**
Program Staffing (FTEs)	**7.4**	**8.4**	**8.0**

Program Summary

Department: PROCUREMENT
Program: MATERIALS & SERVICES

Function

Provide tactical and strategic guidance to all County Departments regarding centralized Procurement and de-centralized Purchasing on a wide variety of materials and complex services, with the exception of Design and Construction Services. Act as the central interpretive authority regarding Procurement policy, code, procedure, and practice.

Description of Services

Establish and maintain purchase agreements for all County Departments utilizing specifications provided by the Departments and procurement processes prescribed by the Pima County Procurement Code and Board of Supervisors Procurement Policies. Procure all materials and services required by the County with the exception of construction related requirements that are procured by the Design and Construction Division.

Implement practice and competency improvements and continuous improvement processes to offset the increasing number of purchase requisitions and improve current performance.

Provide to all County Departments formal training, guidance, and support regarding their Procurement related responsibilities. Emphasis is placed on the development of specifications which significantly impact costs and supplier performance. Provide guidance and expertise regarding the utilization of the recently implemented Synergen system.

Perform periodic audits of operating department Procurement and Purchasing activities and provide guidance regarding desirable corrective actions to department directors. Develop Procurement Procedures and make recommendations to the County Administrator regarding procurement related processes and Administrative Procedures.

Program Goals and Objectives

- Establish lawful purchase agreements in a fair, equitable, efficient, and rapid manner
- Consolidate purchase requirements into blanket agreements to attract competent suppliers and reduce direct and indirect costs
- Perform Purchase Agreement maintenance (renewals) in a timely manner
- Promote continuous improvement by enhancing staff competency and system enhancements
- Reduce the number of requisitions greater than 90 days old
- Reduce delivery time by combining requirements presently using multiple discrete purchase orders into blanket contracts
- Maintain national Procurement Agency awards
- Support the continued education and training of professional staff

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Average requisitions greater than 90 days old	7	2	1
Purchase order percentage of total purchase orders and blanket contracts	25%	22%	20%
National Procurement Agency awards received	2	2	2
Education and training expenses per employee	$250	$300	$500

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	817,881	872,249	905,612
SUPPLIES AND SERVICES	44,219	34,935	41,316
CAPITAL OUTLAY	3,164	0	0
Total Program Expenditures	**865,264**	**907,184**	**946,928**
Program Funding by Source			
Revenues			
MISCELLANEOUS	18	0	0
Operating Revenue Sub-Total	**18**	**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	**865,246**	**907,184**	**946,928**
Total Program Funding	**865,264**	**907,184**	**946,928**

Program Summary

Department: PROCUREMENT
Program: MATERIALS & SERVICES

Program Staffing (FTEs)	**14.0**	**13.0**	**13.0**

Supplemental Packages Approved

Supplemental Package E - High Density File Storage - is associated with this program. Funding of this package provides for increased file storage capacity. Data presented on the preceding page does not include $15,000 in expenditures that have been adopted, because the budget authority is being retained in the IT Enhancement Fund.

Program Summary

Department: PROCUREMENT
Program: VENDOR RELATIONS & MWBE

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. Track dollars spent on and procurement opportunities offered in County MWBE efforts.

Description of Services

MWBE Program: Provide MWBEs with assistance in conducting business with Pima County, including notification of procurement opportunities, bid preparation, training, bonding, and insurance information. Review all County construction projects for MWBE participation. Set individual project goals. Attend pre-bid and pre-construction meetings to facilitate MWBE utilization and reporting on eligible projects. Evaluate MWBE participation in professional service and architectural and engineering (A & E) contract proposals and assign points in the evaluation process. Maintain a list of certified MWBE businesses. Assist MWBE vendors in certification efforts with the City of Tucson, Arizona Department of Transportation, and the City of Phoenix. Conduct training seminars and community outreach events for current and prospective County vendors. Sponsor, attend, and participate in trade shows, committees, and training events open to the entire business community to increase Pima County business participation.

Living Wage Program: Provide for compliance with the adopted Living Wage Ordinance No. 2002-1 which mandates a living wage requirement for inclusion in County contracts for specific services utilized by Pima County Government. Provide for the review and monitoring of eligible contracts under covered services with Pima County.

Vendor Relations: Maintain and update the Pima County Vendor Registration Database, which provides current vendor information to assist in procurement opportunities to all departments in Pima County. Provide education and vendor assistance through collaborative outreach events with state and local agencies. Conduct training and/or seminars to educate vendors regarding the process of how to do business with Pima County.

Living Wage and MWBE Compliance: Review all County projects with MWBE participation goals, and track prime contractor performance, payments, and program compliance as outlined in Ordinance 1997-44. Monitor payment and MWBE utilization of A & E and professional services contracts for contractor performance evaluations. Ensure program compliance through on-site visit compliance investigations and through contract payment review and verification.

Program Goals and Objectives

- Set project goals to ensure equity of dollars spent with minority contractors and subcontractors
- Increase MWBE procurement opportunities through business and community outreach efforts
- Monitor eligible projects with Minority Business Enterprise (MBE) goals for compliance per Pima County Code Section 20.24.020
- Provide training for procurement staff, contractors, and subcontractors in the procedural guidelines for implementation of MWBE compliance policy
- Review existing contracts and assist procurement staff with compliance adherence language on new contracts with Living Wage requirements
- Monitor eligible contracts for adherence to Living Wage amounts mandated in Pima County Code, Section 11.38, Ordinance 2002-1
- Conduct investigative on-site visits to review contractor records and conduct compliance related employee interviews
- Review and verify contractor MWBE payment records for adherence to agreed upon minority participation in projects with MWBE goals
- Monitor eligible projects with MWBE goals for compliance as required in Pima County Code Section 20.24.020
- Conduct investigative on-site visits to review and/or conduct compliance related interviews with contractors and subcontractors
- Attend pre-bid and pre-construction meetings for Pima County projects with MWBE goals to provide instructions for compliance with Title 20, the MWBE Ordinance to Pima County staff and contractors

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Minority-owned vendors in database	968	1,000	1,040
MWBE vendor training programs provided	4	8	8
Projects with MBE goals	44	46	48
Projects reviewed for MBE compliance	55	57	59
Living Wage contracts reviewed	32	33	33
On-site Living Wage compliance visits	25	27	30
Pima County sponsored MWBE Outreach programs	4	6	6
Certified MWBE vendors	358	400	420
County vendors in database	6,939	7,100	7,400

Program Summary

Department: PROCUREMENT
Program: VENDOR RELATIONS & MWBE

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	51,966	158,023	220,445
SUPPLIES AND SERVICES	15,407	25,400	26,242
CAPITAL OUTLAY	1,363	0	0
Total Program Expenditures	**68,736**	**183,423**	**246,687**
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	**68,736**	**183,423**	**246,687**
Total Program Funding	**68,736**	**183,423**	**246,687**
Program Staffing (FTEs)	**3.0**	**3.9**	**4.0**

Supplemental Packages Approved

Supplemental Package C - 2007 MWBE Disparity Study - is associated with this program. Funding of this package provides for consulting services to evaluate possible marketplace discrimination. Data presented on this page does not include $250,000 in expenditures that have been adopted, because the budget authority is being retained in the Board of Supervisor's Budget Stabilization Fund.

This page intentionally left blank.

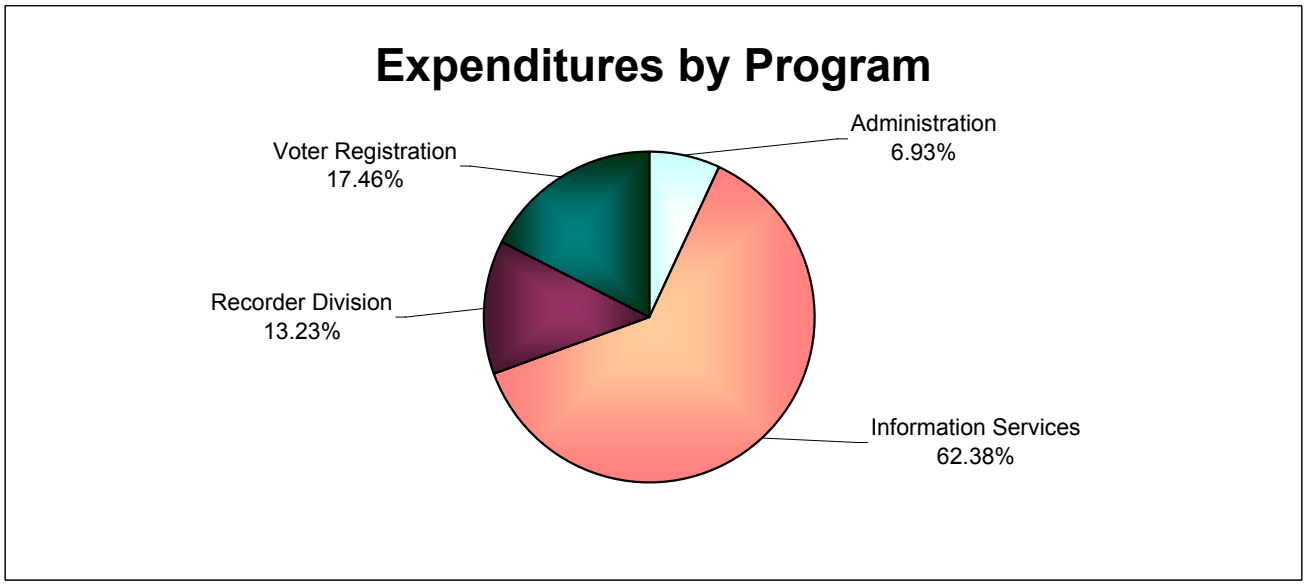
Recorder

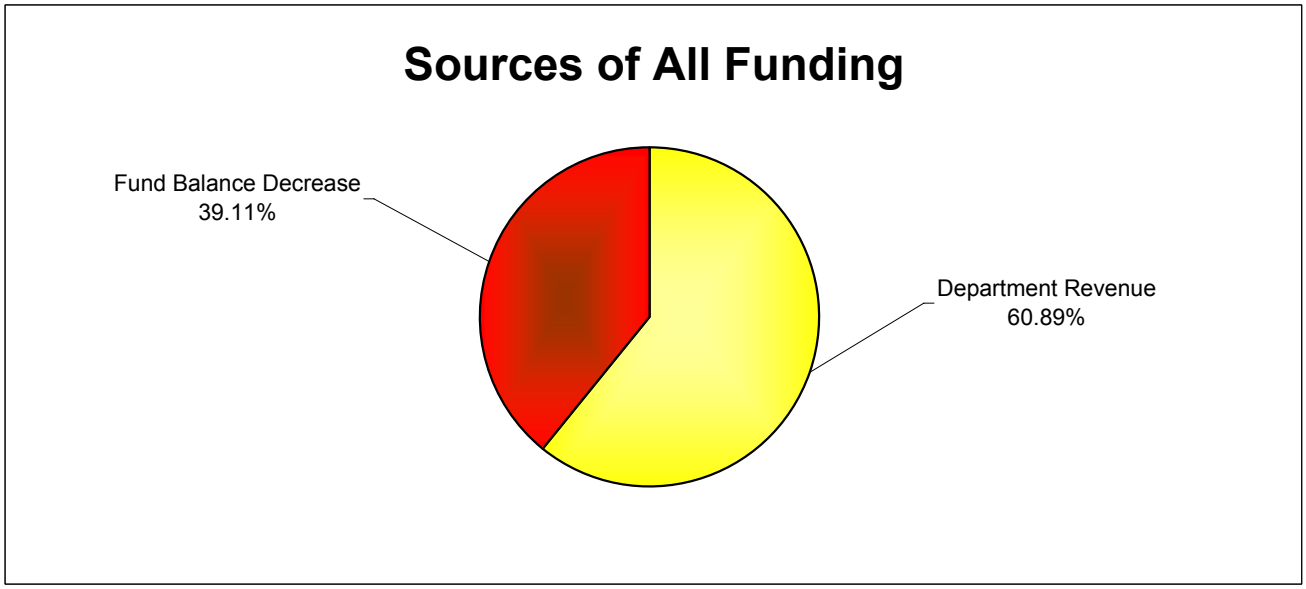
Expenditures: 7,325,776 **Revenues:** 4,973,750

FTEs 57.0

Function Statement: Record and maintain all documents presented for public information. Maintain voter registration rolls. Conduct early voting activity and other election related activities as mandated by Title 16 and Title 19 of the Arizona Revised Statutes.

Mandates: ARS Title 11: Counties; Title 16: Elections and Electors; Title 19: Initiative, Referendum and Recall; Title 39: Public Records, Printing and Notices; and Title 48: Special Taxing Districts





Department Summary by Program

Department: RECORDER

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ADMINISTRATION	0	418,797	507,506
INFORMATION SERVICES	1,157,130	1,943,880	4,570,045
RECORDER DIVISION	1,109,626	1,021,548	969,107
VOTER REGISTRATION	1,059,035	1,385,478	1,279,118
Total Expenditures	**3,325,791**	**4,769,703**	**7,325,776**
Funding by Source			
Revenues			
INFORMATION SERVICES	1,617,551	1,496,500	1,375,000
RECORDER DIVISION	3,704,288	3,500,000	3,225,000
VOTER REGISTRATION	169,279	40,000	373,750
Total Revenues	**5,491,118**	**5,036,500**	**4,973,750**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(460,421)**	**447,380**	**3,195,045**
General Fund Support	**(1,704,906)**	**(714,177)**	**(843,019)**
Total Program Funding	**3,325,791**	**4,769,703**	**7,325,776**
Staffing (FTEs) by Program			
ADMINISTRATION	0.0	5.0	6.0
INFORMATION SERVICES	11.0	11.0	10.0
RECORDER DIVISION	25.0	21.0	20.0
VOTER REGISTRATION	21.0	29.0	21.0
Total Staffing (FTEs)	**57.0**	**66.0**	**57.0**

Program Summary

Department: RECORDER
Program: ADMINISTRATION

Function

Provide management oversight, budget, and personnel services to all programs in the Pima County Recorder's office.

Description of Services

Ensure compliance with statutory mandates. Set the policies for the department and implement those policies. Hire, supervise, monitor, and evaluate personnel. Plan the activities of the department. Budget and monitor the use of public funds. Purchase adequate resources, equipment and supplies for the department. (Note: These activities were previously included within different programs prior to fiscal year 2006/07.)

Program Goals and Objectives

- Ensure that public funds allocated to the Recorder's office are expended in compliance with County policy and state law
- Ensure that the statutory mandates on the Recorder's office in both the Voter Registration and Document Recording divisions of the department are met at all times
- Hire, train, and monitor adequate personnel to perform the statutory mandates of the department
- Procure adequate equipment, supplies, and resources to enable the employees of the department to perform their functions

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
All supplies and materials purchased so that there is no downtime due to a shortage	n/a	100%	100%
Recruiting process to fill vacant positions begun within 2 weeks of the vacancy being created	n/a	80%	100%
Statutory mandates placed on the Recorder under Title 16 of the Arizona Statutes met	n/a	100%	100%
Statutory mandates placed on the Recorder under Title 11 of the Arizona Statutes met	n/a	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	0	413,597	501,606
SUPPLIES AND SERVICES	0	5,200	5,900
Total Program Expenditures	**0**	**418,797**	**507,506**
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	**0**	**418,797**	**507,506**
Total Program Funding	**0**	**418,797**	**507,506**
Program Staffing (FTEs)	**0.0**	**5.0**	**6.0**

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Computer system uptime	99%	99%	99%
Computer programs upgraded within 1 year after release of new version	90%	90%	90%
Voter registration program modified as required by statute or jurisdiction prior to next election	yes	yes	yes
Computer system maintained and upgraded for most efficient operations possible	yes	yes	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	471,393	579,105	556,295
SUPPLIES AND SERVICES	409,520	702,750	2,921,750
CAPITAL OUTLAY	276,217	662,025	1,092,000
Total Program Expenditures	**1,157,130**	**1,943,880**	**4,570,045**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,443,884	1,400,000	1,250,000
INTEREST	145,201	96,500	125,000
MISCELLANEOUS	28,466	0	0
Special Programs Revenue Sub-Total	**1,617,551**	**1,496,500**	**1,375,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(460,421)**	**447,380**	**3,195,045**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**1,157,130**	**1,943,880**	**4,570,045**
Program Staffing (FTEs)	**11.0**	**11.0**	**10.0**

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) with the second checking completed no later than the next business day after receipt, 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 10 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Documents recorded	364,140	339,000	330,000
Documents reviewed for accuracy (2nd check)	100%	100%	100%
Telephone inquiries answered daily	100%	100%	100%
Pages microfilmed and digitized	1,965,606	1,816,091	1,750,000
All documents returned by mail/private courier	100%	100%	100%
Documents received and recorded same day	99%	99%	99%
Time to process document to return to originator	14 days	12 days	10 days
Customers served within 5 minutes	100%	100%	100%
Accuracy rate for recorded documents	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	880,648	779,973	730,952
SUPPLIES AND SERVICES	212,405	241,575	238,155
CAPITAL OUTLAY	16,573	0	0
Total Program Expenditures	**1,109,626**	**1,021,548**	**969,107**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	3,388,198	3,200,000	2,950,000
MISCELLANEOUS	316,090	300,000	275,000
Operating Revenue Sub-Total	**3,704,288**	**3,500,000**	**3,225,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**(2,594,662)**	**(2,478,452)**	**(2,255,893)**
Total Program Funding	**1,109,626**	**1,021,548**	**969,107**
Program Staffing (FTEs)	**25.0**	**21.0**	**20.0**

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 as mandated by state law
- 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Voter registration affidavits processed	102,087	160,000	175,000
Political parties satisfied with service	100%	100%	100%
Ballots issued and mailed within statutory requirements	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	586,830	922,029	714,218
SUPPLIES AND SERVICES	472,205	463,449	564,900
Total Program Expenditures	**1,059,035**	**1,385,478**	**1,279,118**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	0	0	281,250
CHARGES FOR SERVICES	169,237	40,000	92,500
MISCELLANEOUS	42	0	0
Operating Revenue Sub-Total	**169,279**	**40,000**	**373,750**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**889,756**	**1,345,478**	**905,368**
Total Program Funding	**1,059,035**	**1,385,478**	**1,279,118**
Program Staffing (FTEs)	**21.0**	**29.0**	**21.0**

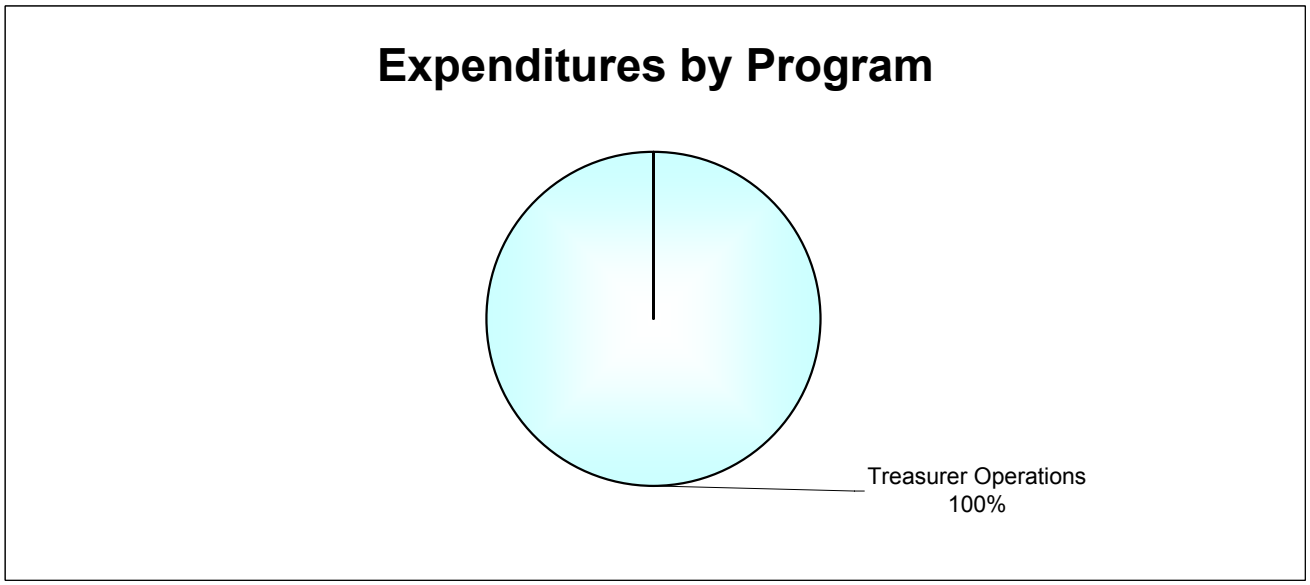
Treasurer

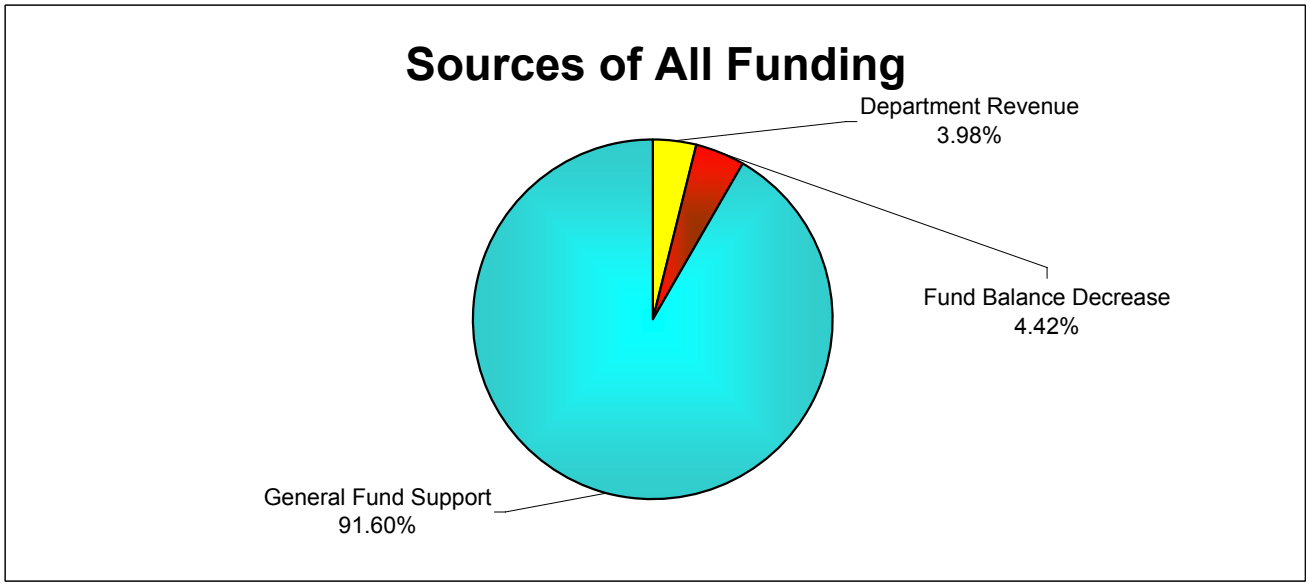
Expenditures: 2,846,041 **Revenues:** 113,150

FTEs 41.0

Function Statement: Serve as the custodian of public funds 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





Department Summary by Program

Department: TREASURER

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
TREASURER OPERATIONS	1,978,877	2,881,940	2,846,041
Total Expenditures	**1,978,877**	**2,881,940**	**2,846,041**
Funding by Source			
Revenues			
TREASURER OPERATIONS	154,189	124,150	113,150
Total Revenues	**154,189**	**124,150**	**113,150**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(107,763)**	**380,601**	**125,670**
General Fund Support	**1,932,451**	**2,377,189**	**2,607,221**
Total Program Funding	**1,978,877**	**2,881,940**	**2,846,041**
Staffing (FTEs) by Program			
TREASURER OPERATIONS	41.0	41.0	41.0
Total Staffing (FTEs)	**41.0**	**41.0**	**41.0**

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
- Meet or exceed established investment benchmarks
- Develop and implement an integrated information system to provide on-line banking and tax collection services to Pima County departments, political subdivisions, other agencies, and individuals
- Complete and implement disaster recovery plan
- Maintain a customer-friendly atmosphere
- Achieve timely and accurate reporting
- Strengthen internal controls
- Document policies and procedures

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Tax collection system developed and implemented	20%	60%	90%
Days not compliant with 3 day tax payment processing	15	15	15
Months meeting or exceeding investment benchmarks	12	12	12

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,422,501	1,995,775	2,015,897
SUPPLIES AND SERVICES	514,705	633,865	589,244
CAPITAL OUTLAY	41,671	252,300	240,900
Total Program Expenditures	**1,978,877**	**2,881,940**	**2,846,041**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	0	150	150
MISCELLANEOUS	8	0	0
Operating Revenue Sub-Total	**8**	**150**	**150**
CHARGES FOR SERVICES	48,820	60,000	45,000
INTEREST	15,675	18,000	18,000
MISCELLANEOUS	89,686	46,000	50,000
Special Programs Revenue Sub-Total	**154,181**	**124,000**	**113,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(107,763)**	**380,601**	**125,670**
General Fund Support	**1,932,451**	**2,377,189**	**2,607,221**
Total Program Funding	**1,978,877**	**2,881,940**	**2,846,041**
Program Staffing (FTEs)	**41.0**	**41.0**	**41.0**

This page intentionally left blank.

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	742,290		742,290
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	742,290		742,290
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV			
COMM DEV & NEIGHBORHOOD CONSERV ADMIN	400,007		400,007
COMMUNITY SUPPORT	191,313		191,313
EMERGENCY FOOD & SHELTER	423,234		423,234
GENERAL SERVICES	1,386,642		1,386,642
HOUSING	345,093	4,467,847	4,812,940
NEIGHBORHOOD CONSERVATION	445,581	1,450,000	1,895,581
PARENTING & FAMILY SUPPORT	182,521		182,521
RURAL DEVELOPMENT/OUTSIDE AGENCIES	211,795	4,006,997	4,218,792
SENIOR SUPPORT	250,969		250,969
SHELTER/ DOMESTIC VIOLENCE	592,169		592,169
YOUTH SERVICES	853,623		853,623
TOTAL COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	5,282,947	9,924,844	15,207,791
COMMUNITY RESOURCES			
RECREATION	3,131,093		3,131,093
TEEN HEALTH	621,685		621,685
VOCATIONAL/REMEDIAL EDUCATION	1,058,900	1,121,710	2,180,610
TOTAL COMMUNITY RESOURCES	4,811,678	1,121,710	5,933,388
COMMUNITY SVCS, EMPLOYMENT & TRAINING			
CAA/EMERGENCY SERVICES NETWORK	154,892	2,380,313	2,535,205
ONE STOP	5,447,105	8,495,345	13,942,450
TOTAL COMMUNITY SVCS, EMPLOYMENT & TRAINING	5,601,997	10,875,658	16,477,655
COUNTY FREE LIBRARY			
ADMINISTRATION		6,916,108	6,916,108
PUBLIC SERVICES		19,965,364	19,965,364
SUPPORT SERVICES		7,654,771	7,654,771
TECHNOLOGY MANAGEMENT		2,554,352	2,554,352
TOTAL COUNTY FREE LIBRARY		37,090,595	37,090,595
ECONOMIC DEVELOPMENT & TOURISM			
ECONOMIC DEVELOPMENT & TOURISM		2,477,386	2,477,386
TOTAL ECONOMIC DEVELOPMENT & TOURISM		2,477,386	2,477,386
SCHOOL SUPERINTENDENT			
ACCOUNTING	378,838		378,838
ADMINISTRATION	423,585		423,585
EDUCATIONAL SERVICES	581,266		581,266
PIMA ACCOMMODATION DISTRICT		2,400,000	2,400,000
PIMA SPECIAL PROGRAMS		1,510,000	1,510,000
TOTAL SCHOOL SUPERINTENDENT	1,383,689	3,910,000	5,293,689
STADIUM DISTRICT			
ADMINISTRATION		1,389,605	1,389,605
BASEBALL		1,043,179	1,043,179
RECREATION		101,025	101,025
TOTAL STADIUM DISTRICT		2,533,809	2,533,809
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**17,822,601**	**67,934,002**	**85,756,603**

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			
GENERAL SERVICES	104,840		104,840
HOUSING		4,467,847	4,467,847
NEIGHBORHOOD CONSERVATION		75,000	75,000
RURAL DEVELOPMENT/OUTSIDE AGENCIES		4,006,997	4,006,997
TOTAL COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	104,840	8,549,844	8,654,684
COMMUNITY RESOURCES			
RECREATION	194,470		194,470
VOCATIONAL/REMEDIAL EDUCATION		1,109,362	1,109,362
TOTAL COMMUNITY RESOURCES	194,470	1,109,362	1,303,832
COMMUNITY SVCS, EMPLOYMENT & TRAINING			
CAA/EMERGENCY SERVICES NETWORK		2,379,677	2,379,677
ONE STOP		8,191,984	8,191,984
TOTAL COMMUNITY SVCS, EMPLOYMENT & TRAINING		10,571,661	10,571,661
COUNTY FREE LIBRARY			
ADMINISTRATION		37,929,142	37,929,142
PUBLIC SERVICES		775,000	775,000
TOTAL COUNTY FREE LIBRARY		38,704,142	38,704,142
ECONOMIC DEVELOPMENT & TOURISM			
ECONOMIC DEVELOPMENT & TOURISM		1,792,964	1,792,964
TOTAL ECONOMIC DEVELOPMENT & TOURISM		1,792,964	1,792,964
SCHOOL SUPERINTENDENT			
EDUCATIONAL SERVICES	70,200		70,200
PIMA ACCOMMODATION DISTRICT		2,306,000	2,306,000
PIMA SPECIAL PROGRAMS		1,510,000	1,510,000
TOTAL SCHOOL SUPERINTENDENT	70,200	3,816,000	3,886,200
STADIUM DISTRICT			
ADMINISTRATION		1,905,700	1,905,700
BASEBALL		1,031,503	1,031,503
RECREATION		84,000	84,000
TOTAL STADIUM DISTRICT		3,021,203	3,021,203
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	**369,510**	**67,565,176**	**67,934,686**

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	3.0
HOUSING	6.0
NEIGHBORHOOD CONSERVATION	6.2
RURAL DEVELOPMENT/OUTSIDE AGENCIES	12.3
TOTAL COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	27.5
COMMUNITY RESOURCES	
RECREATION	39.5
TEEN HEALTH	8.0
VOCATIONAL/REMEDIAL EDUCATION	29.5
TOTAL COMMUNITY RESOURCES	77.0
COMMUNITY SVCS, EMPLOYMENT & TRAINING	
CAA/EMERGENCY SERVICES NETWORK	9.6
ONE STOP	107.3
TOTAL COMMUNITY SVCS, EMPLOYMENT & TRAINING	116.9
COUNTY FREE LIBRARY	
ADMINISTRATION	14.5
PUBLIC SERVICES	325.0
SUPPORT SERVICES	18.0
TOTAL COUNTY FREE LIBRARY	357.5
ECONOMIC DEVELOPMENT & TOURISM	
ECONOMIC DEVELOPMENT & TOURISM	5.0
TOTAL ECONOMIC DEVELOPMENT & TOURISM	5.0
SCHOOL SUPERINTENDENT	
ACCOUNTING	6.0
ADMINISTRATION	6.0
EDUCATIONAL SERVICES	4.0
TOTAL SCHOOL SUPERINTENDENT	16.0
STADIUM DISTRICT	
ADMINISTRATION	6.3
BASEBALL	6.7
RECREATION	1.6
TOTAL STADIUM DISTRICT	14.6
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	622.5

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

This page intentionally left blank.

Community & Economic Development Admin

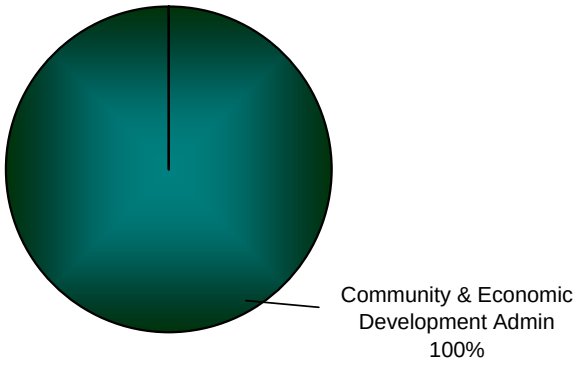
Expenditures: 742,290 **Revenues:** 0

FTEs 8.0

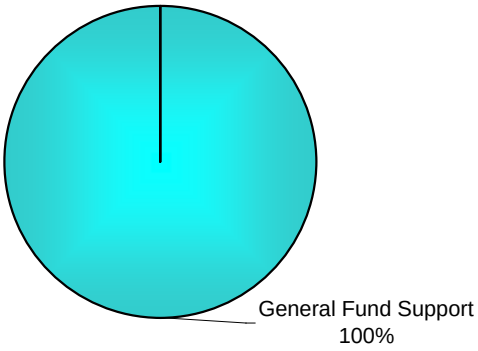
Function Statement: To enhance the economic and cultural well-being of Pima County constituents, with particular focus on improving the status of the economically disadvantaged, and to meet and report performance and fiscal requirements of federal, state, and private grantors. The department oversees the Community Development and Neighborhood Conservation, Community Resources, Community Services-Employment and Training, Economic Development and Tourism departments, and the Pima County Public Library.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: COMMUNITY & ECONOMIC DEVELOPMENT ADMIN

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ADMINISTRATION	498,492	707,974	742,290
Total Expenditures	**498,492**	**707,974**	**742,290**
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	**498,492**	**707,974**	**742,290**
Total Program Funding	**498,492**	**707,974**	**742,290**
Staffing (FTEs) by Program			
ADMINISTRATION	8.0	7.6	8.0
Total Staffing (FTEs)	**8.0**	**7.6**	**8.0**

Program Summary

Department: COMMUNITY & ECONOMIC DEVELOPMENT ADMIN
Program: ADMINISTRATION

Function

Administer the Economic Development & Tourism; Community Services, Employment & Training; Community Development & Neighborhood Conservation; Community Resources; and County Free Library District.

Description of Services

Provide policy direction and administrative oversight and support for all grant, bond, General Fund, County Free Library District, Stadium District, and leased property programs and projects within the five departments.

Program Goals and Objectives

- Initiate an expanded Neighborhood Reinvestment program to use and leverage $10 million of 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 new development agreement contributions
- Increase by 10 percent the number of housing units affordable to less than median income families
- Expand library collection, hours, services, and branches to serve expanding population
- Improve the basic education and job skills level of the County workforce
- Increase the County wage and family income levels
- Maintain or increase the rate and dollars contributed to Employee Combined Appeal Program (ECAP)

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Quality of service maintained	yes	yes	yes
Procedures modified to increase efficiency	yes	yes	yes
New branch libraries constructed and equipped	n/a	1	2
Attendance increase at leased properties	n/a	n/a	5%
Increase adults graduating with basic education	n/a	5%	5%
Additional affordable housing units	n/a	n/a	100
Rate and dollars contibuted to ECAP maintained or increased	yes	yes	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	415,085	469,958	512,711
SUPPLIES AND SERVICES	69,311	230,216	221,179
CAPITAL OUTLAY	14,096	7,800	8,400
Total Program Expenditures	**498,492**	**707,974**	**742,290**
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	**498,492**	**707,974**	**742,290**
Total Program Funding	**498,492**	**707,974**	**742,290**
Program Staffing (FTEs)	**8.0**	**7.6**	**8.0**

This page intentionally left blank.

Community Development & Neighborhood Conservation

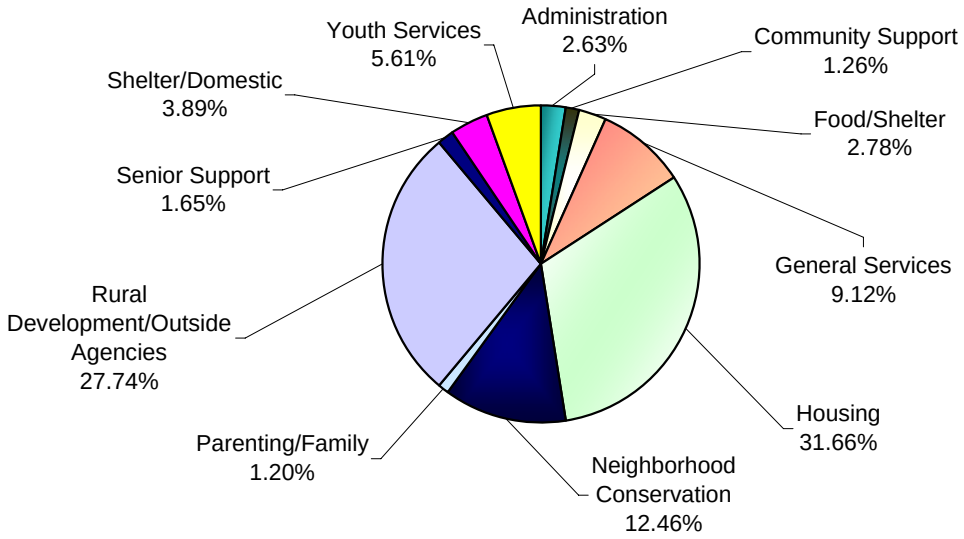
Expenditures: 15,207,791 **Revenues:** 8,654,684

FTEs 27.5

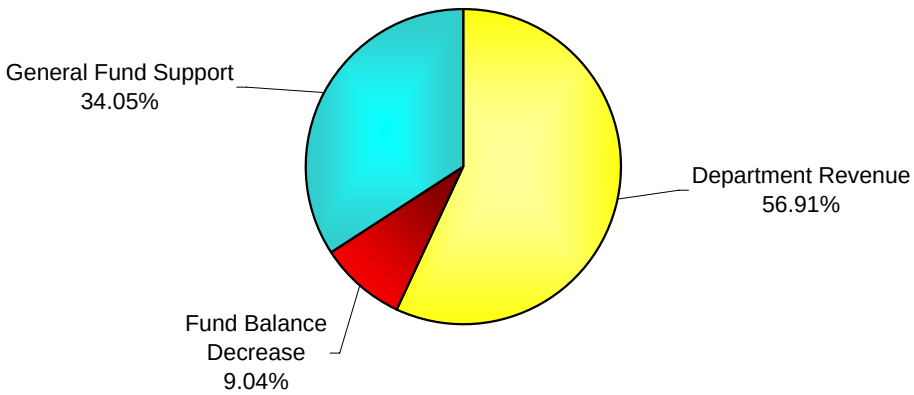
Function Statement: Enhance the economic welfare of inhabitants of Pima County by promoting more and better human service delivery; promoting intergovernmental and community collaboration; addressing critical human and community needs; and promoting infrastructure, economic, and social service development 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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
COMM DEV & NEIGHBORHOOD CONSERV ADMIN	195,142	317,549	400,007
COMMUNITY SUPPORT	111,717	138,560	191,313
EMERGENCY FOOD & SHELTER	378,873	341,730	423,234
GENERAL SERVICES	1,184,416	1,488,342	1,386,642
HOUSING	2,448,115	3,290,133	4,812,940
NEIGHBORHOOD CONSERVATION	330,368	1,909,422	1,895,581
PARENTING & FAMILY SUPPORT	120,447	147,900	182,521
RURAL DEVELOPMENT/OUTSIDE AGENCIES	3,479,238	5,020,745	4,218,792
SENIOR SUPPORT	184,544	187,100	250,969
SHELTER/ DOMESTIC VIOLENCE	309,270	308,921	592,169
YOUTH SERVICES	890,026	908,400	853,623
Total Expenditures	**9,632,156**	**14,058,802**	**15,207,791**
Funding by Source			
Revenues			
GENERAL SERVICES	155,000	104,840	104,840
HOUSING	2,344,211	2,928,983	4,467,847
NEIGHBORHOOD CONSERVATION	55,656	40,000	75,000
RURAL DEVELOPMENT/OUTSIDE AGENCIES	3,101,170	4,816,617	4,006,997
Total Revenues	**5,656,037**	**7,890,440**	**8,654,684**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**129,589**	**1,410,000**	**1,375,000**
General Fund Support	**3,846,530**	**4,758,362**	**5,178,107**
Total Program Funding	**9,632,156**	**14,058,802**	**15,207,791**
Staffing (FTEs) by Program			
COMM DEV & NEIGHBORHOOD CONSERV ADMIN	2.0	3.0	3.0
HOUSING	4.3	5.5	6.0
NEIGHBORHOOD CONSERVATION	4.0	6.2	6.2
RURAL DEVELOPMENT/OUTSIDE AGENCIES	11.9	12.8	12.3
Total Staffing (FTEs)	**22.2**	**27.5**	**27.5**

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.

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Strategies implemented to promote awareness of community resources	2	3	4
Reports developed to demonstrate community benefits for identified programs	4	6	6
Major program performance measures evaluated	2	2	2
Targeted community needs and assets analyzed	1	2	2
Leadership provided on local and national committees which address legislative and programmatic issues impacting the County	3	3	3
Capacity building training sessions provided to community organizations	4	4	4

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	144,214	216,093	234,695
SUPPLIES AND SERVICES	42,942	95,156	162,412
CAPITAL OUTLAY	7,986	6,300	2,900
Total Program Expenditures	**195,142**	**317,549**	**400,007**
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	**195,142**	**317,549**	**400,007**
Total Program Funding	**195,142**	**317,549**	**400,007**
Program Staffing (FTEs)	**2.0**	**3.0**	**3.0**

Supplemental Packages Approved

Supplemental Package B - NACCED Conference - is associated with this program. Funding of this package provides $15,000 for supplies and services in order to host the five day National Association of County Community and Economic Development conference in October 2007. The data presented on this page includes $15,000 in expenditures.

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: COMMUNITY SUPPORT

Function

Administer County General Funds to nonprofit agencies that have successfully completed a community review process and were determined to be qualified to deliver essential community related services to identified groups.

Description of Services

Administer contracts which meet priority community needs and deliver specific outcomes; assure accountability for program funds through effective monitoring, technical assistance, and reporting.

(Note: In prior years Outside Agency funding was divided into Youth, Human, and General Services. For fiscal year 2007/08 the Outside Agency Citizens Committee replaced Youth and Human Services with six new service categories which improves fiscal and programmatic accountability while more clearly reflecting the services delivered to "at risk" populations. This change provides greater transparency for funding based on prioritized needs established by the Citizens Committee and approved by the Board of Supervisors. All current programmatic and fiscal reports as well as the proposed budget have been developed based on these new categories.)

Program Goals and Objectives

- Improve the delivery of community services in low income and rural areas
- Support collaborative initiatives
- Provide services to vulnerable populations
- Support programs addressing emerging needs

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Programs serving low income areas	1	1	2
Programs serving rural areas	0	0	1
New programs created	0	1	1
Technical assistance, education, and training meetings held	2	8	8
Collaborative initiatives created with other locally supported agencies	0	0	1

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	111,717	138,560	191,313
Total Program Expenditures	**111,717**	**138,560**	**191,313**
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	**111,717**	**138,560**	**191,313**
Total Program Funding	**111,717**	**138,560**	**191,313**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: EMERGENCY FOOD & SHELTER

Function

Administer County General Funds to nonprofit agencies that have successfully completed a community review process and were determined to be qualified to deliver essential food and shelter services to identified groups.

Description of Services

Administer contracts which meet priority food and shelter needs and deliver specific outcomes; assure accountability for program funds through effective monitoring, technical assistance, and reporting.

(Note: In prior years Outside Agency funding was divided into Youth, Human, and General Services. For fiscal year 2007/08 the Outside Agency Citizens Committee replaced Youth and Human Services with six new service categories which improves fiscal and programmatic accountability while more clearly reflecting the services delivered to "at risk" populations. This change provides greater transparency for funding based on prioritized needs established by the Citizens Committee and approved by the Board of Supervisors. All current programmatic and fiscal reports as well as the proposed budget have been developed based on these new categories.)

Program Goals and Objectives

- Improve the delivery of emergency food and shelter services in low income and rural areas
- Support collaborative initiatives
- Provide services to vulnerable populations
- Support programs addressing emerging needs

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Programs serving low income areas	7	7	7
Programs serving rural areas	3	3	3
Technical assistance, education, and training meetings held	2	8	8
Collaborative initiatives created with other locally supported agencies	0	0	1

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	378,873	341,730	423,234
Total Program Expenditures	**378,873**	**341,730**	**423,234**
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	**378,873**	**341,730**	**423,234**
Total Program Funding	**378,873**	**341,730**	**423,234**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: GENERAL SERVICES

Function

Administer County General Funds to nonprofit agencies and identified organizations that have completed an application process and were determined to be qualified to deliver important services to identified groups.

Description of Services

Administer contracts which meet priority needs and deliver specific outcomes; assure accountability for program funds through effective monitoring, technical assistance, and reporting.

(Note: In prior years Outside Agency funding was divided into Youth, Human, and General Services. For fiscal year 2007/08 the Outside Agency Citizens Committee replaced the Youth and Human Services with six new categories, but retained the General Services category. However, because of program changes to the General Services category, amounts for fiscal year 2006/07 are not comparable to those shown in last year's Adopted Budget book.)

Program Goals and Objectives

- Improve the delivery of identified services which benefit the County
- Support collaborative initiatives
- Provide services to vulnerable populations
- Support programs addressing emerging needs

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Programs serving low income areas	7	7	7
Programs serving rural areas	1	1	1
Technical assistance, education and training meetings held	2	8	8
Collaborative initiatives created with other locally supported agencies	0	0	1

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	1,184,416	1,488,342	1,386,642
Total Program Expenditures	**1,184,416**	**1,488,342**	**1,386,642**
Program Funding by Source			
Revenues			
MISCELLANEOUS	105,000	104,840	104,840
Operating Revenue Sub-Total	**105,000**	**104,840**	**104,840**
INTERGOVERNMENTAL	50,000	0	0
Grant Revenue Sub-Total	**50,000**	**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	**1,029,416**	**1,383,502**	**1,281,802**
Total Program Funding	**1,184,416**	**1,488,342**	**1,386,642**
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 the Home Investments Partnership (HOME), New Hope, Housing Opportunities for Persons with AIDS (HOPWA), Supportive Housing Program (SHP), general obligation bond funds for the Affordable Housing Program, and the Housing Trust Fund. 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 Trust Fund structure to collect the contribution fees and work with the Housing Commission on the affordable housing 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 Performance and Evaluation Report (CAPER), and other documents and reports to assist in implementation of department programs
- Contract for and review 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
New construction home development projects	39	20	40
New home buyers receiving down payment assistance	68	75	80
Rental units produced	120	34	136
Rehabilitated homes sold	2	4	6
Community and partnership forums and meetings held	63	80	90
Roadway Development impact fee waivers granted	150	150	160
Homeless and special needs agencies funded	11	11	11
New housing development projects approved	0	4	8

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	290,377	347,883	371,538
SUPPLIES AND SERVICES	2,155,681	2,942,250	4,437,802
CAPITAL OUTLAY	2,057	0	3,600
Total Program Expenditures	**2,448,115**	**3,290,133**	**4,812,940**
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	2,235,538	1,876,801	3,385,347
MISCELLANEOUS	108,673	52,182	82,500
Grant Revenue Sub-Total	**2,344,211**	**1,928,983**	**3,467,847**

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: HOUSING

Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(75,560)	0	0
General Fund Support	179,464	361,150	345,093
Total Program Funding	2,448,115	3,290,133	4,812,940
Program Staffing (FTEs)	4.3	5.5	6.0

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
- 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Community outreach events held	n/a	45	50
Projects approved/funded	13	24	24
Projects completed	6	10	15
Neighborhood proposals developed	n/a	45	45
Neighborhood evaluations completed	6	10	15

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	300,936	354,890	366,348
SUPPLIES AND SERVICES	26,442	1,551,532	1,525,633
CAPITAL OUTLAY	2,990	3,000	3,600
Total Program Expenditures	**330,368**	**1,909,422**	**1,895,581**
Program Funding by Source			
Revenues			
INTEREST	55,656	40,000	75,000
Special Programs Revenue Sub-Total	**55,656**	**40,000**	**75,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(55,656)**	**1,410,000**	**1,375,000**
General Fund Support	**330,368**	**459,422**	**445,581**
Total Program Funding	**330,368**	**1,909,422**	**1,895,581**
Program Staffing (FTEs)	**4.0**	**6.2**	**6.2**

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: PARENTING & FAMILY SUPPORT

Function

Administer County General Funds to nonprofit agencies that have successfully completed a community review process and were determined to be qualified to deliver essential parenting services to identified groups.

Description of Services

Administer parenting support contracts which meet priority needs and deliver specific outcomes; assure accountability for program funds through effective monitoring, technical assistance, and reporting.

(Note: In prior years Outside Agency funding was divided into Youth, Human, and General Services. For fiscal year 2007/08 the Outside Agency Citizens Committee replaced Youth and Human Services with six new service categories which improves fiscal and programmatic accountability while more clearly reflecting the services delivered to "at risk" populations. This change provides greater transparency for funding based on prioritized needs established by the Citizens Committee and approved by the Board of Supervisors. All current programmatic and fiscal reports as well as the proposed budget have been developed based on these new categories.)

Program Goals and Objectives

- Improve the delivery of parenting services in low income and rural areas
- Support collaborative initiatives
- Provide services to vulnerable populations
- Support programs addressing emerging needs

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Programs serving low income areas	4	7	7
Programs serving rural areas	0	1	1
Technical assistance, education, and training meetings held	2	8	8
Collaborative initiatives created with other locally supported agencies	0	0	3

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	120,447	147,900	182,521
Total Program Expenditures	**120,447**	**147,900**	**182,521**
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	**120,447**	**147,900**	**182,521**
Total Program Funding	**120,447**	**147,900**	**182,521**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: RURAL DEVELOPMENT/OUTSIDE AGENCIES

Function

Promote community and rural development which improve youth, social, and cultural services in low and moderate income communities including South Tucson, Marana, Sahuarita, and unincorporated Pima County.

Description of Services

Provide grants to local governments and nonprofit community agencies for neighborhood revitalization and infrastructure construction and improvement in low and moderate income communities outside the city of Tucson. Provide grants to local governments and nonprofit 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 local governments and nonprofit community agencies for community development planning and resource development. Provide housing rehabilitation services in low income communities outside the city of Tucson.

Program Goals and Objectives

- Provide needed social and youth services in low income areas
- Provide community facilities in low income areas
- Provide infrastructure improvements in low income areas
- Identify and complete revitalization projects in low and moderate income neighborhoods and rural communities
- Rehabilitate houses for eligible elderly, disabled, and low income clients

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Public facilities improved	10	10	10
Infrastructure projects funded	10	8	9
Houses rehabilitated	397	400	400

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	462,651	657,581	668,540
SUPPLIES AND SERVICES	2,912,328	4,360,164	3,542,352
CAPITAL OUTLAY	104,259	3,000	7,900
Total Program Expenditures	**3,479,238**	**5,020,745**	**4,218,792**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	3,061,811	4,814,117	4,006,997
MISCELLANEOUS	39,359	2,500	0
Grant Revenue Sub-Total	**3,101,170**	**4,816,617**	**4,006,997**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**260,805**	**0**	**0**
General Fund Support	**117,263**	**204,128**	**211,795**
Total Program Funding	**3,479,238**	**5,020,745**	**4,218,792**
Program Staffing (FTEs)	**11.9**	**12.8**	**12.3**

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: SENIOR SUPPORT

Function

Administer County General Funds to nonprofit agencies that have successfully completed a community review process and were determined to be qualified to deliver essential senior services to identified groups.

Description of Services

Administer senior contracts which meet priority needs and deliver specific outcomes; assure accountability for program funds through effective monitoring, technical assistance, and reporting.

(Note: In prior years Outside Agency funding was divided into Youth, Human, and General Services. For fiscal year 2007/08 the Outside Agency Citizens Committee replaced Youth and Human Services with six new service categories which improves fiscal and programmatic accountability while more clearly reflecting the services delivered to "at risk" populations. This change provides greater transparency for funding based on prioritized needs established by the Citizens Committee and approved by the Board of Supervisors. All current programmatic and fiscal reports as well as the proposed budget have been developed based on these new categories.)

Program Goals and Objectives

- Improve the delivery of senior services in low income and rural areas
- Support collaborative initiatives
- Provide services to vulnerable populations
- Support programs addressing emerging needs

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Programs serving low income areas	4	9	10
Programs serving rural areas	1	3	4
New programs created	0	6	1
Technical assistance, education, and training meetings held	2	8	8
Collaborative initiatives created with other locally supported agencies	0	0	1

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	184,544	187,100	250,969
Total Program Expenditures	**184,544**	**187,100**	**250,969**
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	**184,544**	**187,100**	**250,969**
Total Program Funding	**184,544**	**187,100**	**250,969**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: SHELTER/ DOMESTIC VIOLENCE

Function

Administer County General Funds to nonprofit agencies that have successfully completed a community review process and were determined to be qualified to deliver essential shelter and domestic violence services to identified groups.

Description of Services

Administer shelter and domestic violence contracts which meet priority needs and deliver specific outcomes; assure accountability for program funds through effective monitoring, technical assistance, and reporting.

(Note: In prior years Outside Agency funding was divided into Youth, Human, and General Services. For fiscal year 2007/08 the Outside Agency Citizens Committee replaced Youth and Human Services with six new service categories which improves fiscal and programmatic accountability while more clearly reflecting the services delivered to "at risk" populations. This change provides greater transparency for funding based on prioritized needs established by the Citizens Committee and approved by the Board of Supervisors. All current programmatic and fiscal reports as well as the proposed budget have been developed based on these new categories.)

Program Goals and Objectives

- Improve the delivery of shelter and domestic violence services in low income and rural areas
- Support collaborative initiatives
- Provide services to vulnerable populations
- Support programs addressing emerging needs

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Programs serving low income areas	12	13	14
Programs serving rural areas	0	0	1
New programs created	0	1	1
Technical assistance, education, and training meetings held	2	8	8
Collaborative initiatives created with other locally supported agencies	0	0	2

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	309,270	308,921	592,169
Total Program Expenditures	**309,270**	**308,921**	**592,169**
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	**309,270**	**308,921**	**592,169**
Total Program Funding	**309,270**	**308,921**	**592,169**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
Program: YOUTH SERVICES

Function

Administer County General Funds to nonprofit agencies that have successfully completed a community review process and were determined to be qualified to deliver essential youth services to identified groups.

Description of Services

Administer youth contracts which meet priority needs and deliver specific outcomes; assure accountability for program funds through effective monitoring, technical assistance, and reporting.

(Note: In prior years Outside Agency funding was divided into Youth, Human, and General Services. For fiscal year 2007/08 the Outside Agency Citizens Committee replaced Youth and Human Services with six new service categories (one of which is a new youth category for youth over five years of age) which improves fiscal programmatic accountability while more clearly reflecting the services delivered to "at risk" populations. This change provides greater transparency for funding based on prioritized needs established by the Citizens Committee and approved by the Board of Supervisors. All current programmatic and fiscal reports as well as the proposed budget have been developed based on these new categories.)

Program Goals and Objectives

- Improve the delivery of youth services in low income and rural areas
- Support collaborative initiatives
- Provide services to vulnerable populations
- Support programs addressing emerging needs

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Programs serving low income areas	17	21	23
Programs serving rural areas	2	6	7
New programs created	0	5	2
Technical assistance, education, and training meetings held	2	8	8
Collaborative initiatives created with other locally supported agencies	0	0	4

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	890,026	908,400	853,623
Total Program Expenditures	**890,026**	**908,400**	**853,623**
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	**890,026**	**908,400**	**853,623**
Total Program Funding	**890,026**	**908,400**	**853,623**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Community Development & Neighborhood Conservation

Adopted Funding for Outside Agencies

Agency	Funding	
Pima Council on Aging	320,000	
Community Food Bank, Inc	318,401	
Pima Association of Governments	271,450	
El Pueblo Health Center, Inc	199,500	
Tucson Urban League, Inc	165,826	
Child & Family Resources, Inc	151,155	
Catholic Community Services of Southern Arizona, Inc. (dba Pio Decimo Center)	139,429	
Tucson Pima Arts Council	137,200	(2)
House of Neighborly Service	126,273	
Our Family Services, Inc	125,777	
Southern Arizona AIDS Foundation	115,333	
Brewster Center Domestic Violence Services	115,167	
Faith Based Programs	108,000	(1),(3)
Arizona Board of Regents, University of Arizona	99,348	
United Way (dba PRO Neighborhoods)	98,000	
San Ignacio Yaqui Council, Inc	72,662	
Youth on Their Own	72,000	
New Beginnings for Women and Children	68,800	
Catalina Community Services	63,334	
Metropolitan Education Commission	61,604	
Job Path	60,000	(1),(2)
Youth Outreach	60,000	(1),(3)
Volunteer Center of Southern Arizona	59,727	
Wingspan	58,930	
Jewish Family & Children's Service of Southern Arizona, Inc	57,166	
Administration of Resources and Choices, Elder Shelter Project	50,891	(1)
Community Support Services	50,000	
Tucson Clean & Beautiful	49,000	
Tucson Centers for Women and Children	46,583	
Travelers Aid Society of Tucson	45,667	
Chicanos Por La Causa, Inc (dba Parenting Arizona)	45,666	
Tucson Botanical Gardens	45,000	(2)
Tucson Children's Museum	45,000	(2)
Primavera Foundation, Inc	44,129	
Tucson Metropolitan Ministries Family Svcs.	39,613	
Pima/Tucson Women's Commission	39,200	
Arizona's Children Association (dba Parent Connection)	38,433	
Metropolitan Education Commission (College Center)	38,000	(2)
Open Inn, Inc	36,760	
Arizona Youth Partnership	36,000	
Our Family Services, Inc - Skrappy's	34,600	(1)
Tucson Youth Development, Inc	32,884	
United Way of Tucson & So. Arizona (dba Early Childhood Partnership)	32,767	
Southern Arizona Legal Aid, Inc	31,646	
Arivaca Coordinating Council/Human Resource Group	31,262	
Southern Arizona Association for the Visually Impaired	31,000	
Casa de los Ninos	30,667	

Community Development & Neighborhood Conservation

Adopted Funding for Outside Agencies

Agency	Funding	
El Tour de Tucson	30,000	(2)
Arizona's Children Association - Las Familias	28,000	
Ajo District Chamber of Commerce	25,000	(2)
Portable Practical Education Preparation, Inc	24,533	
Planned Parenthood of Southern Arizona, Inc	21,700	
Non-Profit Industries (dba SocialServe.com)	20,500	
United Way - Earned Income Tax Credit	20,000	
University of Arizona: Social Justice Education Project	20,000	
Catholic Community Services of Southern Arizona, Inc. (dba Commun. Outreach Program for the Deaf)	19,167	
Desert Waste Not Warehouse	19,167	
International Sonoran Desert Alliance	19,000	
YWCA of Tucson	19,000	
Interfaith Coalition for the Homeless	17,500	
Altar Valley School District's Community Substance Advisory Council	17,202	
One-on-One Partners, Inc	15,980	
Interfaith Community Services	15,904	
University of Arizona: Pima County Cooperative Extension	14,400	
Compass Health Care, Inc	13,321	
Voices: Community Stories Past and Present	12,600	
Pima Prevention Partnership	11,880	
Family Advocacy, Resource, and Wellness Centers, Inc	10,000	
Tu Nidito Children and Family Services	10,000	
City of Tucson - Tucson Pima Historical Commission	9,800	
COPE Behavioral Services	7,500	
Lutheran Social Services of the Southwest	6,667	
Total	**$4,428,671**	

(1) Includes base and supplemental allocations approved by the Board of Supervisors. On June 19, 2007, the Board approved an additional allocation of $273,000 for outside agencies over and above the base amount budgeted.

(2) Contract administered by Economic Development & Tourism.

(3) Contract administered by Community Services, Employment & Training.

Community Resources

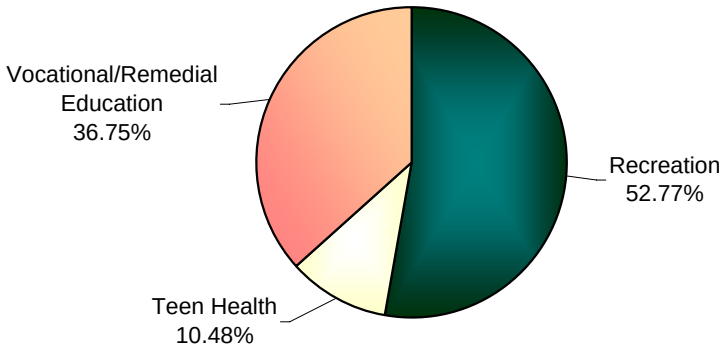
Expenditures: 5,933,388 **Revenues:** 1,303,832

FTEs 77.0

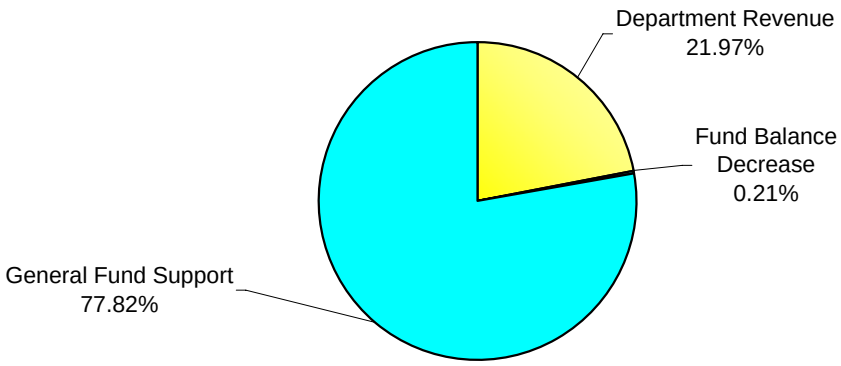
Function Statement: Improve the quality of life for residents of Pima County by providing a variety of cultural, recreational, educational, and health related services through various facilities operated by Pima County.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: COMMUNITY RESOURCES

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
RECREATION	3,201,446	3,108,658	3,131,093
TEEN HEALTH	599,984	659,183	621,685
VOCATIONAL/REMEDIAL EDUCATION	1,735,586	1,955,653	2,180,610
Total Expenditures	**5,537,016**	**5,723,494**	**5,933,388**
Funding by Source			
Revenues			
RECREATION	175,515	182,170	194,470
TEEN HEALTH	519	0	0
VOCATIONAL/REMEDIAL EDUCATION	636,328	1,038,339	1,109,362
Total Revenues	**812,362**	**1,220,509**	**1,303,832**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**146,085**	**(882)**	**12,348**
General Fund Support	**4,578,569**	**4,503,867**	**4,617,208**
Total Program Funding	**5,537,016**	**5,723,494**	**5,933,388**
Staffing (FTEs) by Program			
RECREATION	43.5	38.8	39.5
TEEN HEALTH	8.1	8.1	8.0
VOCATIONAL/REMEDIAL EDUCATION	25.0	26.0	29.5
Total Staffing (FTEs)	**76.6**	**72.9**	**77.0**

Note: Per an intergovernmental agreement between the Pima County Stadium District and Pima County, employees performing work for the Pima County Stadium District are Pima County employees assigned to do work for the Pima County Stadium District. Effective fiscal year 2006/07, these employees are no longer shown as employees in the Community Resources Department, but are now shown as FTEs within the Pima County Stadium District for budgetary purposes only. The actual status of these employees during the course of the Intergovernmental Agreement will continue to be as Pima County employees, subject to the Pima County Personnel Policies and Merit Rules.

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. Provide financial resources to Pima County School Districts to ensure that a recreation element is part of all children's daily activities.

Description of Services

Kino Veteran's Memorial Community Center provides a variety of recreational opportunities for all ages in the community: weight room, Teaching our Toddlers Skills (TOTS) program, basketball leagues, open gym basketball and volleyball, senior social club, camp programs, and meeting rooms. The Before and After School Program provides an opportunity for elementary age children to attend a program that offers recreation, arts and crafts, physical fitness, health, and nutrition in a safe environment.

Program Goals and Objectives

- Increase weight room participation levels
- Increase TOTS participation levels
- Increase number of teams in basketball leagues
- Maintain open gym basketball and volleyball participation levels
- Increase level of seniors participation
- Maintain current camp participation levels
- Increase number of participating school districts
- Assist non-certified districts with Dept. of Human Services (DHS) certification to ensure Dept. of Economic Security (DES) funding
- Continue to assist low-income districts that have not become DHS certified
- Achieve a 90% average of parents and children that are satisfied with the way Pima County funding is being utilized

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
TOTS program participants	147	144	150
Seniors programs	15	14	16
Basketball league teams	75	114	120
Basketball open gym participants	9,515	9,209	9,209
Weight room participants	16,107	14,510	14,750
Summer camp participants	200	188	188
School districts participating	7	7	8
Number of participants	1,450	1,503	1,578
DHS certified school districts	4	5	6
Positive evaluation rate	n/a	85%	90%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,794,851	1,697,726	1,693,300
SUPPLIES AND SERVICES	1,334,456	1,361,932	1,327,294
CAPITAL OUTLAY	72,139	49,000	110,499
Total Program Expenditures	**3,201,446**	**3,108,658**	**3,131,093**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	143,036	153,700	135,000
MISCELLANEOUS	32,479	28,470	59,470
Operating Revenue Sub-Total	**175,515**	**182,170**	**194,470**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**3,025,931**	**2,926,488**	**2,936,623**
Total Program Funding	**3,201,446**	**3,108,658**	**3,131,093**
Program Staffing (FTEs)	**43.5**	**38.8**	**39.5**

Program Summary

Department: COMMUNITY RESOURCES
Program: TEEN HEALTH

Function

Provide adolescent health care services through the Kino Teen Clinic (KTC) 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 illnesses; 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 consistent, teen friendly, welcoming environment
- Assure scheduled appointment availability for teens
- Increase community awareness of Kino Teen Center and its services

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Positive satisfaction level based on quarterly teen survey	n/a	n/a	90%
Teen Center clients offered an appointment within two weeks	n/a	n/a	90%
Contacts made with agencies/organizations and followed-up with a mailing of the KTC brochure	n/a	n/a	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	380,952	412,618	407,485
SUPPLIES AND SERVICES	217,463	245,065	214,200
CAPITAL OUTLAY	1,569	1,500	0
Total Program Expenditures	**599,984**	**659,183**	**621,685**
Program Funding by Source			
Revenues			
MISCELLANEOUS	519	0	0
Operating Revenue Sub-Total	**519**	**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	**599,465**	**659,183**	**621,685**
Total Program Funding	**599,984**	**659,183**	**621,685**
Program Staffing (FTEs)	**8.1**	**8.1**	**8.0**

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 educational opportunities.

Description of Services

Pima Vocational High School (PVHS) provides minority, low income, at-risk, out-of-school Pima County youth with a long term program to master academic and vocational skills required by Pima County employers. The program offers opportunities for securing a sustainable job through on-the-job training, completion of a vocational curriculum, and classes in applied academic basic skills that also meet the requirements for a High School diploma. Participants receive intense on-site support services and case management by youth specialists.

Las Artes provides minority, low-income, and at-risk youth with core General Education Development (GED) classes, employment skills training, career exploration, interest assessment, and employer networking in conjunction with a strong partnership with the One-Stop system of service. Provide vocational education along with a sense of community commitment and involvement through the creation of public art projects. Through intensive case management and instructor guidance promote GED attainment, continued education, and sustainable employment in Las Artes graduates.

Program Goals and Objectives

- Provide unemployed and underemployed Pima County older youth with a program to improve their vocational, academic, and employability skills
  - -- 85% of participants will report completion of 2 six-week employability classes
  - -- 60 participants will report an improvement in vocational skills as measured by end of placement evaluations
  - -- A minimum of 35 participants annually will obtain self-sustaining employment or placement in post-secondary educational programs
- Assist youth living in poverty and adjudicated youth to meet entry level requirements for on-the-job training and self-sustaining jobs
  - -- 80% of assessed participants will improve basic math and/or reading skill levels by 2 grade levels after 1 year of instruction
  - -- Participants will report a 50% increase in vocational skills after 6 months of on-the-job placements as measured in an anonymous client survey
  - -- 50% of participants will demonstrate an improvement in pre-employment skills as measured by their rate of program attendance, class completions, and a pre and post test on appropriate communication skills
  - -- Las Artes will provide low income, minority, at-risk youth a safe environment to obtain their General Education Development certificate. All Las Artes students will receive the assistance of the One-Stop system of services upon graduation for continuing education or job placement assistance

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
PVHS students completing employability classes	n/a	80%	85%
PVHS students who show improvement on vocational skills test	n/a	50	60
PVHS students who obtain employment or placement in post-secondary education	n/a	25	35
PVHS students who show increased math and reading skill levels	n/a	75%	80%
PVHS students who achieve a 50% increase in vocational skills after 6 months of on-the-job training	n/a	75%	100%
PVHS students who show an increase in pre-employment skills	n/a	25%	50%
Las Artes students who attain GED	90%	90%	95%
Las Artes GED recipients attaining unsubsidized employment	n/a	50%	50%
Las Artes GED recipients who continue to post-secondary education	n/a	40%	40%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,306,879	1,469,433	1,595,018
SUPPLIES AND SERVICES	342,767	425,460	545,312
CAPITAL OUTLAY	85,940	60,760	40,280
Total Program Expenditures	**1,735,586**	**1,955,653**	**2,180,610**

Program Summary

Department: COMMUNITY RESOURCES
Program: VOCATIONAL/REMEDIAL EDUCATION

Program Funding by Source

Revenues			
Operating Revenue Sub-Total	**0**	**0**	**0**
INTERGOVERNMENTAL	608,839	1,036,339	1,106,862
MISCELLANEOUS	27,489	2,000	2,500
Grant Revenue Sub-Total	**636,328**	**1,038,339**	**1,109,362**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**146,085**	**(882)**	**12,348**
General Fund Support	**953,173**	**918,196**	**1,058,900**
Total Program Funding	**1,735,586**	**1,955,653**	**2,180,610**
Program Staffing (FTEs)	**25.0**	**26.0**	**29.5**

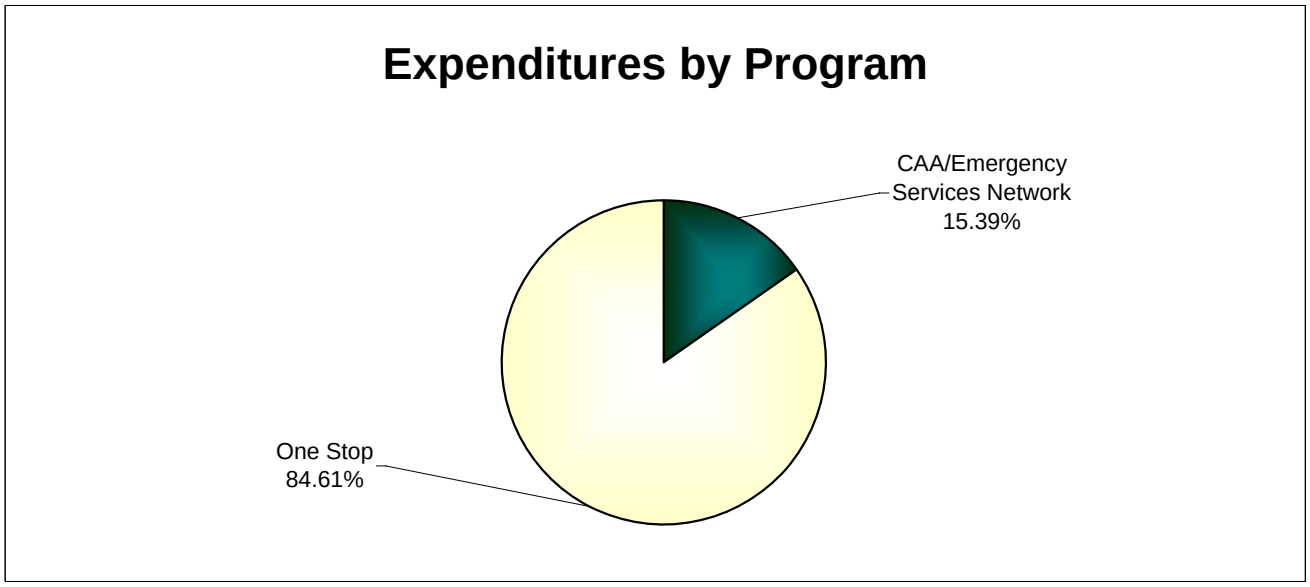
Community Services, Employment & Training

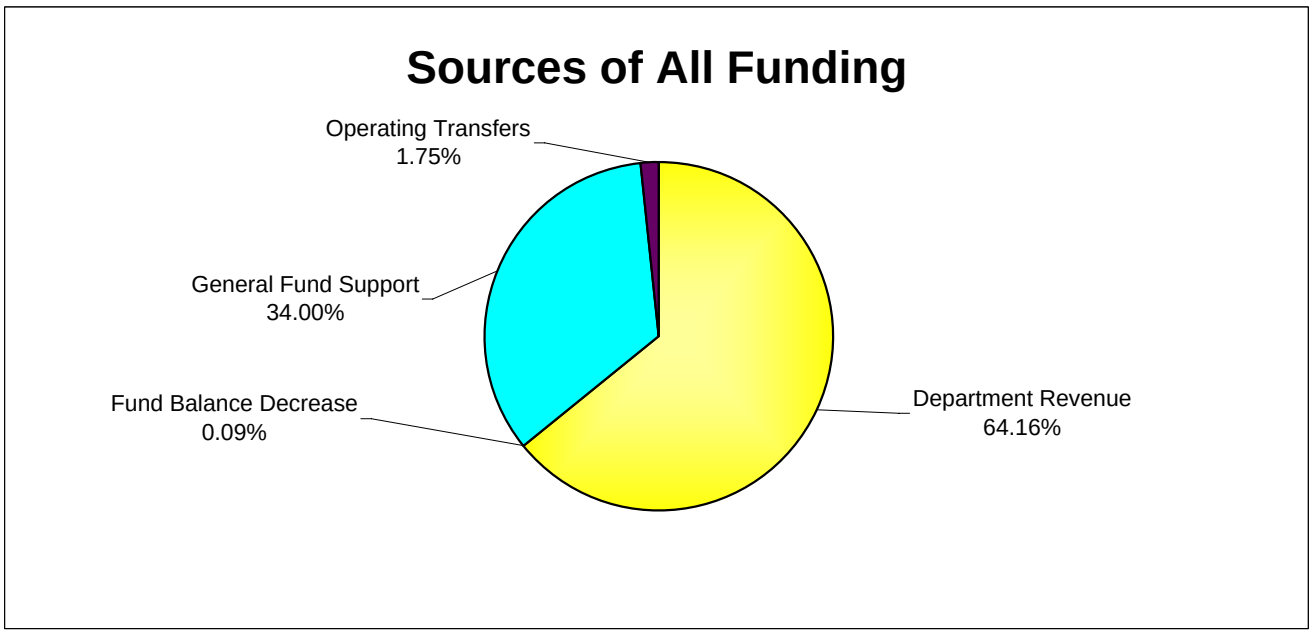
Expenditures: 16,477,655 **Revenues:** 10,571,661

FTEs 116.9

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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
CAA/EMERGENCY SERVICES NETWORK	3,172,613	2,173,148	2,535,205
ONE STOP	13,194,996	13,828,585	13,942,450
Total Expenditures	**16,367,609**	**16,001,733**	**16,477,655**
Funding by Source			
Revenues			
CAA/EMERGENCY SERVICES NETWORK	3,141,660	2,019,295	2,379,677
ONE STOP	9,064,037	8,340,133	8,191,984
Total Revenues	**12,205,697**	**10,359,428**	**10,571,661**
Net Operating Transfers In/(Out)	**289,100**	**289,100**	**289,100**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(624,427)**	**467**	**14,897**
General Fund Support	**4,497,239**	**5,352,738**	**5,601,997**
Total Program Funding	**16,367,609**	**16,001,733**	**16,477,655**
Staffing (FTEs) by Program			
CAA/EMERGENCY SERVICES NETWORK	11.2	10.0	9.6
ONE STOP	94.4	105.3	107.3
Total Staffing (FTEs)	**105.6**	**115.3**	**116.9**

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 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 and provides stability to households experiencing a crisis
- Assist people and communities of Pima County, especially those with lower incomes, to become economically self-sufficient

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Rent/mortgage/housing assistance clients	1,506	3,000	3,000
Emergency utility assistance clients	3,357	6,200	6,000
City water bills paid	1,956	2,000	2,200
Crisis case management provided to families/persons	6,000	7,000	7,000
Telephone Assistance Program clients	483	450	550

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	473,601	473,529	426,568
SUPPLIES AND SERVICES	2,695,864	1,699,619	2,108,637
CAPITAL OUTLAY	3,148	0	0
Total Program Expenditures	**3,172,613**	**2,173,148**	**2,535,205**
Program Funding by Source			
Revenues			
MISCELLANEOUS	361	0	0
Operating Revenue Sub-Total	**361**	**0**	**0**
INTERGOVERNMENTAL	3,137,276	2,019,295	2,379,677
MISCELLANEOUS	4,023	0	0
Grant Revenue Sub-Total	**3,141,299**	**2,019,295**	**2,379,677**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(74,714)**	**0**	**636**
General Fund Support	**105,667**	**153,853**	**154,892**
Total Program Funding	**3,172,613**	**2,173,148**	**2,535,205**
Program Staffing (FTEs)	**11.2**	**10.0**	**9.6**

Program Summary

Department: COMMUNITY SVCS, EMPLOYMENT & TRAINING
Program: ONE STOP

Function

Reduce poverty and unemployment by helping low income and other disadvantaged citizens 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. Specifically 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 conduct special outreach to low income, homeless, dislocated worker, 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 clients' skills to achieve increased earnings
- Promote attainment of skills as measured by credentials, degrees, certifications, and program test scores showing improved numeric, literacy, and technology skills
- Direct youth toward completion of high school or General Education Diploma (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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Client entry into unsubsidized employment	2,362	1,950	1,800
Client earnings increased by $5,000 per year	730	1,000	900
Youth attaining high school diploma or GED	138	240	250
Employers matched to clients	555	280	300
Youth receiving post-secondary education or vocational training	128	150	200

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	3,802,936	3,920,292	4,422,328
SUPPLIES AND SERVICES	9,298,318	9,879,493	9,440,922
CAPITAL OUTLAY	93,742	28,800	79,200
Total Program Expenditures	**13,194,996**	**13,828,585**	**13,942,450**
Program Funding by Source			
Revenues			
MISCELLANEOUS	554	0	0
Operating Revenue Sub-Total	**554**	**0**	**0**
INTERGOVERNMENTAL	9,024,392	8,340,133	7,991,984
MISCELLANEOUS	39,091	0	200,000
Grant Revenue Sub-Total	**9,063,483**	**8,340,133**	**8,191,984**
Net Operating Transfers In/(Out)	**289,100**	**289,100**	**289,100**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(549,713)**	**467**	**14,261**
General Fund Support	**4,391,572**	**5,198,885**	**5,447,105**
Total Program Funding	**13,194,996**	**13,828,585**	**13,942,450**
Program Staffing (FTEs)	**94.4**	**105.3**	**107.3**

County Free Library

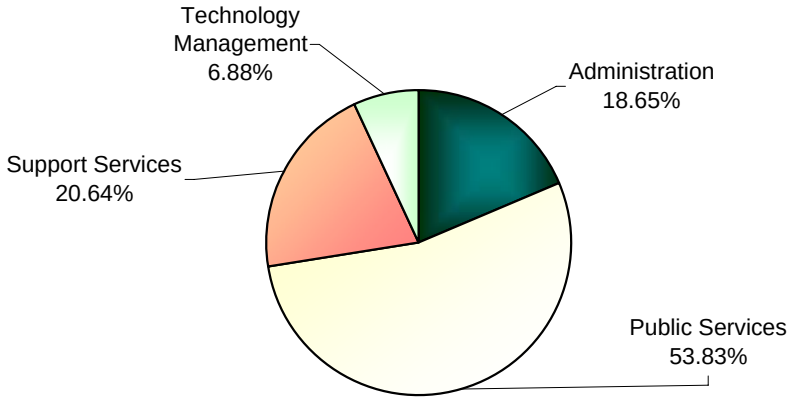
Expenditures: 37,090,595 **Revenues:** 38,704,142

FTEs 357.5

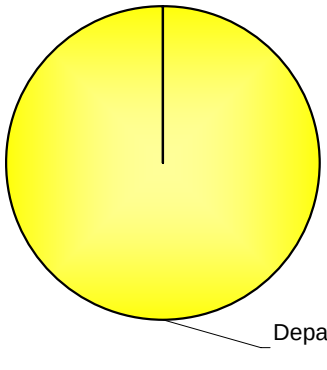
Function Statement: To provide Pima County residents with free and equitable access to the information resources needed for full participation in the community and for the enrichment of individual lives.

Mandates: ARS Title 11, Chapter 7: Intergovernmental Operations, Article 1: Public Libraries

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: COUNTY FREE LIBRARY

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ADMINISTRATION	12,369,127	7,822,981	6,916,108
PUBLIC SERVICES	1,136,750	19,559,208	19,965,364
SUPPORT SERVICES	0	5,471,019	7,654,771
TECHNOLOGY MANAGEMENT	0	2,063,977	2,554,352
Total Expenditures	**13,505,877**	**34,917,185**	**37,090,595**
Funding by Source			
Revenues			
ADMINISTRATION	16,114,732	32,186,378	37,929,142
PUBLIC SERVICES	259,188	1,412,870	775,000
Total Revenues	**16,373,920**	**33,599,248**	**38,704,142**
Net Operating Transfers In/(Out)	**(55,220)**	**(485,000)**	**(3,772,000)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(2,812,823)**	**1,802,937**	**2,158,453**
Total Program Funding	**13,505,877**	**34,917,185**	**37,090,595**
Staffing (FTEs) by Program			
ADMINISTRATION	1.0	14.5	14.5
PUBLIC SERVICES	0.0	297.9	325.0
SUPPORT SERVICES	0.0	18.0	18.0
TECHNOLOGY MANAGEMENT	0.0	7.5	0.0
Total Staffing (FTEs)	**1.0**	**337.9**	**357.5**

Note: Effective July 1, 2006, the Pima County Free Library District assumed full responsibility for the library branches within the city of Tucson. Since 1986, intergovernmental agreements entered into between the Pima County Free Library District and the city of Tucson had designated the city to operate a unified library system and established a dollar amount for the District contribution. In 2004, the city of Tucson determined it was no longer able to continue support and administration of the library system. The city negotiated a transition date of July 1, 2006 to transfer the library system to the Pima County Free Library District. To facilitate the transition of the library system to the Pima County Free Library District, the city agreed to provide financial support of $6,000,000 in fiscal year 2006/07, $4,000,000 in fiscal year 2007/08, and $2,000,000 in fiscal year 2008/09.

Pursuant to the Intergovernmental Agreement between the Pima County Free Library District and Pima County for Cooperative Support Services Contract No. 01-30-P-138083-00606 (dated June 6, 2006, recorded in Docket 12824 at Page 955 on June 13, 2006), employees performing work for the Pima County Free Library District are Pima County employees assigned to do work for the Pima County Free Library District. For budgetary purposes only, these employees are shown as FTEs within the Pima County Free Library District. The actual status of these employees during the course of the Intergovernmental Agreement will continue to be as Pima County employees, subject to the Pima County Personnel Policies and Merit Rules. The Intergovernmental Agreement terminates on June 5, 2031.

Program Summary

Department: COUNTY FREE LIBRARY
Program: ADMINISTRATION

Function

Enrich the lives of residents and build community by providing opportunities to read, learn, grow, and succeed. Provide equitable access to information, recreational reading, and lifelong learning materials and programs. Provide leadership and vision to fulfill the library's mission and deliver quality library services to residents of Pima County through the operation of 24 libraries, online electronic access, and outreach services including library outlets in the jail, Detention Center, a bookmobile, and deposit collections at many locations. Report to the Board of Supervisors acting as the Library District Board of Directors and coordinate library services with County departments. Work with the Citizen Library Advisory Board, as well as Friends groups, the Library Foundation, and other community interest groups.

Description of Services

Report to County Administration on library operations and services provided to the residents of Pima County. Build community support for the library by working with the Library Advisory Board, Friends groups, and the Library Foundation. Ensure that library services are responsive and relevant to the communities served. Develop and implement marketing and community relations strategies to promote library services to the appropriate audiences and raise community awareness of the wide range of services provided by the library.

Program Goals and Objectives

- Strengthen community support for the Library District and individual branches by attending at least 50 meetings to build support and increase communication with the Advisory Board and support groups
- Raise public awareness of library programs and services by developing a marketing plan to communicate with the public through a variety of methods including newsletters, media outlets, and in-library promotions
- Optimize staff capacity through proactive recruitment, training, and retention by ensuring that all regular staff attends at least one training opportunity that improves their knowledge, skills, and ability to serve the public

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Advertising equivalency of promotional media coverage for library programs and services	$92,550	$100,000	$150,000
Community support meetings attended	36	45	50
Staff attending customer service training	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	114,369	556,399	722,922
SUPPLIES AND SERVICES	12,209,036	7,266,582	6,176,186
CAPITAL OUTLAY	45,722	0	17,000
Total Program Expenditures	**12,369,127**	**7,822,981**	**6,916,108**
Program Funding by Source			
Revenues			
TAXES	15,449,990	24,764,378	31,957,142
INTERGOVERNMENTAL	300,000	6,450,000	4,000,000
FINES AND FORFEITS	0	500,000	500,000
INTEREST	293,928	0	300,000
MISCELLANEOUS	70,814	0	700,000
Operating Revenue Sub-Total	**16,114,732**	**31,714,378**	**37,457,142**
INTERGOVERNMENTAL	0	472,000	472,000
Grant Revenue Sub-Total	**0**	**472,000**	**472,000**
Net Operating Transfers In/(Out)	**(55,220)**	**(485,000)**	**(3,772,000)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(3,690,385)**	**(23,878,397)**	**(27,241,034)**
Total Program Funding	**12,369,127**	**7,822,981**	**6,916,108**
Program Staffing (FTEs)	**1.0**	**14.5**	**14.5**

Program Summary

Department: COUNTY FREE LIBRARY
Program: PUBLIC SERVICES

Function

Provide residents with information and materials through lending services, library programs, reference and information services, electronic information resources, and public access computers at the Main Library and 23 branches.

Description of Services

Provide access to a wide variety of information resources including books, DVDs, downloadable resources, and on-line information resources. Serve as community gathering places where residents come to share information, learn, and engage in the community. Provide a safe, welcoming place where young children are introduced to language, reading, and literacy; where school age students find homework assistance and materials to help them succeed in school and become lifelong learners; and where adults can purse individual interests and engage in personal discovery and connect with their community. Assist people in finding information, answer questions, and provide personalized assistance and structured programs that focus on the needs of the library customer in the pursuit of knowledge.

Program Goals and Objectives

- Support self-directed personal growth and life long learning for residents of all ages by providing story times for preschoolers, summer reading for people of all ages, and programs on topics of interest at all libraries
- Make rooms available for community groups to hold meetings of interest to the community and where residents come together to share information, interact with others in their community, and participate in public discourse about community issues
- Meet the need for general information by providing answers to questions through InfoLine by telephone or email, by providing homework help to students both online and in person, and by providing an accessible catalog and website
- Make electronic resources available to all residents by providing computers for public access at all libraries and by offering computer classes to teach computer skills
- Provide books, music, and film in a variety of formats and in sufficient quantities on topics of high interest and in demand in both English and Spanish
- Present materials and programs which help celebrate the rich cultural diversity and heritage of Pima County residents to gain an understanding of their own cultural heritage and the cultural heritage of others
- Provide information about starting a business, careers, entrepreneurship, personal finance, and obtaining employment by presenting workshops on small business, finance, and grants

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Preschoolers attending story times	103,820	108,000	113,000
Summer Reading programs attended	31,473	34,000	37,000
Community meeting room attendance	105,987	107,000	109,000
Questions answered - InfoLine	49,738	52,238	54,738
Website visits	1,877,987	2,000,000	2,100,000
On line homework help provided	n/a	2,000	4,000
In-person homework help provided	12,248	13,500	14,500
Public access computers made available	466	490	570
Public use computer sessions	673,069	675,000	700,000
Computer classes offered	785	800	880
Diversity programs attended	4,500	3,000	3,200
Business and grants workshops presented	35	40	50
Teens attending workforce development sessions	180	190	200

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	75,328	13,894,052	15,128,614
SUPPLIES AND SERVICES	1,061,422	5,365,156	4,536,750
CAPITAL OUTLAY	0	300,000	300,000
Total Program Expenditures	**1,136,750**	**19,559,208**	**19,965,364**

Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	0	325,000	325,000
INTEREST	11,677	0	0
MISCELLANEOUS	247,511	1,087,870	450,000
Operating Revenue Sub-Total	**259,188**	**1,412,870**	**775,000**
Grant Revenue Sub-Total	**0**	**0**	**0**

Program Summary

Department: COUNTY FREE LIBRARY
Program: PUBLIC SERVICES

Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	877,562	18,146,338	19,190,364
Total Program Funding	1,136,750	19,559,208	19,965,364
Program Staffing (FTEs)	0.0	297.9	325.0

Program Summary

Department: COUNTY FREE LIBRARY
Program: SUPPORT SERVICES

Function

Responsible for providing the support operations needed for a branch library system including: the cataloging and acquisition of library materials; maintenance of library facilities; the hiring, payroll processing, and management of human resources; the processing of library customer accounts; and budgetary planning and support.

Description of Services

Order, make payments, and manage vendor relations for the purchase of library materials in a variety of formats. Manage the inventory of over 1.5 million items including the cataloging of new materials added to the collection. Manage all hiring, payroll, and related departmental personnel issues. Provide support for budgeting, accounts receivable, and accounts payable. Oversee facilities maintenance and planning of new libraries.

Program Goals and Objectives

- Monitor that library expenditures are kept within budget to maximize the level of services offered by library staff
- Provide well maintained library facilities by having staff submit Work Orders in a timely manner
- Utilize the most efficient methods possible to order, process, and make new materials available to the public
- Increase number of new library materials sent directly to branches to minimize shipping times
- Increase number of new library materials available to library patrons

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Library expenditures within budget	yes	yes	yes
Items shipped directly to branches	n/a	25%	50%
New materials added to collection	259,893	280,000	380,000
Work Orders submitted to Facilities Management department	n/a	4,500	5,000
Total items in library collection	1,384,928	1,400,000	1,500,000

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	0	794,899	771,841
SUPPLIES AND SERVICES	0	4,626,120	6,832,930
CAPITAL OUTLAY	0	50,000	50,000
Total Program Expenditures	**0**	**5,471,019**	**7,654,771**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**5,471,019**	**7,654,771**
Total Program Funding	**0**	**5,471,019**	**7,654,771**
Program Staffing (FTEs)	**0.0**	**18.0**	**18.0**

Program Summary

Department: COUNTY FREE LIBRARY
Program: TECHNOLOGY MANAGEMENT

Function

Ensure that library staff and patrons have access to technology, including computers and other electronic resources needed to fulfill their information needs.

Description of Services

Maintain, and replace PCs for staff and public access. Provide software upgrades and update computer networks used by staff and the public to access information and electronic resources. Provide support for the library software applications that manage the inventory of library materials and access to public computers. Provide support for web servers and electronic resources. Research new trends in technology to enhance and advance the delivery of library services.

(Note: All library Technology Management personnel were transferred to the Pima County Information Technology department effective for the fiscal year 2007/08 budget. Costs for these employees will be billed back to the library.)

Program Goals and Objectives

- Replace computers that are more than three years old so that library customers and staff have access to information resources using computers that are up to date and meet technology standards
- Provide assistance to library customers experiencing computer problems by responding to Trouble Tickets which describe computer problems
- Purchase and install a new phone system to meet the needs of the entire library system

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Public access computers replaced	162	170	150
Computer Trouble Tickets addressed	1,817	2,000	1,500
New phone system installed	n/a	n/a	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	0	441,257	387,402
SUPPLIES AND SERVICES	0	560,220	756,650
CAPITAL OUTLAY	0	1,062,500	1,410,300
Total Program Expenditures	**0**	**2,063,977**	**2,554,352**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**2,063,977**	**2,554,352**
Total Program Funding	**0**	**2,063,977**	**2,554,352**
Program Staffing (FTEs)	**0.0**	**7.5**	**0.0**

This page intentionally left blank.

Economic Development & Tourism

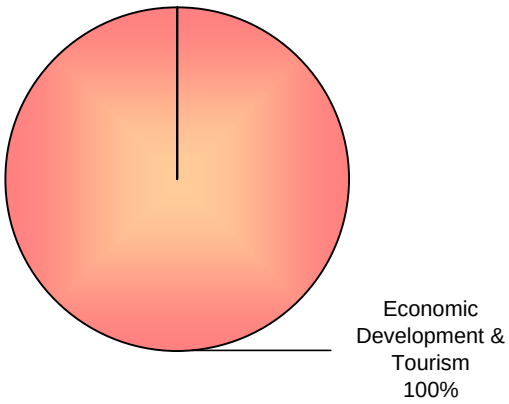
Expenditures: 2,477,386 **Revenues:** 1,792,964

FTEs 5.0

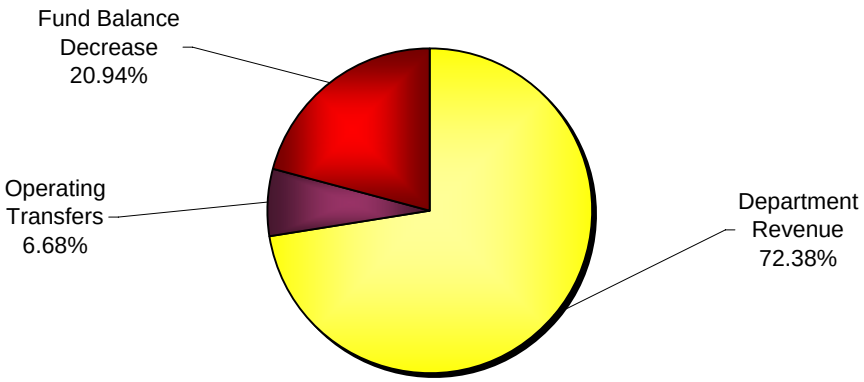
Function Statement: Facilitate business and economic growth with various community partners located in Pima County and the state of Arizona. Create leisure opportunities through Pima County leased assets.

Mandates: ARS Title 42, Chapter 6: Local Excise Taxes

Expenditures By Program



Sources of All Funding



Department Summary by Program

Department: ECONOMIC DEVELOPMENT & TOURISM

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ECONOMIC DEVELOPMENT & TOURISM	1,759,847	2,155,884	2,477,386
Total Expenditures	**1,759,847**	**2,155,884**	**2,477,386**
Funding by Source			
Revenues			
ECONOMIC DEVELOPMENT & TOURISM	804,304	1,388,584	1,792,964
Total Revenues	**804,304**	**1,388,584**	**1,792,964**
Net Operating Transfers In/(Out)	**0**	**0**	**165,574**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(799,304)**	**767,300**	**518,848**
General Fund Support	**1,754,847**	**0**	**0**
Total Program Funding	**1,759,847**	**2,155,884**	**2,477,386**
Staffing (FTEs) by Program			
ECONOMIC DEVELOPMENT & TOURISM	2.0	2.0	5.0
Total Staffing (FTEs)	**2.0**	**2.0**	**5.0**

Note: Legislation from the state of Arizona (A.R.S. 42-6108) allowing the County to increase its transient lodging excise (hotel/motel) tax from 2% to 6% became effective on August 12, 2005. In response to this legislation, the Board of Supervisors approved the increase of the County's hotel/motel tax rate to 6% starting on January 1, 2006. Hotel/motel tax revenues are distributed to tourism (50%), the Stadium District (34%), and economic development (16%).

In response to the new legislation, a new special revenue fund, Economic Development and Tourism, was created to account for the new funding source and its related activity. Hotel/motel tax revenues have been booked into this fund since its implementation in January 2006. Beginning July 1, 2006, economic development activities have been accounted for in this special revenue fund rather than the General Fund.

For comparison purposes only, the General Fund activity for fiscal year 2005/06 is presented in all tables along with the adopted special revenue fund budgets for fiscal years 2006/07 and 2007/08.

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 leisure and business opportunities with meeting planners, conference attendees, and leisure visitors. Coordinate activities with both public and private sector partners.

Description of Services

Act as primary liaison with the business, academic, and tourism communities to enhance the economic well being of the region. Provide contract oversight, business development, marketing, training, and revenue enhancement programs to Pima County's leased property 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 property 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 cultural development which 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; develop 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 and other leased property attractions
- Develop a partnership approach to County involvement with public and private organizations involved in economic development and tourism
- Increase the number of special events and revenue producing activities at Tucson Electric Park (TEP) and other County owned properties
- Assist Natural Resources, Parks & Recreation in major public activities and events where attendance is projected to be over 3,000

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Increase in attendance at leased properties	3%	3%	4%
Increase in major events held	2	4	3
Increase in number of sponsored events	1	2	1
Increase in business and leisure travelers	4%	3%	3%
Increase in spring training revenue	5%	2%	3%
Training programs	2	2	4

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	172,416	167,173	323,929
SUPPLIES AND SERVICES	1,578,831	1,988,711	2,127,457
CAPITAL OUTLAY	8,600	0	26,000
Total Program Expenditures	**1,759,847**	**2,155,884**	**2,477,386**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	796,858	1,388,584	1,508,427
CHARGES FOR SERVICES	0	0	232,537
INTEREST	2,446	0	30,000
MISCELLANEOUS	0	0	22,000
Operating Revenue Sub-Total	**799,304**	**1,388,584**	**1,792,964**
MISCELLANEOUS	5,000	0	0
Special Programs Revenue Sub-Total	**5,000**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**165,574**
Other Funding Sources	**0**	**0**	**0**

Program Summary

Department: ECONOMIC DEVELOPMENT & TOURISM
Program: ECONOMIC DEVELOPMENT & TOURISM

Fund Balance Decrease/(Increase)	(799,304)	767,300	518,848
General Fund Support	1,754,847	0	0
Total Program Funding	1,759,847	2,155,884	2,477,386
Program Staffing (FTEs)	2.0	2.0	5.0

School Superintendent

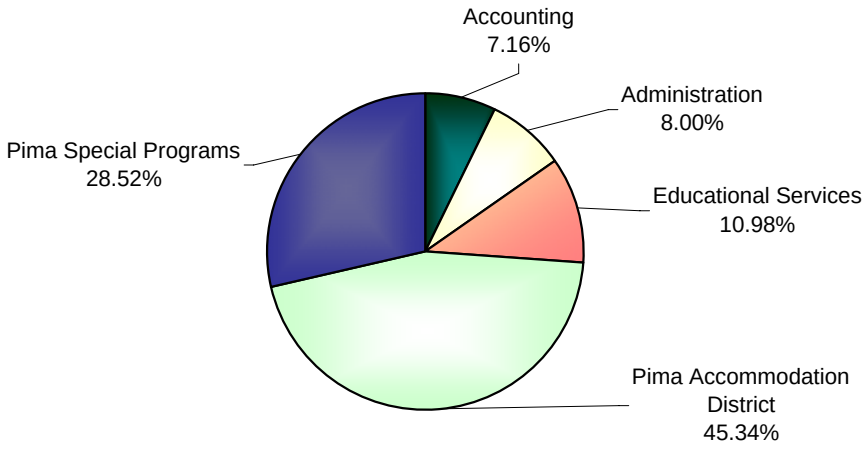
Expenditures: 5,293,689 **Revenues:** 3,886,200

FTEs 16.0

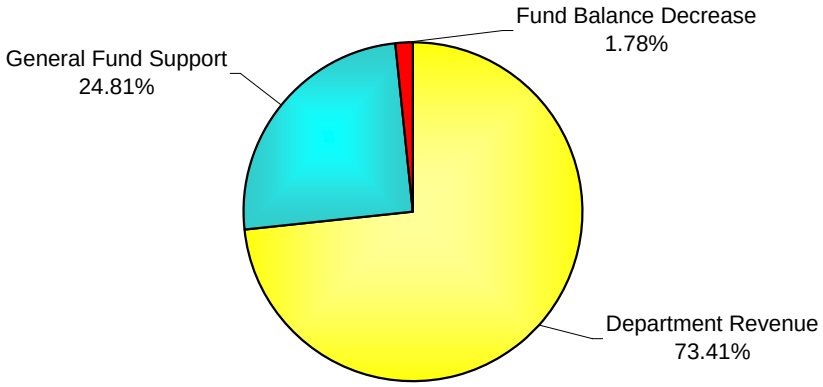
Function Statement: Perform functions mandated by the Arizona Revised Statutes and State Board of Education. Administer the funds of local public school districts, including the issuance of payrolls. Prepare school district financial information for the Board of Supervisors for setting the property tax rates. Maintain mandated programs involving the parents of children that are either in private schools or being taught at home. Operate Pima Accommodation District, educational services, and school bus service for students in unorganized territory in Pima County. Plan and operate multi-district educational programs.

Mandates: ARS Title 15: Education

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: SCHOOL SUPERINTENDENT

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ACCOUNTING	327,099	359,122	378,838
ADMINISTRATION	404,117	395,789	423,585
EDUCATIONAL SERVICES	487,983	577,539	581,266
PIMA ACCOMMODATION DISTRICT	1,822,001	2,400,000	2,400,000
PIMA SPECIAL PROGRAMS	1,081,525	1,510,000	1,510,000
Total Expenditures	**4,122,725**	**5,242,450**	**5,293,689**
Funding by Source			
Revenues			
ADMINISTRATION	0	200	0
EDUCATIONAL SERVICES	72,497	70,000	70,200
PIMA ACCOMMODATION DISTRICT	1,700,956	2,306,000	2,306,000
PIMA SPECIAL PROGRAMS	1,230,408	1,510,000	1,510,000
Total Revenues	**3,003,861**	**3,886,200**	**3,886,200**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(27,838)**	**94,000**	**94,000**
General Fund Support	**1,146,702**	**1,262,250**	**1,313,489**
Total Program Funding	**4,122,725**	**5,242,450**	**5,293,689**
Staffing (FTEs) by Program			
ACCOUNTING	6.0	6.0	6.0
ADMINISTRATION	6.9	5.4	6.0
EDUCATIONAL SERVICES	3.0	4.0	4.0
Total Staffing (FTEs)	**15.9**	**15.4**	**16.0**

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 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Accounting transactions	14,092,486	14,100,000	14,200,000
School district revenue collected	$915,350,672	$920,000,000	$930,000,000
School district expenditures processed	$458,810,820	$460,000,000	$465,000,000
School district warrants issued	123,707	130,000	135,000
Certificates of educational convenience issued	129	140	150
School district elections conducted	8	14	16

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	313,900	319,422	355,188
SUPPLIES AND SERVICES	13,199	39,700	23,650
Total Program Expenditures	**327,099**	**359,122**	**378,838**
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	**327,099**	**359,122**	**378,838**
Total Program Funding	**327,099**	**359,122**	**378,838**
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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Teaching certificates maintained	37,453	37,800	38,000
Board members appointed	2	3	3

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	325,150	299,439	350,089
SUPPLIES AND SERVICES	61,378	77,350	54,496
CAPITAL OUTLAY	17,589	19,000	19,000
Total Program Expenditures	**404,117**	**395,789**	**423,585**
Program Funding by Source			
Revenues			
MISCELLANEOUS	0	200	0
Operating Revenue Sub-Total	**0**	**200**	**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	**404,117**	**395,589**	**423,585**
Total Program Funding	**404,117**	**395,789**	**423,585**
Program Staffing (FTEs)	**6.9**	**5.4**	**6.0**

Program Summary

Department: SCHOOL SUPERINTENDENT
Program: EDUCATIONAL SERVICES

Function

Provide assistance in educational services and in obtaining education grants for Pima County.

Description of Services

Provide educational services to those populations that are not served and those that are underserved.

Program Goals and Objectives

- Provide educational services to benefit Pima County school districts and residents

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Home schooled children tracked	3,071	3,100	3,200
Private schooled children tracked	4,389	5,500	5,600

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	220,490	303,602	313,140
SUPPLIES AND SERVICES	267,493	273,937	268,126
Total Program Expenditures	**487,983**	**577,539**	**581,266**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	72,637	70,000	70,200
CHARGES FOR SERVICES	(140)	0	0
Operating Revenue Sub-Total	**72,497**	**70,000**	**70,200**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**415,486**	**507,539**	**511,066**
Total Program Funding	**487,983**	**577,539**	**581,266**
Program Staffing (FTEs)	**3.0**	**4.0**	**4.0**

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Juvenile detention students served	1,332	1,400	1,450
County jail students served	119	100	90

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	1,822,001	2,400,000	2,400,000
Total Program Expenditures	**1,822,001**	**2,400,000**	**2,400,000**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	0	2,246,000	2,246,000
MISCELLANEOUS	1,700,956	60,000	60,000
Grant Revenue Sub-Total	**1,700,956**	**2,306,000**	**2,306,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**94,000**	**94,000**
General Fund Support	**121,045**	**0**	**0**
Total Program Funding	**1,822,001**	**2,400,000**	**2,400,000**
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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Special programs operated	16	17	18

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	1,081,525	1,510,000	1,510,000
Total Program Expenditures	**1,081,525**	**1,510,000**	**1,510,000**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	0	950,000	950,000
MISCELLANEOUS	1,230,408	560,000	560,000
Grant Revenue Sub-Total	**1,230,408**	**1,510,000**	**1,510,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(27,838)**	**0**	**0**
General Fund Support	**(121,045)**	**0**	**0**
Total Program Funding	**1,081,525**	**1,510,000**	**1,510,000**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

This page intentionally left blank.

Stadium District

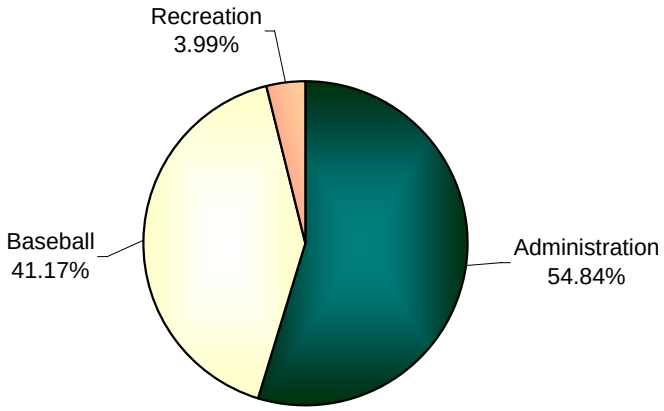
Expenditures: 2,533,809 **Revenues:** 3,021,203

FTEs 14.6

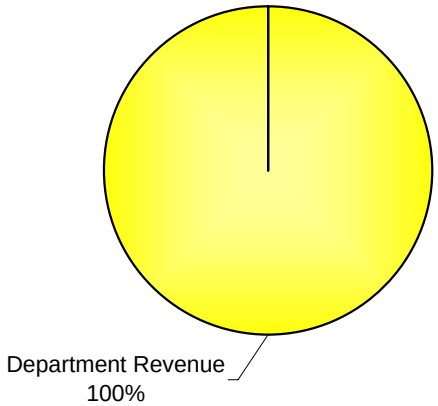
Function Statement: Provide family entertainment for Pima County residents through sports recreation and community events. Continue to develop relationships with professional baseball teams that will have a positive impact on the local economy.

Mandates: ARS Title 48, Chapter 26: Stadium Districts

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: STADIUM DISTRICT

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ADMINISTRATION	833,199	1,224,251	1,389,605
BASEBALL	978,889	1,207,684	1,043,179
RECREATION	45,677	46,971	101,025
Total Expenditures	**1,857,765**	**2,478,906**	**2,533,809**
Funding by Source			
Revenues			
ADMINISTRATION	1,824,584	1,675,000	1,905,700
BASEBALL	1,079,843	901,503	1,031,503
RECREATION	83,882	222,760	84,000
Total Revenues	**2,988,309**	**2,799,263**	**3,021,203**
Net Operating Transfers In/(Out)	**(706,242)**	**(69,893)**	**191,148**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(424,302)**	**(250,464)**	**(678,542)**
Total Program Funding	**1,857,765**	**2,478,906**	**2,533,809**
Staffing (FTEs) by Program			
ADMINISTRATION	0.0	0.6	6.3
BASEBALL	0.0	10.4	6.7
RECREATION	0.0	0.4	1.6
Total Staffing (FTEs)	**0.0**	**11.4**	**14.6**

Note: Pursuant to the Intergovernmental Agreement between Pima County and the Pima County Stadium District for Personnel and Services Contract No. 01-57-P-132729-0603 (dated June 17, 2003, recorded in Docket 12080 at Page 213 on June 26, 2003), employees performing work for the Pima County Stadium District are Pima County employees assigned to do work for the Pima County Stadium District. For budgetary purposes only, these employees are shown as FTEs within the Pima County Stadium District. The actual status of these employees during the course of the Intergovernmental Agreement will continue to be as Pima County employees, subject to the Pima County Personnel Policies and Merit Rules. The Intergovernmental Agreement terminates on February 1, 2012.

Legislation from the state of Arizona (A.R.S. 42-6108) allowing the County to increase its transient lodging excise (hotel/motel) tax from 2% to 6% became effective on August 12, 2005. In response to this legislation, the Board of Supervisors approved the increase of the County's hotel/motel tax rate to 6% starting on January 1, 2006. Hotel/motel tax revenues are distributed to tourism (50%), the Stadium District (34%), and economic development (16%).

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Maintain contracts with 2 major league teams	yes	yes	yes
Maintain contracts with 1 minor league team	yes	yes	yes
Special events at Kino Sports Complex, per year increase	2	1	1

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	140,022	117,993	411,160
SUPPLIES AND SERVICES	667,996	1,106,258	937,445
CAPITAL OUTLAY	25,181	0	41,000
Total Program Expenditures	**833,199**	**1,224,251**	**1,389,605**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	1,802,612	1,655,000	1,905,000
INTEREST	9,622	20,000	0
MISCELLANEOUS	12,350	0	700
Operating Revenue Sub-Total	**1,824,584**	**1,675,000**	**1,905,700**
Net Operating Transfers In/(Out)	**(706,242)**	**(69,893)**	**191,148**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(285,143)**	**(380,856)**	**(707,243)**
Total Program Funding	**833,199**	**1,224,251**	**1,389,605**
Program Staffing (FTEs)	**0.0**	**0.6**	**6.3**

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Revenue increase in ticket and concession sales	8%	3%	3%
Stormwater harvested, acre feet	150	140	140
Reclaimed water used, acre feet	130	130	130
Baseball/softball leagues held	5	6	6
Baseball/softball tournaments held	5	6	6

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	334,454	543,190	361,729
SUPPLIES AND SERVICES	644,435	664,494	681,450
Total Program Expenditures	**978,889**	**1,207,684**	**1,043,179**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	32,610	0	0
MISCELLANEOUS	1,047,233	901,503	1,031,503
Operating Revenue Sub-Total	**1,079,843**	**901,503**	**1,031,503**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(100,954)**	**306,181**	**11,676**
Total Program Funding	**978,889**	**1,207,684**	**1,043,179**
Program Staffing (FTEs)	**0.0**	**10.4**	**6.7**

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, Fort 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Concerts held	3	4	5
Soccer events held	3	3	3
Tucson Gem & Mineral Show events held	3	3	4
Nonsporting events held	3	5	6

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	9,938	21,751	82,125
SUPPLIES AND SERVICES	35,739	25,220	9,900
CAPITAL OUTLAY	0	0	9,000
Total Program Expenditures	**45,677**	**46,971**	**101,025**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	5,025	0	0
MISCELLANEOUS	78,857	222,760	84,000
Operating Revenue Sub-Total	**83,882**	**222,760**	**84,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(38,205)**	**(175,789)**	**17,025**
Total Program Funding	**45,677**	**46,971**	**101,025**
Program Staffing (FTEs)	**0.0**	**0.4**	**1.6**

This page intentionally left blank.

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	1,406,699	895,692	2,302,391
COLLECTIONS	433,874		433,874
COURT SERVICES	5,420,859		5,420,859
FAMILY SUPPORT	461,216	23,229	484,445
MANAGEMENT SERVICES	3,053,784	54,793	3,108,577
TOTAL CLERK OF SUPERIOR COURT	10,776,432	973,714	11,750,146
CONSTABLES			
AJO CONSTABLE	27,501		27,501
GREEN VALLEY CONSTABLE	83,374		83,374
TUCSON CONSTABLES	812,753		812,753
TOTAL CONSTABLES	923,628		923,628
COUNTY ATTORNEY			
ADMINISTRATION	2,562,019		2,562,019
CIVIL LEGAL SERVICES	2,698,199		2,698,199
COMMUNITY SUPPORT	438,236	950,840	1,389,076
CRIMINAL PROSECUTION	14,846,811	9,985,699	24,832,510
TOTAL COUNTY ATTORNEY	20,545,265	10,936,539	31,481,804
INDIGENT DEFENSE			
LEGAL DEFENDER	3,020,696	21,530	3,042,226
PUBLIC DEFENDER	12,579,761	1,920,788	14,500,549
TOTAL INDIGENT DEFENSE	15,600,457	1,942,318	17,542,775
JUSTICE COURT AJO			
JUSTICE COURT AJO	685,194		685,194
TOTAL JUSTICE COURT AJO	685,194		685,194
JUSTICE COURT GREEN VALLEY			
JUSTICE COURT GREEN VALLEY	487,538	3,575	491,113
TOTAL JUSTICE COURT GREEN VALLEY	487,538	3,575	491,113
JUSTICE COURTS TUCSON			
ADMINISTRATION	1,858,239	726,765	2,585,004
COURT OPERATIONS	3,417,600		3,417,600
JUDICIAL OPERATIONS	1,544,051	120,321	1,664,372
TOTAL JUSTICE COURTS TUCSON	6,819,890	847,086	7,666,976
JUVENILE COURT			
ADMINISTRATIVE SERVICES	4,968,393	183,730	5,152,123
CHILDREN & FAMILY SERVICES	600,930	1,223,949	1,824,879
DETENTION SERVICES	9,312,276	174,700	9,486,976
JUDICIAL SERVICES	2,160,908	100	2,161,008
PROBATION SERVICES	6,937,406	11,482,664	18,420,070
TOTAL JUVENILE COURT	23,979,913	13,065,143	37,045,056
OFFICE OF COURT APPOINTED COUNSEL			
CONTRACT ATTORNEYS	10,981,177		10,981,177
OFFICE OF COURT APPOINTED COUNSEL	709,536		709,536
TOTAL OFFICE OF COURT APPOINTED COUNSEL	11,690,713		11,690,713

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Expenditures
PUBLIC FIDUCIARY			
BURIALS	231,050		231,050
MANDATED FIDUCIARY SERVICES	2,285,218		2,285,218
TOTAL PUBLIC FIDUCIARY	2,516,268		2,516,268
SHERIFF			
ADMINISTRATIVE	17,983,425	409,821	18,393,246
CORRECTIONS	37,852,758	2,055,860	39,908,618
FORFEITURES		3,600,000	3,600,000
HIDTA		4,190,103	4,190,103
INVESTIGATIONS	20,257,200	762,619	21,019,819
OPERATIONS	35,298,286	997,448	36,295,734
TOTAL SHERIFF	111,391,669	12,015,851	123,407,520
SUPERIOR COURT			
ADJUDICATION	13,394,265	865,988	14,260,253
ADMINISTRATION	3,306,955		3,306,955
ADULT PROBATION	6,776,072	12,158,759	18,934,831
CALENDAR SERVICES	747,930		747,930
CONCILIATION COURT	844,904	831,897	1,676,801
FILL THE GAP - OTHER COURT DEPARMENTS		603,384	603,384
INFORMATION SERVICES	2,038,834	565,544	2,604,378
INTERPRETER	416,685		416,685
JURY COMMISSIONER	334,466		334,466
LAW LIBRARY	180,686	261,573	442,259
PRETRIAL SERVICES	2,222,782		2,222,782
TOTAL SUPERIOR COURT	30,263,579	15,287,145	45,550,724
TOTAL JUSTICE & LAW ENFORCEMENT	**235,680,546**	**55,071,371**	**290,751,917**

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		920,600	920,600
COLLECTIONS	405,220		405,220
FAMILY SUPPORT	265,500	28,300	293,800
MANAGEMENT SERVICES	2,080,400	31,500	2,111,900
TOTAL CLERK OF SUPERIOR COURT	2,751,120	980,400	3,731,520
CONSTABLES			
AJO CONSTABLE	1,120		1,120
GREEN VALLEY CONSTABLE	12,440		12,440
TUCSON CONSTABLES	406,492		406,492
TOTAL CONSTABLES	420,052		420,052
COUNTY ATTORNEY			
COMMUNITY SUPPORT		681,720	681,720
CRIMINAL PROSECUTION	72,440	8,069,795	8,142,235
TOTAL COUNTY ATTORNEY	72,440	8,751,515	8,823,955
INDIGENT DEFENSE			
LEGAL DEFENDER		21,530	21,530
PUBLIC DEFENDER	12,960	438,592	451,552
TOTAL INDIGENT DEFENSE	12,960	460,122	473,082
JUSTICE COURT AJO			
JUSTICE COURT AJO	257,098		257,098
JUSTICE COURT AJO TIME PAY FEES		8,908	8,908
TOTAL JUSTICE COURT AJO	257,098	8,908	266,006
JUSTICE COURT GREEN VALLEY			
JUSTICE COURT GREEN VALLEY	256,550	8,822	265,372
TOTAL JUSTICE COURT GREEN VALLEY	256,550	8,822	265,372
JUSTICE COURTS TUCSON			
ADMINISTRATION	6,186,328	200,000	6,386,328
JUDICIAL OPERATIONS	301,361	120,321	421,682
TOTAL JUSTICE COURTS TUCSON	6,487,689	320,321	6,808,010
JUVENILE COURT			
ADMINISTRATIVE SERVICES	7,500	183,730	191,230
CHILDREN & FAMILY SERVICES	25,000	1,223,949	1,248,949
DETENTION SERVICES	610,700	174,700	785,400
JUDICIAL SERVICES		100	100
PROBATION SERVICES		11,138,732	11,138,732
TOTAL JUVENILE COURT	643,200	12,721,211	13,364,411
OFFICE OF COURT APPOINTED COUNSEL			
CONTRACT ATTORNEYS	808,176		808,176
TOTAL OFFICE OF COURT APPOINTED COUNSEL	808,176		808,176
PUBLIC FIDUCIARY			
BURIALS	15,000		15,000
MANDATED FIDUCIARY SERVICES	480,918		480,918
TOTAL PUBLIC FIDUCIARY	495,918		495,918

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Revenues
SHERIFF			
ADMINISTRATIVE	95,948	409,821	505,769
CORRECTIONS	6,810,000	2,533,888	9,343,888
FORFEITURES		102,000	102,000
HIDTA		4,190,103	4,190,103
INVESTIGATIONS	510,500	762,619	1,273,119
OPERATIONS	10,000	997,448	1,007,448
TOTAL SHERIFF	7,426,448	8,995,879	16,422,327
SUPERIOR COURT			
ADJUDICATION	397,023	1,244,395	1,641,418
ADULT PROBATION		11,358,118	11,358,118
CONCILIATION COURT		543,236	543,236
INFORMATION SERVICES		459,544	459,544
LAW LIBRARY		203,216	203,216
TOTAL SUPERIOR COURT	397,023	13,808,509	14,205,532
TOTAL JUSTICE & LAW ENFORCEMENT	**20,028,674**	**46,055,687**	**66,084,361**

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
JUSTICE & LAW ENFORCEMENT	
CLERK OF SUPERIOR COURT	
ARCHIVES	33.1
COLLECTIONS	8.0
COURT SERVICES	110.2
FAMILY SUPPORT	10.4
MANAGEMENT SERVICES	64.4
TOTAL CLERK OF SUPERIOR COURT	226.1
CONSTABLES	
AJO CONSTABLE	1.0
GREEN VALLEY CONSTABLE	1.0
TUCSON CONSTABLES	11.0
TOTAL CONSTABLES	13.0
COUNTY ATTORNEY	
ADMINISTRATION	29.0
CIVIL LEGAL SERVICES	70.4
COMMUNITY SUPPORT	23.0
CRIMINAL PROSECUTION	318.9
TOTAL COUNTY ATTORNEY	441.3
INDIGENT DEFENSE	
LEGAL DEFENDER	37.0
PUBLIC DEFENDER	181.5
TOTAL INDIGENT DEFENSE	218.5
JUSTICE COURT AJO	
JUSTICE COURT AJO	10.8
TOTAL JUSTICE COURT AJO	10.8
JUSTICE COURT GREEN VALLEY	
JUSTICE COURT GREEN VALLEY	9.1
TOTAL JUSTICE COURT GREEN VALLEY	9.1
JUSTICE COURTS TUCSON	
ADMINISTRATION	29.8
COURT OPERATIONS	79.3
JUDICIAL OPERATIONS	13.2
TOTAL JUSTICE COURTS TUCSON	122.3
JUVENILE COURT	
ADMINISTRATIVE SERVICES	57.0
CHILDREN & FAMILY SERVICES	34.3
DETENTION SERVICES	201.3
JUDICIAL SERVICES	27.4
PROBATION SERVICES	262.1
TOTAL JUVENILE COURT	582.1

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
OFFICE OF COURT APPOINTED COUNSEL	
OFFICE OF COURT APPOINTED COUNSEL	10.0
TOTAL OFFICE OF COURT APPOINTED COUNSEL	10.0
PUBLIC FIDUCIARY	
BURIALS	1.0
MANDATED FIDUCIARY SERVICES	36.6
TOTAL PUBLIC FIDUCIARY	37.6
SHERIFF	
ADMINISTRATIVE	162.9
CORRECTIONS	595.7
HIDTA	24.5
INVESTIGATIONS	244.0
OPERATIONS	359.5
TOTAL SHERIFF	1,386.6
SUPERIOR COURT	
ADJUDICATION	175.0
ADMINISTRATION	44.2
ADULT PROBATION	310.0
CALENDAR SERVICES	18.0
CONCILIATION COURT	22.0
FILL THE GAP - OTHER COURT DEPARMENTS	10.2
INFORMATION SERVICES	25.5
INTERPRETER	6.8
JURY COMMISSIONER	8.0
LAW LIBRARY	4.0
PRETRIAL SERVICES	40.3
TOTAL SUPERIOR COURT	664.0
TOTAL JUSTICE & LAW ENFORCEMENT	3,721.4

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

Clerk of the Superior Court

Expenditures: 11,750,146 **Revenues:** 3,731,520

FTEs 226.1

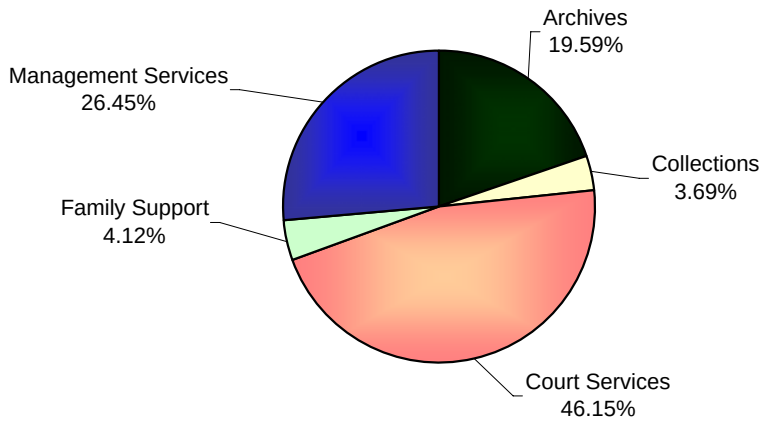
Function Statement:

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.

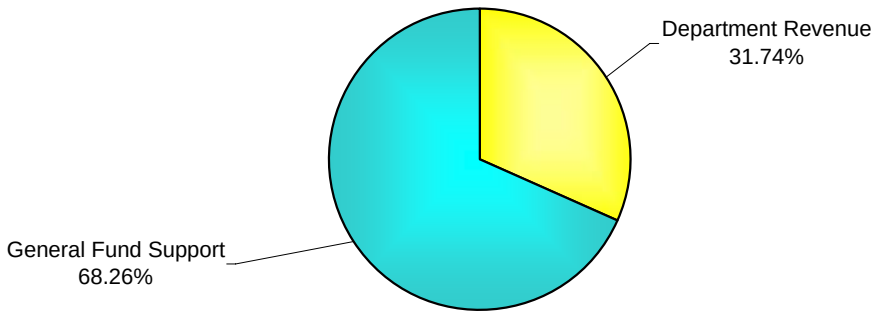
Mandates:

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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ARCHIVES	1,859,025	2,365,508	2,302,391
COLLECTIONS	386,644	439,464	433,874
COURT SERVICES	4,821,913	5,381,441	5,420,859
FAMILY SUPPORT	394,158	415,673	484,445
MANAGEMENT SERVICES	3,089,509	3,184,811	3,108,577
Total Expenditures	**10,551,249**	**11,786,897**	**11,750,146**
Funding by Source			
Revenues			
ARCHIVES	1,088,395	723,752	920,600
COLLECTIONS	133,709	657,720	405,220
COURT SERVICES	1,202	0	0
FAMILY SUPPORT	201,097	283,200	293,800
MANAGEMENT SERVICES	2,795,879	1,849,175	2,111,900
Total Revenues	**4,220,282**	**3,513,847**	**3,731,520**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(557,093)**	**371,186**	**(6,686)**
General Fund Support	**6,888,060**	**7,901,864**	**8,025,312**
Total Program Funding	**10,551,249**	**11,786,897**	**11,750,146**
Staffing (FTEs) by Program			
ARCHIVES	33.7	34.0	33.1
COLLECTIONS	8.0	9.0	8.0
COURT SERVICES	104.3	116.4	110.2
FAMILY SUPPORT	9.5	9.0	10.4
MANAGEMENT SERVICES	64.0	61.7	64.4
Total Staffing (FTEs)	**219.5**	**230.1**	**226.1**

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Records processed (# of pages)	4,100,000	4,216,000	4,300,000
Records retrieved/delivered within 3 hours of request	100%	100%	100%
Records returned to file within 1 day of receipt	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,175,721	1,283,866	1,296,499
SUPPLIES AND SERVICES	429,780	418,142	769,892
CAPITAL OUTLAY	253,524	663,500	236,000
Total Program Expenditures	**1,859,025**	**2,365,508**	**2,302,391**
Program Funding by Source			
Revenues			
MISCELLANEOUS	115	0	0
Operating Revenue Sub-Total	**115**	**0**	**0**
CHARGES FOR SERVICES	760,446	670,000	808,000
INTEREST	72,845	52,252	112,600
MISCELLANEOUS	11,270	1,500	0
MEMO REVENUE	243,719	0	0
Special Programs Revenue Sub-Total	**1,088,280**	**723,752**	**920,600**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(496,860)**	**288,490**	**(24,908)**
General Fund Support	**1,267,490**	**1,353,266**	**1,406,699**
Total Program Funding	**1,859,025**	**2,365,508**	**2,302,391**
Program Staffing (FTEs)	**33.7**	**34.0**	**33.1**

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 and Clerk of the Superior Court entities. (Note: The Collections section ceased handling Justice Court collections during fiscal year 2006/07. Justice Court now handles their collections through the state's Fines, Fees, and Restitution Enforcement (FARE) program.)

Description of Services

Collect court ordered assessments that are in arrears and ensure the court receives all monies due.

Program Goals and Objectives

- Serve as 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
New cases imported	12,500	20,000	23,000
Amounts collected for all entities	$5,547,327	$4,781,686	$4,884,628
Monthly reports provided	12	12	12

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	332,802	389,364	387,474
SUPPLIES AND SERVICES	52,366	50,100	46,400
CAPITAL OUTLAY	1,476	0	0
Total Program Expenditures	**386,644**	**439,464**	**433,874**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	0	272,720	271,000
FINES AND FORFEITS	0	300,000	134,220
MISCELLANEOUS	133,709	85,000	0
Operating Revenue Sub-Total	**133,709**	**657,720**	**405,220**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**252,935**	**(218,256)**	**28,654**
Total Program Funding	**386,644**	**439,464**	**433,874**
Program Staffing (FTEs)	**8.0**	**9.0**	**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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Criminal jury court trials	465	478	495
Criminal dispositions	4,690	4,705	5,653
Civil jury court trials	173	186	137
Civil dispositions	6,705	7,089	7,231
Family law trials	355	365	333
Family law dispositions	7,185	7,269	9,575
Probate court trials	35	41	28
Probate dispositions	1,830	1,853	2,105
Accuracy rate of court minutes	96%	98%	98%
Court documents processed on time	99%	99%	99%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	4,515,059	5,223,666	5,199,967
SUPPLIES AND SERVICES	285,986	157,775	220,892
CAPITAL OUTLAY	20,868	0	0
Total Program Expenditures	**4,821,913**	**5,381,441**	**5,420,859**
Program Funding by Source			
Revenues			
MISCELLANEOUS	1,202	0	0
Operating Revenue Sub-Total	**1,202**	**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	**4,820,711**	**5,381,441**	**5,420,859**
Total Program Funding	**4,821,913**	**5,381,441**	**5,420,859**
Program Staffing (FTEs)	**104.3**	**116.4**	**110.2**

Supplemental Packages Approved

Supplemental Package B - Court Hearing Officers - is associated with this program. Funding of this package provides $118,630 for personal services and $7,500 for supplies and services. Data presented on this page includes $76,250 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 a specific program.

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. (Note: The Clerk of the Superior Court provides child support services for both federal Title IV-D and non-Title IV-D (private) cases. For Title IV-D cases, 66% of expenditures along with incentive payments based on performance standards, are reimbursed by the Arizona Department of Economic Security from federal funds.)

Description of Services

Receive, record, and disburse all court ordered payments for child support, spousal maintenance, and special paternity cases. Maintain both Title IV-D and non Title 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 Title IV-D and non Title IV-D child support cases. Process Title IV-D and non Title 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 Title IV-D cases pursuant to court orders. Load new non Title IV-D cases in to ATLAS for receipt of payments. Maintain demographics in ATLAS for both Title IV-D and non Title 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Reimbursements from DES for services (66% of expenditures and incentives)	$195,544	$280,000	$289,000
New cases added to ATLAS per month	235	250	265

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	367,878	393,723	457,845
SUPPLIES AND SERVICES	24,303	21,950	26,600
CAPITAL OUTLAY	1,977	0	0
Total Program Expenditures	**394,158**	**415,673**	**484,445**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	183,348	265,000	265,000
MISCELLANEOUS	387	300	500
Operating Revenue Sub-Total	**183,735**	**265,300**	**265,500**
INTERGOVERNMENTAL	12,196	15,000	24,000
INTEREST	4,080	2,900	4,300
MISCELLANEOUS	1,086	0	0
Special Programs Revenue Sub-Total	**17,362**	**17,900**	**28,300**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**1,747**	**(4,887)**	**(5,071)**
General Fund Support	**191,314**	**137,360**	**195,716**
Total Program Funding	**394,158**	**415,673**	**484,445**
Program Staffing (FTEs)	**9.5**	**9.0**	**10.4**

Supplemental Packages Approved

Supplemental Package B - Court Hearing Officers - is associated with this program. Funding of this package provides $118,630 for personal services and $7,500 for supplies and services. Data presented on the previous page includes $24,940 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 a specific program.

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Domestic cases filed	8,655	8,125	8,241
Civil cases filed	7,063	7,113	7,163
Marriage licenses issued	6,223	6,345	7,500
Passports issued	10,000	10,000	11,000
Notary bonds processed	3,200	3,350	3,500
Average customer waiting time	10 minutes	10 minutes	12 minutes
Customers/day	310	315	325
Customer satisfaction rating	99%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	2,718,896	2,929,289	2,831,172
SUPPLIES AND SERVICES	310,529	253,022	277,405
CAPITAL OUTLAY	60,084	2,500	0
Total Program Expenditures	**3,089,509**	**3,184,811**	**3,108,577**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	929,934	1,050,000	1,074,200
FINES AND FORFEITS	1,779,352	758,000	975,000
INTEREST	14,570	17,200	19,600
MISCELLANEOUS	8,095	2,900	11,600
Operating Revenue Sub-Total	**2,731,951**	**1,828,100**	**2,080,400**
CHARGES FOR SERVICES	23,384	19,000	25,000
INTEREST	3,254	2,075	5,100
MISCELLANEOUS	90	0	0
Special Programs Revenue Sub-Total	**26,728**	**21,075**	**30,100**
INTERGOVERNMENTAL	37,200	0	0
INTEREST	0	0	1,400
Grant Revenue Sub-Total	**37,200**	**0**	**1,400**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(61,980)**	**87,583**	**23,293**
General Fund Support	**355,610**	**1,248,053**	**973,384**
Total Program Funding	**3,089,509**	**3,184,811**	**3,108,577**
Program Staffing (FTEs)	**64.0**	**61.7**	**64.4**

Program Summary

Department: CLERK OF SUPERIOR COURT
Program: MANAGEMENT SERVICES

Supplemental Packages Approved

Supplemental Package B - Court Hearing Officers - is associated with this program. Funding of this package provides $118,630 for personal services and $7,500 for supplies and services. Data presented on the previous page includes $24,940 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 a specific program.

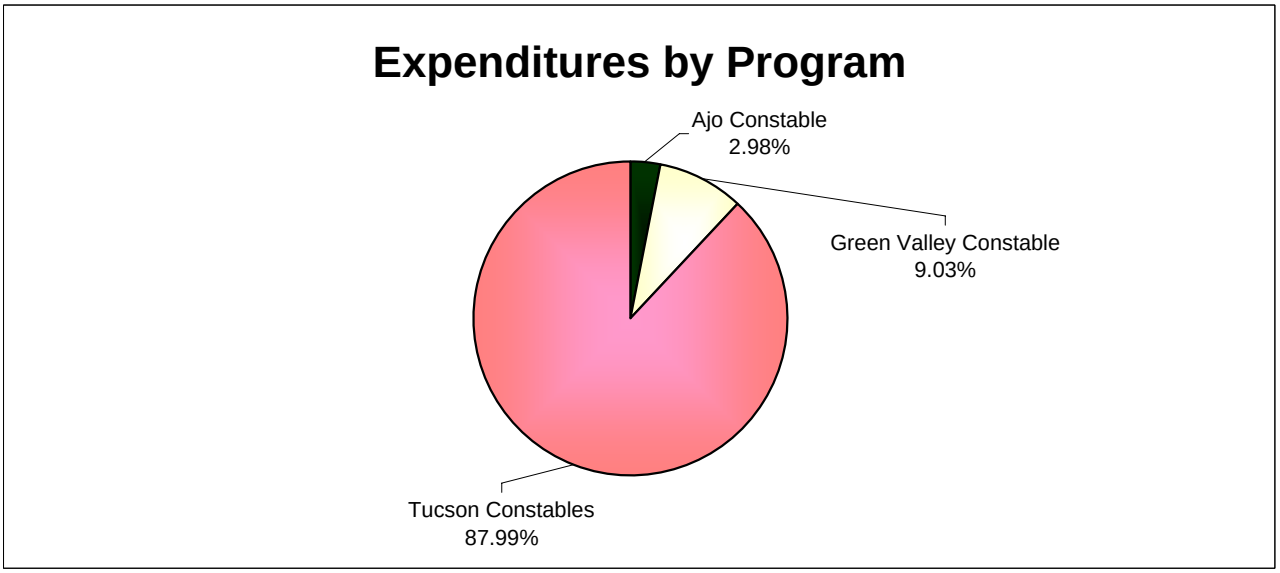
Constables

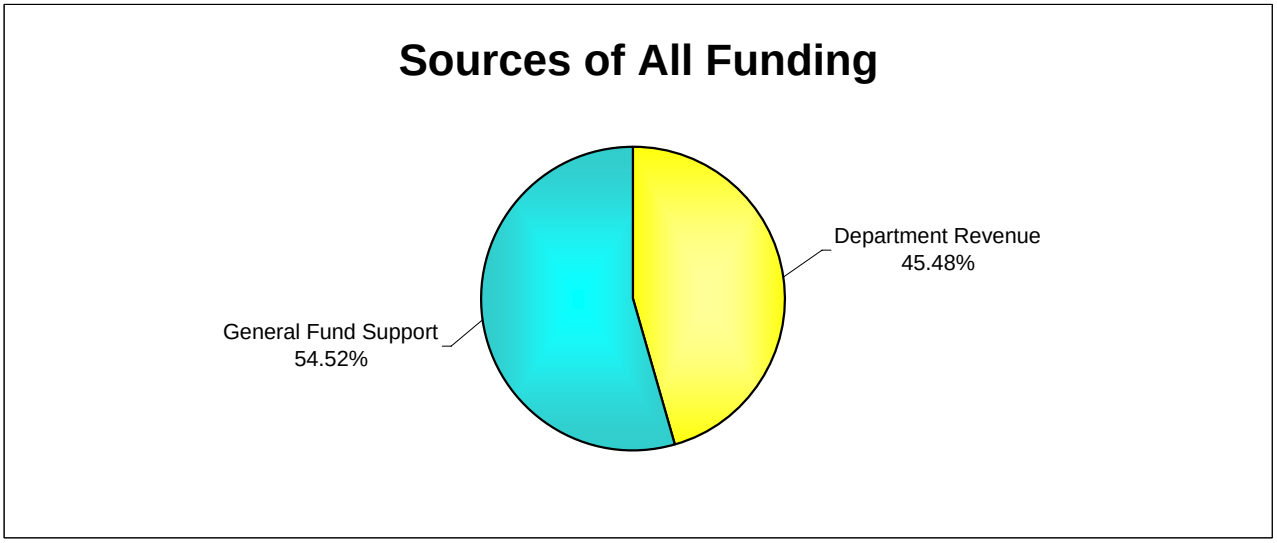
Expenditures: 923,628 **Revenues:** 420,052

FTEs 13.0

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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
AJO CONSTABLE	23,295	27,520	27,501
GREEN VALLEY CONSTABLE	51,988	78,475	83,374
TUCSON CONSTABLES	729,677	741,335	812,753
Total Expenditures	**804,960**	**847,330**	**923,628**
Funding by Source			
Revenues			
AJO CONSTABLE	1,976	1,120	1,120
GREEN VALLEY CONSTABLE	11,071	14,440	12,440
TUCSON CONSTABLES	422,878	406,940	406,492
Total Revenues	**435,925**	**422,500**	**420,052**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**369,035**	**424,830**	**503,576**
Total Program Funding	**804,960**	**847,330**	**923,628**
Staffing (FTEs) by Program			
AJO CONSTABLE	1.0	1.0	1.0
GREEN VALLEY CONSTABLE	1.0	1.0	1.0
TUCSON CONSTABLES	10.7	11.0	11.0
Total Staffing (FTEs)	**12.7**	**13.0**	**13.0**

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Attempt to serve all Justice Court papers	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	19,043	19,281	18,811
SUPPLIES AND SERVICES	4,252	8,239	7,490
CAPITAL OUTLAY	0	0	1,200
Total Program Expenditures	**23,295**	**27,520**	**27,501**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,976	1,120	1,120
Operating Revenue Sub-Total	**1,976**	**1,120**	**1,120**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**21,319**	**26,400**	**26,381**
Total Program Funding	**23,295**	**27,520**	**27,501**
Program Staffing (FTEs)	**1.0**	**1.0**	**1.0**

Program Summary

Department: CONSTABLES
Program: GREEN VALLEY 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 Green Valley.

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 Green Valley, as well as from other counties and states
- Improve the quality of service to the community

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Attempt to serve all Justice Court papers	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	41,324	65,329	66,051
SUPPLIES AND SERVICES	10,664	13,146	17,323
Total Program Expenditures	**51,988**	**78,475**	**83,374**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	11,071	14,440	12,440
Operating Revenue Sub-Total	**11,071**	**14,440**	**12,440**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**40,917**	**64,035**	**70,934**
Total Program Funding	**51,988**	**78,475**	**83,374**
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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Civil papers served	93%	93%	94%
Civil fees collected	98%	98%	99%
Criminal/traffic papers served	76%	76%	77%
Domestic violence/harassment orders served	86%	86%	87%
Attempt to serve all Justice Court papers	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	669,251	655,839	687,387
SUPPLIES AND SERVICES	60,426	83,096	109,640
CAPITAL OUTLAY	0	2,400	15,726
Total Program Expenditures	**729,677**	**741,335**	**812,753**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	385,641	384,940	368,060
MISCELLANEOUS	37,237	22,000	38,432
Operating Revenue Sub-Total	**422,878**	**406,940**	**406,492**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**306,799**	**334,395**	**406,261**
Total Program Funding	**729,677**	**741,335**	**812,753**
Program Staffing (FTEs)	**10.7**	**11.0**	**11.0**

This page intentionally left blank.

County Attorney

Expenditures: **31,481,804** **Revenues:** **8,823,955**

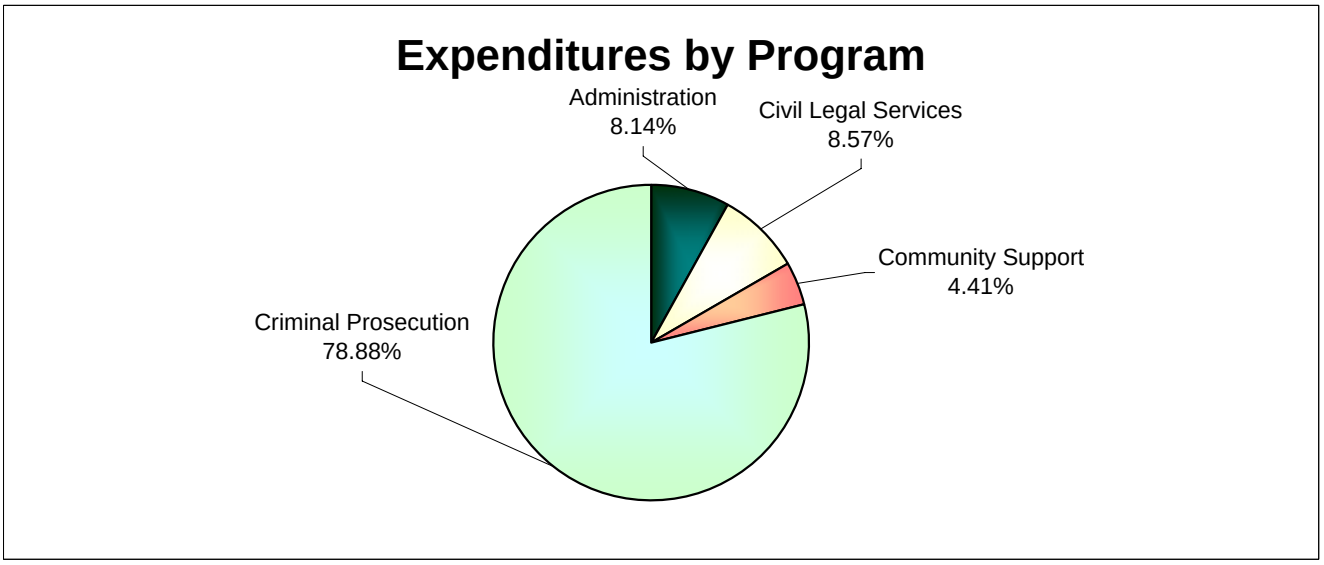
FTEs **441.3**

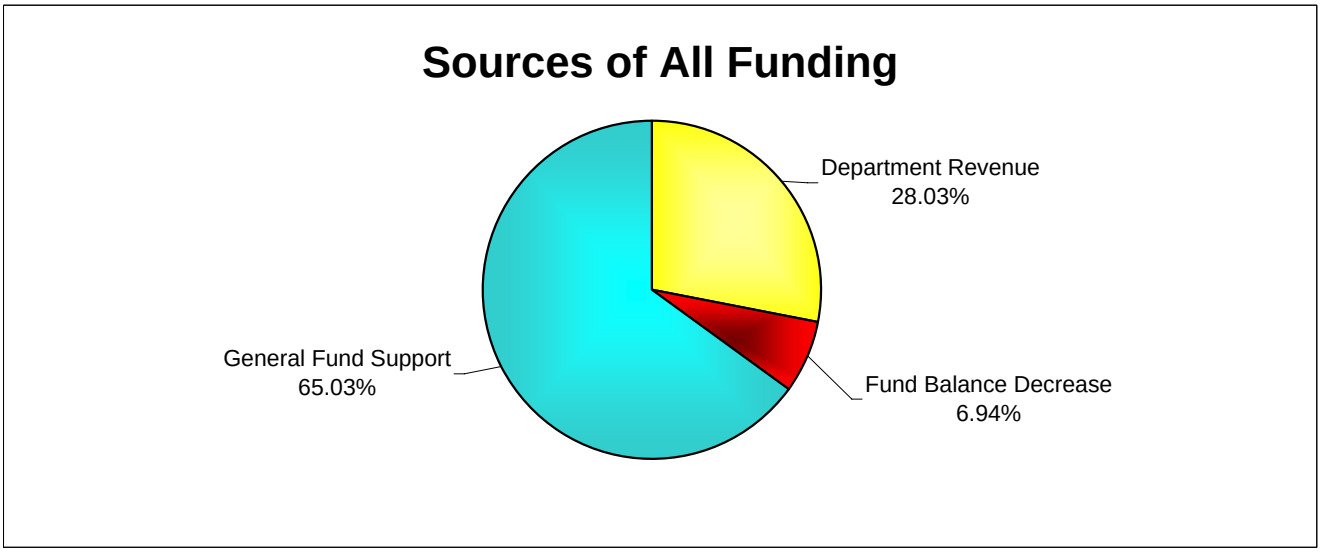
Function Statement:

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





Department Summary by Program

Department: COUNTY ATTORNEY

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ADMINISTRATION	1,843,585	1,763,780	2,562,019
CIVIL LEGAL SERVICES	2,221,519	3,099,821	2,698,199
COMMUNITY SUPPORT	1,315,137	1,343,252	1,389,076
CRIMINAL PROSECUTION	17,111,871	22,782,881	24,832,510
Total Expenditures	**22,492,112**	**28,989,734**	**31,481,804**
Funding by Source			
Revenues			
ADMINISTRATION	3,384	0	0
CIVIL LEGAL SERVICES	7,788	0	0
COMMUNITY SUPPORT	707,658	653,020	681,720
CRIMINAL PROSECUTION	8,235,229	7,787,325	8,142,235
Total Revenues	**8,954,059**	**8,440,345**	**8,823,955**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(3,097,211)**	**1,559,594**	**2,185,024**
General Fund Support	**16,635,264**	**18,989,795**	**20,472,825**
Total Program Funding	**22,492,112**	**28,989,734**	**31,481,804**
Staffing (FTEs) by Program			
ADMINISTRATION	29.0	29.0	29.0
CIVIL LEGAL SERVICES	68.4	70.4	70.4
COMMUNITY SUPPORT	29.0	22.0	23.0
CRIMINAL PROSECUTION	277.8	280.8	318.9
Total Staffing (FTEs)	**404.2**	**402.2**	**441.3**

Program Summary

Department: COUNTY ATTORNEY
Program: ADMINISTRATION

Function

Implement programs, procedures, and information technology consistent with the direction and priorities established by the Pima County Attorney. Provide administrative and technical support services in support of departmental missions.

Description of Services

Administer personnel, payroll, purchasing, budget and finance, 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 Pima County Attorney's Office, other County departments, other governmental agencies, and the public
- Provide attorneys and support staff with resources necessary to conduct the affairs of the office constantly striving for positive returns on investment and ensure compliance with federal and state guidelines, laws, statutes, and local mandates (including Pima County Board of Supervisors Policies, Pima County Administrative Procedures, Pima County Merit System Rules & Personnel Policies, and departmental policies and procedures)
- Submit bi-weekly payroll to the Finance Department by established deadline
- 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 attempt to increase the number of volunteers and interns to be recruited and trained for these programs for the purpose of supplementing the work force, as well as to provide additional resources for each program area
- Complete at least 95% of the design, development, and implementation of departmental and nondepartmental databases, applications, and reports within mutually established deadlines
- Attain at least a 96% uptime rate of the network infrastructure for the six departmental and nondepartmental facilities from 7:00 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Biweekly payroll submitted on time	100%	100%	100%
Financial reports submitted	505	613	616
Witness travel and victim arrangements completed in a timely manner	100%	100%	100%
Increase in volunteers recruited/trained	15%	25%	25%
Database projects completed	15%	25%	15%
Network infrastructure uptime	96%	96%	96%
Customers satisfied with information systems maintenance/installation efficiency	95%	95%	95%
Customers satisfied with information systems research and auditing functions	95%	95%	95%
Data systems audits conducted	50	45	45
Data systems accuracy achieved	95%	95%	95%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,528,659	1,422,004	2,050,639
SUPPLIES AND SERVICES	245,200	428,719	436,218
CAPITAL OUTLAY	69,726	(86,943)	75,162
Total Program Expenditures	**1,843,585**	**1,763,780**	**2,562,019**
Program Funding by Source			
Revenues			
MISCELLANEOUS	3,384	0	0
Operating Revenue Sub-Total	**3,384**	**0**	**0**

Program Summary

Department: COUNTY ATTORNEY
Program: ADMINISTRATION

Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	800	0	0
General Fund Support	1,839,401	1,763,780	2,562,019
Total Program Funding	**1,843,585**	**1,763,780**	**2,562,019**
Program Staffing (FTEs)	**29.0**	**29.0**	**29.0**

Program Summary

Department: COUNTY ATTORNEY
Program: CIVIL LEGAL SERVICES

Function

Serve as in-house legal counsel to provide legal representation and advice to the Pima County Board of Supervisors, other Pima County Elected Officials (including the Assessor, County Attorney, Justices of the Peace and Constables, Recorder, School Superintendent, Sheriff and Treasurer) the Pima County Administrator, Deputy Pima County Administrators, all Pima County departments, boards, committees, commissions, hearing officers, and special taxing districts (including the Flood Control District, Stadium District, Library District, certain fire districts, etc.), collectively referred to hereinafter as "Pima County."

Description of Services

Provide comprehensive legal services and representation to Pima County in diverse areas of law, including: employment, tort (personal injury, excessive force, negligent road design, and civil rights), bankruptcy (collecting tax liens), property tax, environmental (defense of toxic tort and regulatory actions by state and federal environmental regulators, prosecution of toxic tort, air quality, wildcat dumping, hazardous materials, and water quality violations), health care, Title 36 mental health commitments, elections, eminent domain, planning and zoning, the adoption and enforcement of building and zoning codes and other local ordinances, transportation, construction contracts, other types of contracts and inter-governmental agreements, real property, and telecommunications. Legal services provided include giving legal advice to Pima County, defending Pima County in all litigation filed against it, prosecuting violations of Pima County ordinances; representing and advising Pima County in administrative hearings; negotiating and drafting contracts, sale and purchase agreements, leases, and other legal documents; and drafting Pima County ordinances, resolutions, and regulations. Additionally, the Civil Division provides various legal services required of the Pima County Attorney by state statute, including initiating involuntary mental health commitment actions, enforcing election laws, enforcing the open meetings law, enforcing conflicts of interest laws, and enforcing other similar regulatory laws relating to public officials and public entities. Where conflicts of interest or other circumstances prevent the Pima County Attorney's Office Civil Division from representing Pima County in certain, specific matters, enlist the services of competent outside counsel and prepare the contracts necessary to employ such outside counsel on behalf of Pima County.

Program Goals and Objectives

-Serve the public with integrity by fostering ethical, effective and efficient government through the provision of the highest quality legal services
-Provide quality legal defense in legal actions brought against Pima County as authorized, directed or required by law
-Provide quality legal prosecution of County code violations in civil and administrative actions brought on behalf of Pima County as authorized, directed or required by law
-Provide timely and thorough review of, and make necessary revisions to, contracts, intergovernmental agreements, ordinances and resolutions
-Provide timely, accurate, and complete legal advice to Pima County as authorized, directed or required by law
-Provide timely, accurate, and complete education and training services to Pima County in order to promote the effectiveness of Pima County functions and to reduce liability
-Ensure that attorneys and staff receive training necessary to perform their required functions and remain current within their relevant areas of law

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Reduction of potentional losses due to successful legal defense of County based on calendar year 2006 data	75%	75%	75%
Satisfactory or above ratings on client evaluations for defense of legal proceedings	99%	99%	99%
Monies awarded by courts from prosecution	$1,450,000	$1,725,000	$1,502,470
Cases in which the County prevails in obtaining requested relief	92%	92%	92%
Requests for reports/orders acted on within statutory or mutually established deadlines	100%	100%	100%
Satisfactory or above ratings on client evaluations for prosecutions of civil actions	99%	99%	99%
Hours spent providing legal representation at regularly scheduled meetings of County boards, commissions and departments where legal counsel is required or requested to be present	1,000	1,000	1,000
Satisfactory or above ratings on client evaluations for legal advice and consultation	98%	99%	99%
Routine contracts reviewed	1,250	1,500	1,322
Routine contracts reviewed within 5 days	98%	98%	99%
IGAs/ordinances/resolutions reviewed	625	900	624
IGAs/ordinances/resolutions reviewed within 5 days	98%	98%	98%
Client education training hours provided	156	168	168
Satisfactory or above ratings on client evaluation	99%	99%	99%

Program Summary

Department: COUNTY ATTORNEY
Program: CIVIL LEGAL SERVICES

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	2,143,641	2,762,540	2,398,342
SUPPLIES AND SERVICES	5,498	194,659	212,153
CAPITAL OUTLAY	72,380	142,622	87,704
Total Program Expenditures	**2,221,519**	**3,099,821**	**2,698,199**
Program Funding by Source			
Revenues			
MISCELLANEOUS	7,788	0	0
Operating Revenue Sub-Total	**7,788**	**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	**2,213,731**	**3,099,821**	**2,698,199**
Total Program Funding	**2,221,519**	**3,099,821**	**2,698,199**
Program Staffing (FTEs)	**68.4**	**70.4**	**70.4**

Program Summary

Department: COUNTY ATTORNEY
Program: COMMUNITY SUPPORT

Function

Operate 88-Crime 24 hours a day, receiving citizen tips to assist solving crimes. Assist Pima County residents and businesses by collecting payment for victims who have received bad checks. Ensure that defendants are held accountable and provide a 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 restitution for victims who have received bad checks and provide financial accountability services through the Bad Check Program. Provide programs designed to reduce trends in youth violence through partnerships with communities, public and private sector agencies, and government institutions.

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 community use of hotline
- Increase personal contacts made at community events
- Increase participation of 88-Crime at community events by at least 10%
- Increase the number of participants in the Bad Check Program
- 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 the Community Justice Board Program that holds juvenile offenders accountable to the victim and community through the use of community volunteers who provide consequences via family conferences
- 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Calls received by the hotline that result in cases forwarded to law enforcement	16,080	16,080	17,000
Personal contacts made at community events	65,000	67,000	77,000
Presentations made at community events	248	248	276
Bad Check Program participants	6,200	6,300	6,600
Bad checks submitted	7,600	7,700	6,100
Restitution collected	$1,200,000	$1,200,500	$1,300,000
Checks collected of those submitted	85%	87%	100%
CARGO Program presentations	84	96	85
CARGO Participants	2,520	2,880	2,200
Countywide truancy sweeps conducted	4	4	4
Eviction training sessions	4	8	18
Eviction proceedings	4	15	20
CJB/Staff training programs	5	6	12
Community Justice Boards	13	16	10

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,138,269	1,147,543	1,225,821
SUPPLIES AND SERVICES	149,990	192,414	156,665
CAPITAL OUTLAY	26,878	3,295	6,590
Total Program Expenditures	**1,315,137**	**1,343,252**	**1,389,076**

Program Summary

Department: COUNTY ATTORNEY
Program: COMMUNITY SUPPORT

Program Funding by Source			
Revenues			
MISCELLANEOUS	137	0	0
Operating Revenue Sub-Total	**137**	**0**	**0**
FINES AND FORFEITS	593,387	635,000	600,000
INTEREST	15,413	15,000	15,000
MISCELLANEOUS	7,239	2,300	6,000
Special Programs Revenue Sub-Total	**616,039**	**652,300**	**621,000**
INTERGOVERNMENTAL	51,515	0	60,000
INTEREST	1,123	720	720
MISCELLANEOUS	38,844	0	0
Grant Revenue Sub-Total	**91,482**	**720**	**60,720**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**198,658**	**230,243**	**269,120**
General Fund Support	**408,821**	**459,989**	**438,236**
Total Program Funding	**1,315,137**	**1,343,252**	**1,389,076**
Program Staffing (FTEs)	**29.0**	**22.0**	**23.0**

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 Courts
- 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 day a week crisis response to victims as requested by law enforcement
- Ensure victim compensation claims are processed within 60 days of the receipt of claim
- Administer and distribute Crime Victim Compensation Fund monies to victims in a timely manner
- Sustain a viable volunteer crisis advocate program that allows us to continue 24 hour response to all victims of crime and their families
- 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Felony cases presented for review by law enforcement	10,000	10,500	11,000
Percent of violent, dangerous, repetitive offenders tried	45%	48%	45%
Juvenile cases presented for review by law enforcement	10,500	11,000	10,000
Requests for investigative services	11,000	11,500	11,000
Misdemeanor cases filed by law enforcement in Justice Court that were prosecuted	36,500	36,750	36,000
Written victim notifications	175,000	180,000	190,000
Victim restitutions processed within guidelines	100%	100%	100%
Initial appearance hearings (two per day) attended	730	730	730
Crisis response hours provided to victims	14,411	16,000	14,500
Cost savings achieved by using a volunteer force to respond to crisis calls	$286,074	$288,000	$261,000
Average number of days to process claims	42	40	40
Claims processed within 60 days	98%	98%	98%
Total claims processed	275	300	300
Training hours provided	200	200	200
Legal reviews and corresponding disbursements of funds to local law enforcement agencies	85	95	135
Criminal call outs provided	80	100	150

Program Summary

Department: COUNTY ATTORNEY
Program: CRIMINAL PROSECUTION

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	13,373,371	15,548,976	17,398,005
SUPPLIES AND SERVICES	3,344,250	6,561,844	6,712,440
CAPITAL OUTLAY	394,250	672,061	722,065
Total Program Expenditures	**17,111,871**	**22,782,881**	**24,832,510**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	37,190	32,440	32,440
INTEREST	6	0	0
MISCELLANEOUS	54,253	40,000	40,000
Operating Revenue Sub-Total	**91,449**	**72,440**	**72,440**
INTERGOVERNMENTAL	3,309,389	1,820,400	1,805,425
INTEREST	368,189	172,585	396,000
MISCELLANEOUS	2,125,746	3,336,338	3,340,338
Special Programs Revenue Sub-Total	**5,803,324**	**5,329,323**	**5,541,763**
INTERGOVERNMENTAL	2,277,416	2,371,863	2,399,874
INTEREST	61,596	13,699	16,123
MISCELLANEOUS	1,444	0	112,035
Grant Revenue Sub-Total	**2,340,456**	**2,385,562**	**2,528,032**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(3,296,669)**	**1,329,351**	**1,915,904**
General Fund Support	**12,173,311**	**13,666,205**	**14,774,371**
Total Program Funding	**17,111,871**	**22,782,881**	**24,832,510**
Program Staffing (FTEs)	**277.8**	**280.8**	**318.9**

Supplemental Packages Approved

Supplemental Package C - Felony Prosecution Level of Service - is associated with this program. Funding of this package provides $573,820 for personal services and $37,285 for supplies and services for additional attorneys and support staff. Data presented on this page includes $611,105 in expenditures.

Supplemental Package D - Misdemeanor Case Management - is associated with this program. Partial funding of this package provides $270,309 for personal services and $16,407 for supplies and services for additional attorneys and support staff. The package requested a total of $573,433 in expenditures ($540,618 for personal services and $32,815 for supplies and services). Data presented on this page includes $286,716 in additional expenditures.

Supplemental Package F - Misdemeanor Victim Notification - is associated with this program. Funding of this package provides $42,786 for personal services and $53,949 for supplies and services to fund 1 litigation support position and 1 administration support specialist position to provide state mandated victim notifications related to misdemeanor crimes. Data presented on this page includes $96,735 in expenditures.

Indigent Defense

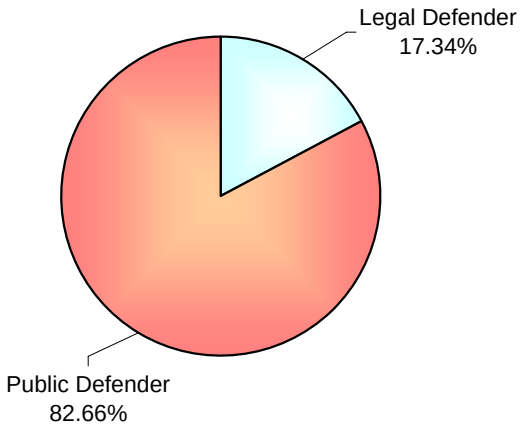
Expenditures: 17,542,775 **Revenues:** 473,082

FTEs 218.5

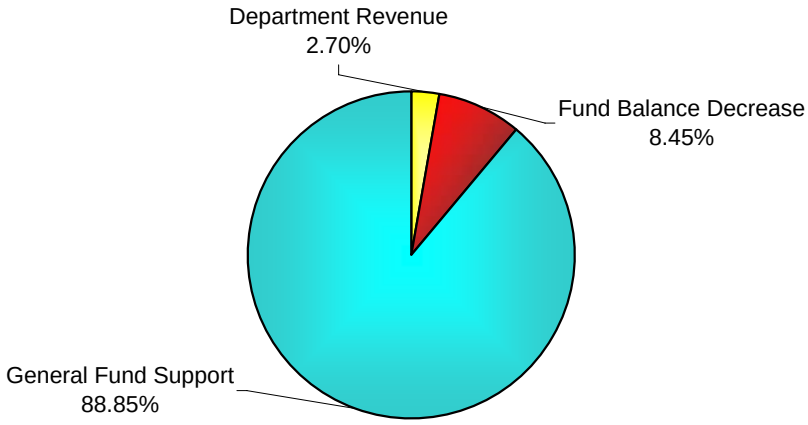
Function Statement: Provide quality legal representation in an efficient, cost effective manner for indigent individuals entitled to appointed counsel.

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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
LEGAL DEFENDER	2,779,750	2,926,074	3,042,226
PUBLIC DEFENDER	10,204,217	13,662,692	14,500,549
Total Expenditures	**12,983,967**	**16,588,766**	**17,542,775**
Funding by Source			
Revenues			
LEGAL DEFENDER	27,648	21,441	21,530
PUBLIC DEFENDER	435,034	387,445	451,552
Total Revenues	**462,682**	**408,886**	**473,082**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(320,714)**	**1,352,235**	**1,482,196**
General Fund Support	**12,841,999**	**14,827,645**	**15,587,497**
Total Program Funding	**12,983,967**	**16,588,766**	**17,542,775**
Staffing (FTEs) by Program			
LEGAL DEFENDER	33.0	36.0	37.0
PUBLIC DEFENDER	144.5	161.7	181.5
Total Staffing (FTEs)	**177.5**	**197.7**	**218.5**

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Annual attorney retention rate	93%	93%	90%
Support staff training rate	47%	45%	35%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	2,323,317	2,607,408	2,699,663
SUPPLIES AND SERVICES	456,433	318,666	342,563
Total Program Expenditures	**2,779,750**	**2,926,074**	**3,042,226**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	29	0	0
MISCELLANEOUS	423	0	0
Operating Revenue Sub-Total	**452**	**0**	**0**
INTERGOVERNMENTAL	23,991	19,204	16,972
INTEREST	2,783	2,237	4,558
MISCELLANEOUS	422	0	0
Grant Revenue Sub-Total	**27,196**	**21,441**	**21,530**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(11,558)**	**0**	**0**
General Fund Support	**2,763,660**	**2,904,633**	**3,020,696**
Total Program Funding	**2,779,750**	**2,926,074**	**3,042,226**
Program Staffing (FTEs)	**33.0**	**36.0**	**37.0**

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 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Annual attorney retention rate	82%	91%	95%
Support staff training rate	43%	35%	35%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	8,846,096	10,501,337	11,418,720
SUPPLIES AND SERVICES	1,316,634	3,128,284	2,928,198
CAPITAL OUTLAY	41,487	33,071	153,631
Total Program Expenditures	**10,204,217**	**13,662,692**	**14,500,549**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	7,587	0	12,960
CHARGES FOR SERVICES	1,358	0	0
MISCELLANEOUS	3,299	0	0
Operating Revenue Sub-Total	**12,244**	**0**	**12,960**
INTERGOVERNMENTAL	298,938	298,700	313,000
INTEREST	48,250	31,900	60,000
MISCELLANEOUS	3,216	0	0
Special Programs Revenue Sub-Total	**350,404**	**330,600**	**373,000**
INTERGOVERNMENTAL	71,217	56,341	64,000
INTEREST	569	504	1,592
MISCELLANEOUS	600	0	0
Grant Revenue Sub-Total	**72,386**	**56,845**	**65,592**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(309,156)**	**1,352,235**	**1,482,196**
General Fund Support	**10,078,339**	**11,923,012**	**12,566,801**
Total Program Funding	**10,204,217**	**13,662,692**	**14,500,549**
Program Staffing (FTEs)	**144.5**	**161.7**	**181.5**

Program Summary

Department: INDIGENT DEFENSE
Program: PUBLIC DEFENDER

Supplemental Packages Approved

Supplemental Package C - Law Clerk - is associated with this program. Partial funding of this package provides $31,587 for personal services, $51,087 for supplies and services, and $3,375 for capital to establish a law clerk program within this department. The package requested a total of $162,678 in expenditures ($31,587 for personal services, $127,716 for supplies and services, and $3,375 for capital). Data presented on the previous page includes $86,049 in additional expenditures.

Supplemental Package G - Reduction in Contract Lawyer Expenses - is associated with this program. Partial funding of this package provides $73,125 for capital to increase to department's capacity to represent indigent felony defendants. The package requested a total of $966,318 in expenditures ($768,891 for personal services, $124,302 for supplies and services, and $73,125 for capital). Department also has authorization to establish and fill positions requested in this package and fund those positions by transfers from the budget of the Contract Attorney program based on per case claims made to the Office of Court Appointed Counsel on the same terms, rates and conditions as are made available to private contract attorneys. Data presented on the previous page includes $73,125 in additional expenditures.

This page intentionally left blank.

Justice Court Ajo

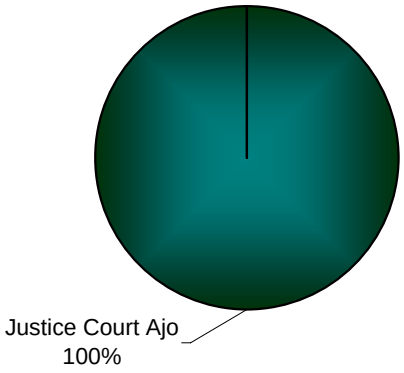
Expenditures: 685,194 **Revenues:** 266,006

FTEs 10.8

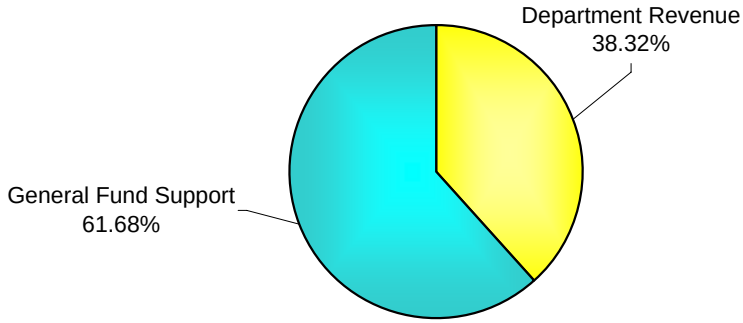
Function Statement: Provide prompt and consistent delivery of services to the public, litigants, and attorneys within the judicial precinct in compliance with court mandates. Provide prompt and orderly disposition of civil, criminal, and traffic cases. Maintain orderly, complete, and accurate records. 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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
JUSTICE COURT AJO	408,763	618,159	685,194
JUSTICE COURT AJO TIME PAY FEES	0	12,000	0
Total Expenditures	**408,763**	**630,159**	**685,194**
Funding by Source			
Revenues			
JUSTICE COURT AJO	252,409	253,317	257,098
JUSTICE COURT AJO TIME PAY FEES	7,579	8,908	8,908
Total Revenues	**259,988**	**262,225**	**266,006**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(7,579)**	**3,092**	**(8,908)**
General Fund Support	**156,354**	**364,842**	**428,096**
Total Program Funding	**408,763**	**630,159**	**685,194**
Staffing (FTEs) by Program			
JUSTICE COURT AJO	9.8	9.8	10.8
Total Staffing (FTEs)	**9.8**	**9.8**	**10.8**

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 court mandates, Supreme Court orders and rules
- Complete special projects within allotted time frames
- Comply with court policies, County policies and procedures
- Comply with 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
- Provide prompt, courteous and expeditious service to the public while processing cases in a timely manner
- Provide administrative support to the Justice of the Peace pertaining to records, case management, courtroom services and judicial operations
- Provide interpreter services, services of counsel and jurors for jury trial
- Complete docketing and minute entries prior to the start of courtroom proceedings
- Dispense justice in a fair, impartial and prompt manner in compliance with statutes and rules
- 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
- 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Cases filed	4,746	4,126	4,436
General Fund revenue generated	$252,405	$253,317	$257,098
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	711	1,004	858
Defaults, suspensions, and nonresident violators compacts (NRVCs) issued	1,206	810	1,055
Orders to show cause (OSC), review, and status hearings	425	1,994	1,210
Minute entries filed	2,679	3,850	3,265
Proceedings (hearings/pretrial/sentencing)	3,250	3,738	3,494
Telephone calls/correspondence answered	5,112	6,286	5,699
Customers satisfied with service	99%	99%	99%
Misdemeanor cases per probation officer	45	45	45
Probationers not convicted of new crime	80%	80%	80%

Program Summary

Department: JUSTICE COURT AJO
Program: JUSTICE COURT AJO

Warrants addressed	90%	90%	90%
Probationers in behavioral health treatment	85%	85%	85%
Probationers requiring court assessment	60%	60%	60%
Out of Jurisdiction warrants	192	266	229

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	266,013	449,884	504,617
SUPPLIES AND SERVICES	142,750	168,275	173,077
CAPITAL OUTLAY	0	0	7,500
Total Program Expenditures	**408,763**	**618,159**	**685,194**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	17,511	30,214	33,995
CHARGES FOR SERVICES	29,785	19,613	19,613
FINES AND FORFEITS	197,387	203,140	203,140
MISCELLANEOUS	7,722	350	350
Operating Revenue Sub-Total	**252,405**	**253,317**	**257,098**
INTEREST	4	0	0
Grant Revenue Sub-Total	**4**	**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	**156,354**	**364,842**	**428,096**
Total Program Funding	**408,763**	**618,159**	**685,194**
Program Staffing (FTEs)	**9.8**	**9.8**	**10.8**

Supplemental Packages Approved

Supplemental Package B - Interpreter - is associated with this program. Partial funding of this package provides $28,345 for personal services and $1,749 for supplies and services to provide judicially mandated interpreter services. The package requested a total of $39,542 in expenditures ($37,792 for personal services and $1,750 for supplies and services). Data on this page includes $30,094 in expenditures.

Supplemental Package C - Carpeting/Flooring - is associated with this program. Funding of this package provides $5,000 for supplies and services to replace worn carpet. The data presented on this page does not reflect the $5,000 in expenditures that have been adopted, because the budget authority is being retained in the Facilities Renewal Fund.

Supplemental Package D - Office Equipment - is associated with this program. Funding of this package provides $1,400 for supplies and services and $7,500 for capital to replace a copy machine and a time stamp machine. Data on this page includes $8,900 in 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 Justice Court time payment fees
- Comply with ARS Title 12, Chapter 116: Time Payment Fee

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Cases assessed time payment fee	2,125	2,000	2,062
Time payment fees collected	$7,579	$8,908	$8,908

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	0	12,000	0
Total Program Expenditures	**0**	**12,000**	**0**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	5,123	7,936	7,936
INTEREST	2,049	972	972
MISCELLANEOUS	407	0	0
Special Programs Revenue Sub-Total	**7,579**	**8,908**	**8,908**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(7,579)**	**3,092**	**(8,908)**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**0**	**12,000**	**0**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

This page intentionally left blank.

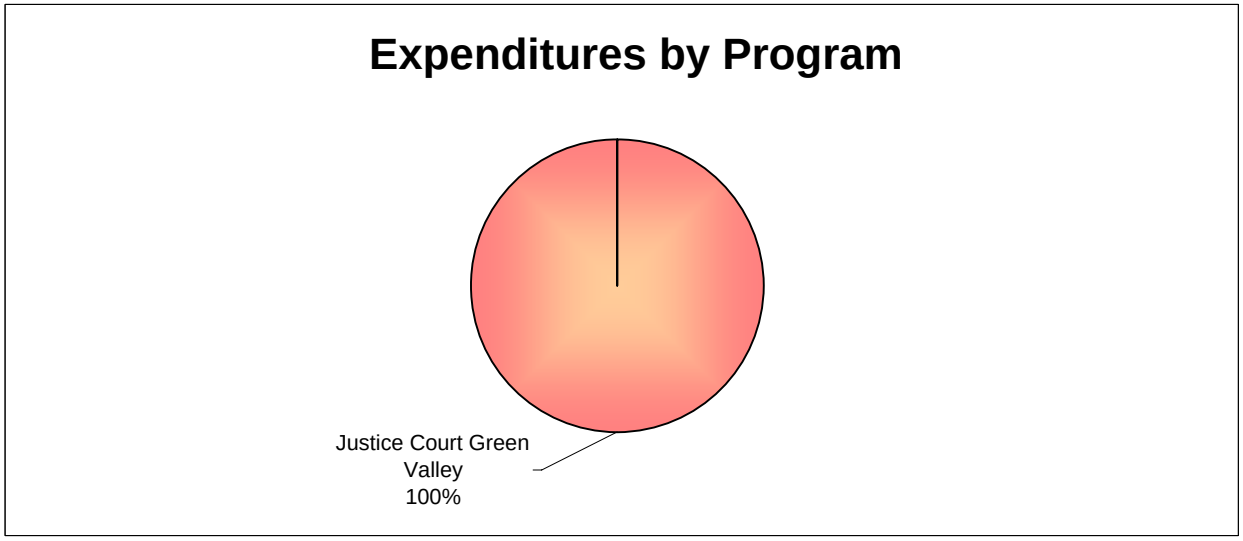
Justice Court Green Valley

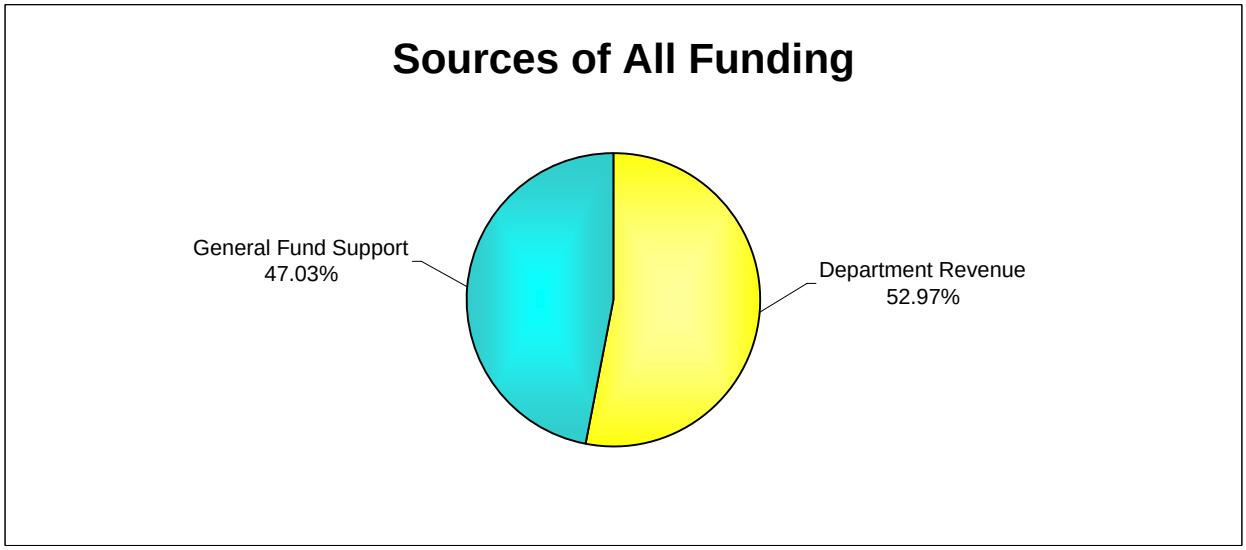
Expenditures: 491,113 **Revenues:** 265,372

FTEs 9.1

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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
JUSTICE COURT GREEN VALLEY	410,589	450,306	491,113
Total Expenditures	**410,589**	**450,306**	**491,113**
Funding by Source			
Revenues			
JUSTICE COURT GREEN VALLEY	319,918	251,716	265,372
Total Revenues	**319,918**	**251,716**	**265,372**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(9,630)**	**(3,870)**	**(5,247)**
General Fund Support	**100,301**	**202,460**	**230,988**
Total Program Funding	**410,589**	**450,306**	**491,113**
Staffing (FTEs) by Program			
JUSTICE COURT GREEN VALLEY	8.5	8.5	9.1
Total Staffing (FTEs)	**8.5**	**8.5**	**9.1**

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. Protect children, families and communities. Be accountable and improve communication and cooperation with the community.

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.

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 as reviewed by the Court Services Division of the Supreme Court by measuring court performance and conducting court performance reviews.

Program Goals and Objectives

- Go from good to great as part of the Arizona Supreme Courts Strategic Agenda for 2005 - 2010
- Provide prompt and orderly disposition of civil, criminal, and traffic cases
- Complete state mandated COJET (Court Ordered Judicial Education and Training)
- Maintain orderly, complete, and accurate records
- Perform internal audit every six months on all files
- Collect, record, and disburse fees and fines in accordance with statute, court orders and policy
- Report defaulted cases to Fine/Fees and Restitution Enforcement program (FARE) for collection
- Provide courteous and accurate information to the public in a safe and secure environment
- Provide security to the court facility, staff, and litigants
- Strive through innovation to become an e-court
- Use performance measures to evaluate the court's performance

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
% of employees in compliance with state mandatory COJET training	100%	100%	100%
% of case files found to be accurate	95%	98%	95%
% defaulted case assigned to FARE	98%	99%	99%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	350,719	385,663	416,562
SUPPLIES AND SERVICES	61,850	58,143	65,551
CAPITAL OUTLAY	(1,980)	6,500	9,000
Total Program Expenditures	**410,589**	**450,306**	**491,113**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	25,834	33,346	34,050
CHARGES FOR SERVICES	15,191	11,500	12,500
FINES AND FORFEITS	261,984	200,000	210,000
MISCELLANEOUS	7,515	0	0
Operating Revenue Sub-Total	**310,524**	**244,846**	**256,550**
CHARGES FOR SERVICES	7,197	6,200	6,200
INTEREST	1,855	670	2,622
MISCELLANEOUS	342	0	0
Special Programs Revenue Sub-Total	**9,394**	**6,870**	**8,822**

Program Summary

Department: JUSTICE COURT GREEN VALLEY
Program: JUSTICE COURT GREEN VALLEY

Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(9,630)**	**(3,870)**	**(5,247)**
General Fund Support	**100,301**	**202,460**	**230,988**
Total Program Funding	**410,589**	**450,306**	**491,113**
Program Staffing (FTEs)	**8.5**	**8.5**	**9.1**

Supplemental Packages Approved

Supplemental Package D - Security Officer/Bailiff - is associated with this program. Partial funding of this package provides $18,845 for personal services, $2,512 for supplies and services, and $7,000 for capital, for a security officer and equipment. The package requested a total of $34,638 in expenditures ($25,127 for personal services, $2,511 for supplies and services, and $7,000 for capital). Data on the previous page includes $28,357 in expenditures.

Justice Courts Tucson

Expenditures: 7,666,976 **Revenues:** 6,808,010

FTEs 122.3

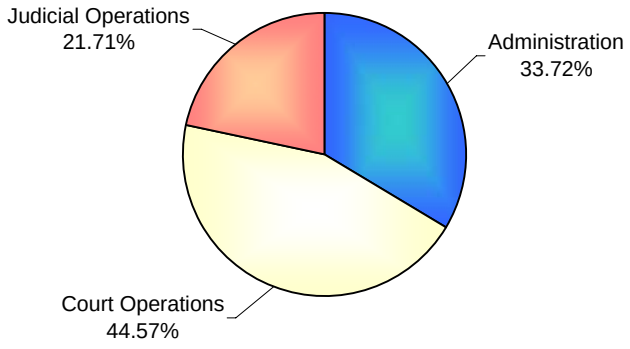
Function Statement:

Serve the public, litigants, and attorneys by providing prompt and orderly disposition of civil, criminal, and traffic cases. Maintain orderly, complete, and accurate records. Prepare statistical reports and other reports as prescribed by law. Collect, record, and disburse fees and fines in accordance with statutes, court orders, ordinances, and policy. Follow court performance guidelines set by court rules, statutes, administrative orders, and guidelines established by the Administrative Office of the Courts. Meet ethical standards for court staff and judges, as written and enforced by the Commission on Judicial Conduct. Accomplish financial management, as guided and enforced by the Minimum Accounting Standards set by the Supreme Court and by the State Auditor General. Adhere to the established operational guidelines reviewed by the Court Services Division of the Supreme Court. Provide a safe and secure environment for employees, elected officials, and the public.

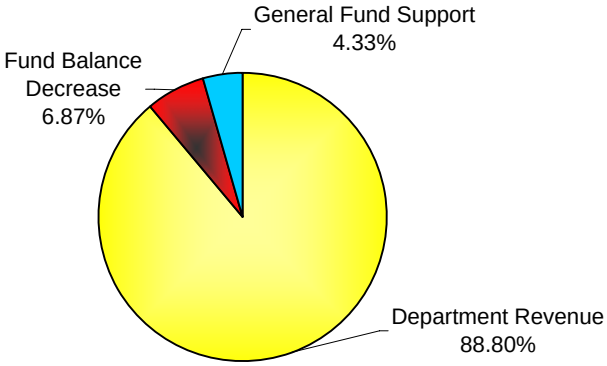
Mandates:

ARS Title 22: Justices of the Peace and Other Courts Not of Record; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries; ARS Title 28, Chapter 3: Traffic and Vehicle Regulation, Chapter 4: Driving Under the Influence, Chapter 5: Penalties and Procedures for Vehicle Violations

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: JUSTICE COURTS TUCSON

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ADMINISTRATION	1,862,975	2,368,511	2,585,004
COURT OPERATIONS	2,924,387	3,391,635	3,417,600
JUDICIAL OPERATIONS	1,249,150	1,470,172	1,664,372
Total Expenditures	**6,036,512**	**7,230,318**	**7,666,976**
Funding by Source			
Revenues			
ADMINISTRATION	5,591,510	6,345,168	6,386,328
COURT OPERATIONS	44,904	0	0
JUDICIAL OPERATIONS	314,216	367,521	421,682
Total Revenues	**5,950,630**	**6,712,689**	**6,808,010**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**113,638**	**491,416**	**526,765**
General Fund Support	**(27,756)**	**26,213**	**332,201**
Total Program Funding	**6,036,512**	**7,230,318**	**7,666,976**
Staffing (FTEs) by Program			
ADMINISTRATION	24.5	26.5	29.8
COURT OPERATIONS	71.5	80.5	79.3
JUDICIAL OPERATIONS	11.0	11.0	13.2
Total Staffing (FTEs)	**107.0**	**118.0**	**122.3**

Program Summary

Department: JUSTICE COURTS TUCSON
Program: ADMINISTRATION

Function

Coordinate all non-judicial court activities. Provide, administer, and execute state and local court policies and procedures. Maintain accurate financial records. Collect, deposit, and disburse monies. Prepare monthly statistical reports pertaining to case filings, domestic violence hearings and orders of protection, and monthly judicial productivity numbers. Identify and report monthly collection of revenues by account. Comply with employment law and accounting procedures. Provide and coordinate internal and external training to meet Administrative Office of the Courts (AOC) and Council on Judicial Education and Training (COJET) requirements. Maintain and enhance automated systems and website for court personnel and the general public.

Description of Services

Coordinate all non-judicial activities of the court, including but not limited to, personnel, budget, technology, staff training and education, facilities management, and all services related to case processing and administrative support to eight justices of the peace and judges pro tem.

Program Goals and Objectives

-Enhance customer service and the public's access to court services and information
-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 expenditure 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Funds administered	6,036,512	6,994,979	7,666,976
Positions managed	107	118	122
Public use of buildings	400,000	415,000	420,000
Security intercepts	84	112	125

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,254,020	1,375,712	1,619,218
SUPPLIES AND SERVICES	530,401	492,799	435,786
CAPITAL OUTLAY	78,554	500,000	530,000
Total Program Expenditures	**1,862,975**	**2,368,511**	**2,585,004**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	8,765	0	0
CHARGES FOR SERVICES	1,821,946	2,093,892	2,140,597
FINES AND FORFEITS	3,538,123	4,020,276	4,039,731
MISCELLANEOUS	28,396	6,000	6,000
Operating Revenue Sub-Total	**5,397,230**	**6,120,168**	**6,186,328**
CHARGES FOR SERVICES	193,376	225,000	200,000
Special Programs Revenue Sub-Total	**193,376**	**225,000**	**200,000**
INTEREST	904	0	0
Grant Revenue Sub-Total	**904**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**113,302**	**491,416**	**526,765**
General Fund Support	**(3,841,837)**	**(4,468,073)**	**(4,328,089)**
Total Program Funding	**1,862,975**	**2,368,511**	**2,585,004**

Program Summary

Department: JUSTICE COURTS TUCSON
Program: ADMINISTRATION

Program Staffing (FTEs)	**24.5**	**26.5**	**29.8**

Supplemental Packages Approved

Supplemental Package B - Enhanced Security - is associated with this program. Funding of this package provides $81,555 for personal services for two judicial security officers. Data on the previous page includes $81,555 in additional expenditures.

Program Summary

Department: JUSTICE COURTS TUCSON
Program: COURT OPERATIONS

Function

Process cases in compliance with statutes and rules of court to provide services to the public in cases for which the court has exclusive or concurrent jurisdiction as established by state constitution or statute.

Description of Services

Process 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 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 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, attorneys, and members of the bar. Prepare case transcripts. Maintain case files.
Prepare and distribute court notices and minute entries.
Maintain case files and court records.

Program Goals and Objectives

-Provide prompt and consistent delivery of services to the public, litigants, and attorneys
-Acquire new case management system
-Image court documents into electronic case files
-Continue training staff to improve their knowledge of court procedures and processing that will increase customer service as well as accuracy and efficiency in processing court documents
-Improve Department of Public Safety (DPS) disposition reporting

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Filings	172,795	175,958	175,000
Dispositions	196,510	202,405	204,000
Pending Cases	121,183	93,613	90,813

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	2,535,024	3,098,619	3,197,490
SUPPLIES AND SERVICES	389,363	261,516	220,110
CAPITAL OUTLAY	0	31,500	0
Total Program Expenditures	**2,924,387**	**3,391,635**	**3,417,600**
Program Funding by Source			
Revenues			
Operating Revenue Sub-Total	**0**	**0**	**0**
MISCELLANEOUS	44,904	0	0
Grant Revenue Sub-Total	**44,904**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**336**	**0**	**0**
General Fund Support	**2,879,147**	**3,391,635**	**3,417,600**
Total Program Funding	**2,924,387**	**3,391,635**	**3,417,600**
Program Staffing (FTEs)	**71.5**	**80.5**	**79.3**

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

-Adjudicate cases in a manner that is fair, impartial and expeditious while upholding the integrity of the judiciary
-Reduce the number of pending civil and small claims cases and dispose of new cases in a timely manner

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Filings	172,795	175,958	175,000
Dispositions	196,510	202,405	204,000
Pending cases	121,183	93,613	90,813

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,005,883	1,047,450	1,211,777
SUPPLIES AND SERVICES	243,267	422,722	452,595
Total Program Expenditures	**1,249,150**	**1,470,172**	**1,664,372**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	226,425	298,301	265,261
CHARGES FOR SERVICES	22,777	69,220	36,100
MISCELLANEOUS	65,014	0	0
Operating Revenue Sub-Total	**314,216**	**367,521**	**301,361**
INTERGOVERNMENTAL	0	0	120,321
Grant Revenue Sub-Total	**0**	**0**	**120,321**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**934,934**	**1,102,651**	**1,242,690**
Total Program Funding	**1,249,150**	**1,470,172**	**1,664,372**
Program Staffing (FTEs)	**11.0**	**11.0**	**13.2**

Juvenile Court

Expenditures: 37,045,056 **Revenues:** 13,364,411

FTEs 582.1

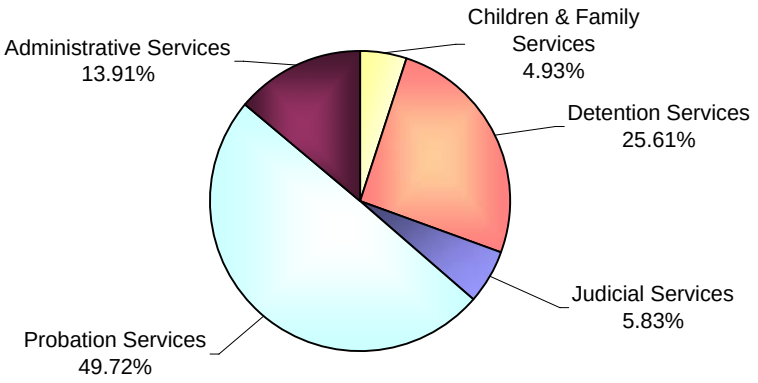
Function Statement:

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.

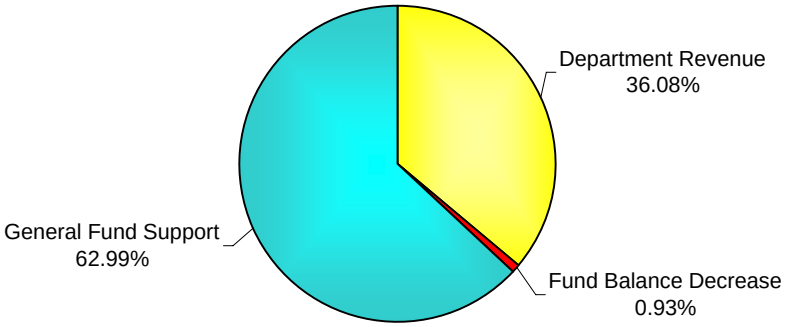
Mandates:

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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ADMINISTRATIVE SERVICES	5,014,369	4,884,320	5,152,123
CHILDREN & FAMILY SERVICES	1,562,750	1,358,424	1,824,879
DETENTION SERVICES	8,535,060	9,898,819	9,486,976
JUDICIAL SERVICES	2,064,071	2,100,967	2,161,008
PROBATION SERVICES	16,753,568	17,490,360	18,420,070
Total Expenditures	**33,929,818**	**35,732,890**	**37,045,056**
Funding by Source			
Revenues			
ADMINISTRATIVE SERVICES	251,160	218,289	191,230
CHILDREN & FAMILY SERVICES	1,181,144	799,536	1,248,949
DETENTION SERVICES	663,720	525,646	785,400
JUDICIAL SERVICES	622	0	100
PROBATION SERVICES	9,900,354	10,453,645	11,138,732
Total Revenues	**11,997,000**	**11,997,116**	**13,364,411**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(148,238)**	**254,277**	**343,932**
General Fund Support	**22,081,056**	**23,481,497**	**23,336,713**
Total Program Funding	**33,929,818**	**35,732,890**	**37,045,056**
Staffing (FTEs) by Program			
ADMINISTRATIVE SERVICES	47.6	51.0	57.0
CHILDREN & FAMILY SERVICES	34.9	29.3	34.3
DETENTION SERVICES	208.3	201.3	201.3
JUDICIAL SERVICES	28.6	27.9	27.4
PROBATION SERVICES	246.0	247.8	262.1
Total Staffing (FTEs)	**565.4**	**557.3**	**582.1**

Program Summary

Department: JUVENILE COURT
Program: ADMINISTRATIVE SERVICES

Function

Provide executive level leadership and support services required to manage and operate the programs of the Juvenile Court.

Description of Services

Coordinate the work activity and all operations of multiple juvenile court divisions. Provide financial management, including budgeting, accounting, grant management, and fee collection functions. Provide information technology services, and manage court calendar and assessment functions. Maintain facility, warehousing, and motor pool operations.

Program Goals and Objectives

- Maintain an assessment consumer satisfaction rating of at least 90%
- Comply with all requirements of grant funding agreements including timely submission of required reports
- Provide financial management and ensure compliance with authorized budgets
- Maintain computer infrastructure and minimize downtime
- Ensure compliance with federal, state, and County laws and ordinances pertaining to facility management and safety

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Assessment consumer satisfaction rating	98%	98%	98%
Financial reports submitted on time	100%	100%	100%
Budget compliance	100%	100%	100%
Computer infrastructure operative	99%	99%	99%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	2,369,691	2,921,175	3,237,688
SUPPLIES AND SERVICES	2,330,732	1,928,645	1,888,935
CAPITAL OUTLAY	313,946	34,500	25,500
Total Program Expenditures	**5,014,369**	**4,884,320**	**5,152,123**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	0	4,000	0
FINES AND FORFEITS	(370)	3,500	2,500
MISCELLANEOUS	7,523	5,000	5,000
Operating Revenue Sub-Total	**7,153**	**12,500**	**7,500**
INTERGOVERNMENTAL	223,014	199,046	174,462
INTEREST	1	0	0
MISCELLANEOUS	20,992	6,743	9,268
Grant Revenue Sub-Total	**244,007**	**205,789**	**183,730**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(34,758)**	**0**	**0**
General Fund Support	**4,797,967**	**4,666,031**	**4,960,893**
Total Program Funding	**5,014,369**	**4,884,320**	**5,152,123**
Program Staffing (FTEs)	**47.6**	**51.0**	**57.0**

Program Summary

Department: JUVENILE COURT
Program: CHILDREN & FAMILY SERVICES

Function

Oversee dependency case flow and compliance with state and federal statutes.

Description of Services

Perform intake of dependency cases; assign attorneys for all parties; set initial hearings within statutory timeframe; facilitate pre-hearing conferences; collect and report dependency case data; recruit, train, mentor, oversee and assign court appointed special advocates; perform adoption and guardianship home studies and certifications; perform guardianship reviews; provide intensive case management for substance abusing parents in Family Drug Court and mediate or facilitate contested matters utilizing alternative dispute resolution processes.

Program Goals and Objectives

- Complete guardianship reviews on 100% of cases ordered by the court
- Mediate or facilitate contested dependency matters to avoid court litigation
- Maintain a 40:1 ratio of volunteers to coordinators
- Assess 100% of eligible clients for Family Drug Court as mandated by the Substance and Abuse Mental Health Services Administration (SAMHSA) grant
- Comply with federal Adoptions and Safe Families Act (ASFA) timelines in 100% of dependency cases

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Guardianship cases reviewed	100%	100%	100%
Cases resolved by full agreement through mediation	35%	35%	35%
Ratio of volunteers to coordinators	33:1	38:1	40:1
Eligible clients assessed for drug court	100%	100%	100%
Cases handled within ASFA timelines	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,354,854	1,276,097	1,574,151
SUPPLIES AND SERVICES	194,379	82,327	250,728
CAPITAL OUTLAY	13,517	0	0
Total Program Expenditures	**1,562,750**	**1,358,424**	**1,824,879**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	17,955	18,000	25,000
Operating Revenue Sub-Total	**17,955**	**18,000**	**25,000**
INTERGOVERNMENTAL	1,160,092	781,536	1,115,094
INTEREST	2,973	0	0
MISCELLANEOUS	124	0	108,855
Grant Revenue Sub-Total	**1,163,189**	**781,536**	**1,223,949**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(137,495)**	**0**	**0**
General Fund Support	**519,101**	**558,888**	**575,930**
Total Program Funding	**1,562,750**	**1,358,424**	**1,824,879**
Program Staffing (FTEs)	**34.9**	**29.3**	**34.3**

Program Summary

Department: JUVENILE COURT
Program: DETENTION SERVICES

Function

Provide the community with a secure detention 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

- Help youth move successfully through structured levels
- Provide youth with positive reinforcement through Davis Monthan Air Force Base mentorship program
- Prepare youth for success in drug treatment programs - new Make A Change (MAC) pod

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Youth completing stabilization level in 7 days	65%	70%	75%
Youth completing recognition level in 14 days	40%	45%	50%
Youth assigned a DMAFB mentor	100%	100%	100%
Youth reporting assigned mentor has been beneficial to them	73%	80%	85%
Relapse triggers identified within 48 hours	n/a	n/a	65%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	7,836,399	9,223,707	8,941,953
SUPPLIES AND SERVICES	691,056	675,112	545,023
CAPITAL OUTLAY	7,605	0	0
Total Program Expenditures	**8,535,060**	**9,898,819**	**9,486,976**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	190,859	180,000	180,000
CHARGES FOR SERVICES	346,919	215,350	430,700
MISCELLANEOUS	942	0	0
Operating Revenue Sub-Total	**538,720**	**395,350**	**610,700**
MISCELLANEOUS	125,000	130,296	174,700
Grant Revenue Sub-Total	**125,000**	**130,296**	**174,700**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**14,146**	**0**	**0**
General Fund Support	**7,857,194**	**9,373,173**	**8,701,576**
Total Program Funding	**8,535,060**	**9,898,819**	**9,486,976**
Program Staffing (FTEs)	**208.3**	**201.3**	**201.3**

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

- Process all dependency hearings within mandated time frames
- Reduce the percentage of contested dependency trials and termination hearings
- Maintain a very good to superior approval rating of all judicial officers as rated by the public

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Dependency hearings held within legal time frames	90%	90%	90%
Hearings contested	25%	25%	20%
Approval rating of judicial officers	90%	90%	90%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,727,618	1,857,809	1,971,428
SUPPLIES AND SERVICES	271,170	243,158	189,580
CAPITAL OUTLAY	65,283	0	0
Total Program Expenditures	**2,064,071**	**2,100,967**	**2,161,008**
Program Funding by Source			
Revenues			
MISCELLANEOUS	575	0	0
Operating Revenue Sub-Total	**575**	**0**	**0**
CHARGES FOR SERVICES	46	0	100
INTEREST	1	0	0
Special Programs Revenue Sub-Total	**47**	**0**	**100**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(47)**	**0**	**0**
General Fund Support	**2,063,496**	**2,100,967**	**2,160,908**
Total Program Funding	**2,064,071**	**2,100,967**	**2,161,008**
Program Staffing (FTEs)	**28.6**	**27.9**	**27.4**

Program Summary

Department: JUVENILE COURT
Program: PROBATION SERVICES

Function

Ensure community safety by providing supervision and diversion services to court referred juveniles in accordance with state mandates and statutes.

Description of Services

Provide supervision, diversion, and treatment services for juveniles. Hold juveniles accountable for their actions through sanctions and restitution requirements

Program Goals and Objectives

- Probationers' successful completion of standard probation (statewide goal 79%)
- Probationers' successful completion of intensive probation (statewide goal 73%)
- Juveniles successfully complete diversion consequences contracts within 90 days
- Restore victims through collection of restitution
- Teach accountability through imposition of court ordered community restitution
- Victims satisfied with notification and service
- Complete typing of all court reports within 24 hours

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Successful completion of standard probation	86%	86%	86%
Successful completion of intensive probation	69%	70%	73%
Successful completion of diversion consequences within 90 days	90%	90%	90%
Amount of restitution collected	$141,839	$142,000	$145,000
Number of community restitution hours worked	23,143	24,000	24,000
Victim customer service satisfaction rating	89%	90%	90%
Court reports completed within 24 hours	98%	98%	98%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	11,957,078	12,722,011	13,699,838
SUPPLIES AND SERVICES	4,748,394	4,768,349	4,720,232
CAPITAL OUTLAY	48,096	0	0
Total Program Expenditures	**16,753,568**	**17,490,360**	**18,420,070**
Program Funding by Source			
Revenues			
MISCELLANEOUS	437	0	0
Operating Revenue Sub-Total	**437**	**0**	**0**
INTERGOVERNMENTAL	3,205	0	12,000
CHARGES FOR SERVICES	323,980	371,600	326,000
FINES AND FORFEITS	6,161	10,000	6,000
INTEREST	17,823	9,380	10,350
MISCELLANEOUS	27,586	26,100	26,900
Special Programs Revenue Sub-Total	**378,755**	**417,080**	**381,250**
INTERGOVERNMENTAL	9,512,875	10,036,565	10,757,482
INTEREST	7,956	0	0
MISCELLANEOUS	331	0	0
Grant Revenue Sub-Total	**9,521,162**	**10,036,565**	**10,757,482**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**9,916**	**254,277**	**343,932**
General Fund Support	**6,843,298**	**6,782,438**	**6,937,406**
Total Program Funding	**16,753,568**	**17,490,360**	**18,420,070**
Program Staffing (FTEs)	**246.0**	**247.8**	**262.1**

This page intentionally left blank.

Office of Court Appointed Counsel

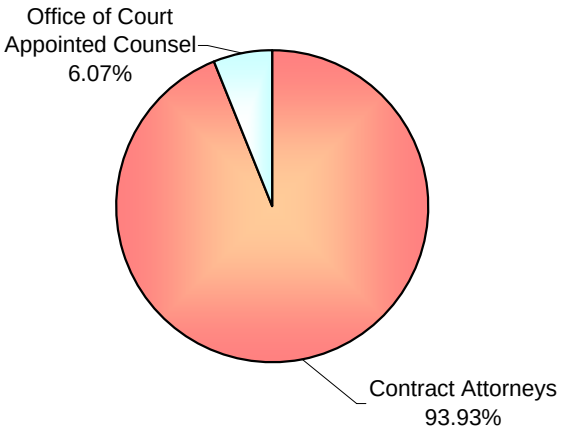
Expenditures: 11,690,713 **Revenues:** 808,176

FTEs 10.0

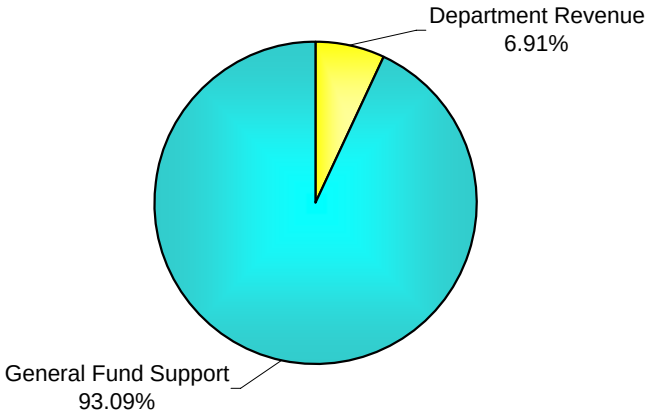
Function Statement: Provide eligibility screening and recommend attorney assessments for legal representation of out-of-custody defendants charged with criminal offenses in the Superior, Juvenile, and Justice Courts. Provide administrative support by reviewing contract compliance and reviewing and processing 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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
CONTRACT ATTORNEYS	10,490,785	9,885,517	10,981,177
OFFICE OF COURT APPOINTED COUNSEL	603,119	758,069	709,536
Total Expenditures	**11,093,904**	**10,643,586**	**11,690,713**
Funding by Source			
Revenues			
CONTRACT ATTORNEYS	994,821	729,783	808,176
Total Revenues	**994,821**	**729,783**	**808,176**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**10,099,083**	**9,913,803**	**10,882,537**
Total Program Funding	**11,093,904**	**10,643,586**	**11,690,713**
Staffing (FTEs) by Program			
OFFICE OF COURT APPOINTED COUNSEL	10.0	11.0	10.0
Total Staffing (FTEs)	**10.0**	**11.0**	**10.0**

Program Summary

Department: OFFICE OF COURT APPOINTED COUNSEL
Program: CONTRACT ATTORNEYS

Function

Provide representation through contracted private attorneys and contracted ancillary service providers for indigent and quasi-indigent individuals (those with incomes between total indigence and those who are ineligible for any public representation) who qualify for court appointed counsel. (Note: The appropriations for contract attorney expenditures were moved from the Indigent Defense department to the Office of Court Appointed Counsel in fiscal year 2005/06. Effective July 1, 2005, contract attorneys provide all of the court appointed representation for eligible defendants in Justice Court proceedings.)

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.

Administer contracts for ancillary service providers (paralegals, investigators, and mitigation specialists) who are part of the criminal defense team.

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 by:
- Following the procedures for extraordinary fees and ancillary expenses set forth in their contracts with Pima County
- Following the procedures set forth in the Pima County Guidelines for Payment

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	10,490,785	9,885,517	10,981,177
Total Program Expenditures	**10,490,785**	**9,885,517**	**10,981,177**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	0	10,000	0
CHARGES FOR SERVICES	982,542	719,783	808,176
MISCELLANEOUS	12,279	0	0
Special Programs Revenue Sub-Total	**994,821**	**729,783**	**808,176**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**9,495,964**	**9,155,734**	**10,173,001**
Total Program Funding	**10,490,785**	**9,885,517**	**10,981,177**

Program Summary

Department: OFFICE OF COURT APPOINTED COUNSEL
Program: CONTRACT ATTORNEYS

Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Supplemental Packages Approved

Supplemental Package B - Superior Court Contract Attorneys - is associated with this program. Funding of this package provides $1,095,660 for supplies and services to fund projected increases in costs for court appointed criminal defense attorneys based on current caseload trends. The data on the previous page includes $1,095,660 in additional expenditures.

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 post-conviction relief and juvenile), paralegal, investigator and mitigation specialist contracts. Review invoice and additional compensation requests as submitted by contractors, 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 or a misdemeanor offense with the possibility of incarceration.

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 into the OCAC case management system on a daily basis
- Process all contractor 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 10 working days of receipt

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Appointment of counsel entered into data warehouse	100%	100%	100%
Vendor claims processed within ten working days	95%	97%	97%
Monthly case weighting data provided to Public Defender and Legal Defender	100%	100%	100%
DUI and Domestic Violence misdemeanor defendants screened for eligibility of counsel	85%	95%	97%
Felony indigents and quasi indigents screened for eligibility of counsel	95%	97%	98%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	581,039	728,427	690,485
SUPPLIES AND SERVICES	22,080	25,142	19,051
CAPITAL OUTLAY	0	4,500	0
Total Program Expenditures	**603,119**	**758,069**	**709,536**
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	**603,119**	**758,069**	**709,536**
Total Program Funding	**603,119**	**758,069**	**709,536**
Program Staffing (FTEs)	**10.0**	**11.0**	**10.0**

This page intentionally left blank.

Public Fiduciary

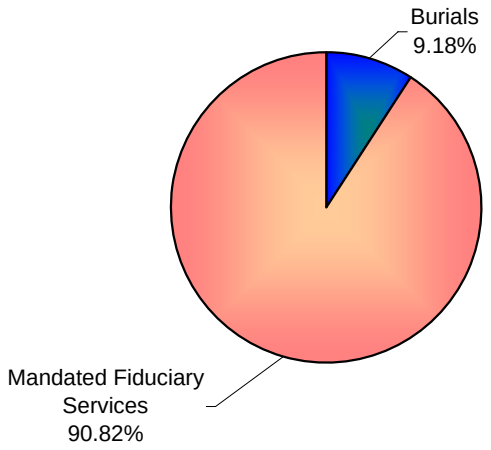
Expenditures: 2,516,268 **Revenues:** 495,918

FTEs 37.6

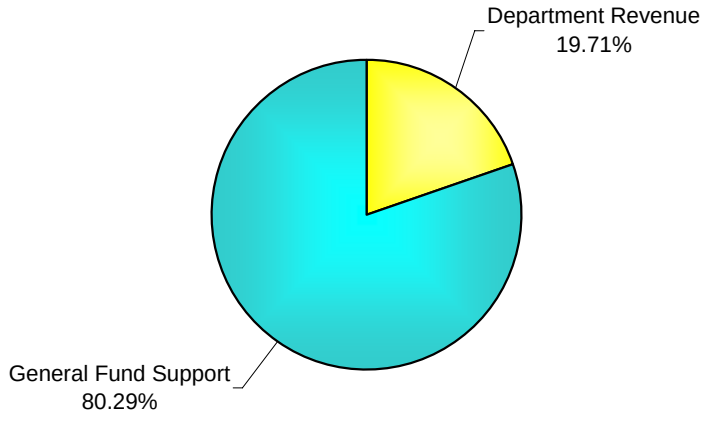
Function Statement: Accept appointment by the Superior Court to serve as conservator, guardian, or personal representative for individuals. Maintain and administer insurance benefits to meet estate planning needs. Maintain and liquidate securities. Prepare taxes. Determine eligibility of and provide 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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
BURIALS	202,088	220,910	231,050
MANDATED FIDUCIARY SERVICES	2,081,423	2,146,550	2,285,218
Total Expenditures	**2,283,511**	**2,367,460**	**2,516,268**
Funding by Source			
Revenues			
BURIALS	9,564	15,000	15,000
MANDATED FIDUCIARY SERVICES	450,850	431,120	480,918
Total Revenues	**460,414**	**446,120**	**495,918**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,823,097**	**1,921,340**	**2,020,350**
Total Program Funding	**2,283,511**	**2,367,460**	**2,516,268**
Staffing (FTEs) by Program			
BURIALS	0.7	0.7	1.0
MANDATED FIDUCIARY SERVICES	34.6	35.4	36.6
Total Staffing (FTEs)	**35.3**	**36.1**	**37.6**

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	884	30,168	48,124
SUPPLIES AND SERVICES	201,204	190,742	182,926
Total Program Expenditures	**202,088**	**220,910**	**231,050**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	9,564	15,000	15,000
Operating Revenue Sub-Total	**9,564**	**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	**192,524**	**205,910**	**216,050**
Total Program Funding	**202,088**	**220,910**	**231,050**
Program Staffing (FTEs)	**0.7**	**0.7**	**1.0**

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
- Improve time management of projects
- Reduce inappropriate referrals
- Minimize breaches of fiduciary duties

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Average caseload per case manager (National Guardianship caseload recommendation is 40)	55	50	50
Initial case staffing within 1 week of appointment	82%	85%	85%
Annual reports (5) to Superior Court filed on time	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,956,451	2,041,943	2,175,419
SUPPLIES AND SERVICES	108,178	104,607	104,799
CAPITAL OUTLAY	16,794	0	5,000
Total Program Expenditures	**2,081,423**	**2,146,550**	**2,285,218**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	446,931	431,120	480,918
MISCELLANEOUS	3,919	0	0
Operating Revenue Sub-Total	**450,850**	**431,120**	**480,918**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**1,630,573**	**1,715,430**	**1,804,300**
Total Program Funding	**2,081,423**	**2,146,550**	**2,285,218**
Program Staffing (FTEs)	**34.6**	**35.4**	**36.6**

Supplemental Packages Approved

Supplemental Package B - Comprehensive Fiduciary Accounting and Case Management Software - is associated with this program. Partial funding of this package provides $100,000 in capital for a new accounting and case management software system. The package requested a total of $178,000 in expenditures ($78,000 for supplies and services and $100,000 in capital). Data presented on this page does not reflect the $100,000 in expenditures that have been adopted, because the budget authority is being retained in the Information Technology Enhancement Fund.

Sheriff

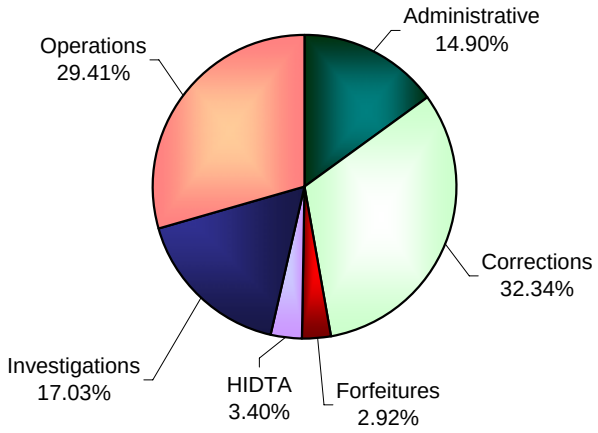
Expenditures: 123,407,520 **Revenues:** 16,422,327

FTEs 1,386.6

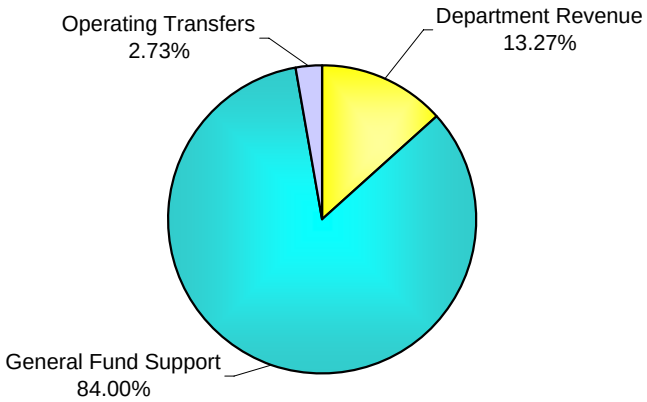
Function Statement: Provide law enforcement and public safety services for Pima County. Provide safe and secure detainment of inmates. Provide support services for law enforcement and corrections personnel.

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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ADMINISTRATIVE	18,031,870	16,050,627	18,393,246
CORRECTIONS	34,696,091	39,098,280	39,908,618
FORFEITURES	2,437,952	3,600,000	3,600,000
HIDTA	8,106,034	3,185,302	4,190,103
INVESTIGATIONS	16,685,745	19,216,993	21,019,819
OPERATIONS	32,099,457	33,535,450	36,295,734
Total Expenditures	**112,057,149**	**114,686,652**	**123,407,520**
Funding by Source			
Revenues			
ADMINISTRATIVE	404,987	105,578	505,769
CORRECTIONS	9,170,021	8,999,888	9,343,888
FORFEITURES	44,031	102,000	102,000
HIDTA	8,711,011	3,185,302	4,190,103
INVESTIGATIONS	1,035,872	937,723	1,273,119
OPERATIONS	2,068,865	1,404,426	1,007,448
Total Revenues	**21,434,787**	**14,734,917**	**16,422,327**
Net Operating Transfers In/(Out)	**2,273,921**	**3,378,000**	**3,378,000**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(1,448,357)**	**(393,229)**	**(358,028)**
General Fund Support	**89,796,798**	**96,966,964**	**103,965,221**
Total Program Funding	**112,057,149**	**114,686,652**	**123,407,520**
Staffing (FTEs) by Program			
ADMINISTRATIVE	152.5	164.3	162.9
CORRECTIONS	631.7	600.7	595.7
HIDTA	25.5	24.5	24.5
INVESTIGATIONS	195.0	232.0	244.0
OPERATIONS	324.0	343.5	359.5
Total Staffing (FTEs)	**1,328.7**	**1,365.0**	**1,386.6**

Program Summary

Department: SHERIFF
Program: ADMINISTRATIVE

Function

Provide administrative, technical, special investigations, and other services in support of the department mission.

Description of Services

Provide a comprehensive menu of administrative, technical, investigative, and other services in support of the Sheriff department's mission. These services include human resources, financial management, staff training and development, community services, information technology, communications, internal investigations and audits, and other related functions.

Program Goals and Objectives

The goals and objectives of the Administrative program are organized into three general divisions : Administrative, Information Technology, and Special Investigations. Within each division are sections/units that perform specific functions.

ADMINISTRATIVE DIVISION
- Compile, process, and analyze the financial transactions including accounts payable, payroll, travel, petty cash, contracts, purchasing cards, intergovernmental agreements, state and federal grants, and revenues
- Provide relevant, reliable, and timely financial information to staff, management, Pima County, outside law enforcement agencies, and the federal government
- Prepare the annual departmental budget
- Handle personnel related actions including hiring, terminations, promotions, demotions, transfers, and pay adjustments while ensuring compliance with Equal Employment Opportunity requirements
- Provide basic, advanced, and in-service training for law enforcement, corrections, and civilian personnel
- Coordinate all operational and training activities conducted at the shooting range
- Maintain and upkeep the shooting range and other training facilities
- 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
- Provide various services and resources to the community such as public information officer (PIO), crime prevention programs, and Sheriff auxiliary volunteers
- 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
- Coordinate off-duty assignments

INFORMATION TECHNOLOGY DIVISION
- 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 Department's law enforcement records management and retrieval systems including the Spillman application, COPLINK, and InSight, which provide 24 hour access to criminal justice information
- Develop, maintain, and support administrative records management systems to support the personnel, financial, and other business requirements of the department
- Maintain and support the department's wide area network
- Maintain and support the department's local area networks
- Maintain the department's web server and Internet services
- Provide data storage solutions to meet law enforcement and administrative requirements
- Maintain and support the department's nine-mode telephone network and voice messaging systems
- Provide personal computer hardware and software support
- Provide user training and help desk support
- Deploy and maintain a fleet of mobile data computers that provide criminal justice information, computer aided dispatch, and mobile reporting solutions to enhance delivery and efficiency of law enforcement services
- Maintain the record keeping functions associated with arrest warrants, court orders, stolen/stored vehicles, missing persons, and stolen property
- Respond to requests for confirmations of computer entries within designated time frames established by National Crime Information Center
- 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
- 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

Program Summary

Department: SHERIFF
Program: ADMINISTRATIVE

- Answer all 9-1-1 calls within nine 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
- Provide comprehensive training to new staff to develop highly skilled public safety telecommunications specialists

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
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, San Xavier, & Rincon offices	24hrs/7 days	24hrs/7 days	24hrs/7 days
Database access uptime	99.7%	99.7%	99.7%
Telephone service availability	99.9%	99.9%	99.9%
Communications logged calls for service	164,745	174,766	177,339
9-1-1 calls	252,254	238,139	241,197
9-1-1 calls from cellular source	116,767	115,314	119,838
Average pre-dispatch time on priority one calls	35 seconds	36 seconds	35 seconds
Ring time: 9-1-1 calls	9 seconds	9 seconds	9 seconds
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
Priority 1 calls dispatched in less than 2 minutes	96.8%	96.5%	96.6%
Ratio of telephone reports received to total calls for service	6.7%	3.8%	5.1%
Ring time: all other calls	13 seconds	13 seconds	13 seconds
Average length of time : 9-1-1 calls	128 seconds	130 seconds	130 seconds

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	12,528,662	9,934,593	11,555,965
SUPPLIES AND SERVICES	5,158,340	5,400,298	6,155,465
CAPITAL OUTLAY	344,868	715,736	681,816
Total Program Expenditures	**18,031,870**	**16,050,627**	**18,393,246**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	17,499	0	0
CHARGES FOR SERVICES	1,675	200	65,948
MISCELLANEOUS	62,275	30,000	30,000
Operating Revenue Sub-Total	**81,449**	**30,200**	**95,948**
INTERGOVERNMENTAL	324,562	75,378	409,821
INTEREST	(1,024)	0	0
Grant Revenue Sub-Total	**323,538**	**75,378**	**409,821**

Program Summary

Department: SHERIFF
Program: ADMINISTRATIVE

Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**62,056**	**0**	**0**
General Fund Support	**17,564,827**	**15,945,049**	**17,887,477**
Total Program Funding	**18,031,870**	**16,050,627**	**18,393,246**
Program Staffing (FTEs)	**152.5**	**164.3**	**162.9**

Supplemental Packages Approved

Supplemental Package K - Furniture, Fixtures, and Equipment - Administration Bureau - is associated with this program. Funding of this package provides $20,000 for supplies and services and $250,000 for capital for dial dictation and telephone equipment. The package requested a total of $195,045 for supplies and services and $1,107,460 in capital. Data presented on the previous page does not reflect the $270,000 in expenditures that have been adopted, because the budget authority is being retained in the Information Technology Enhancement Fund.

Supplemental Package N - Border Crime Unit - is associated with this program. Partial funding of this package provides $420,053 for personal services, $54,635 for supplies and services, and $491,418 in capital. The package requested a total of $1,579,287 in expenditures ($562,195 for personal services, $93,654 for supplies and services, and $923,438 in capital). Data presented on the previous page includes $763,327 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 a specific program.

Program Summary

Department: SHERIFF
Program: CORRECTIONS

Function

Provide custodial supervision of incarcerated persons for Pima County, the state of Arizona, and contracted municipalities under intergovernmental agreements. Provide inmate services and other administrative support for the Corrections Bureau.

Description of Services

Provide safe and secure detention of pretrial defendants, sentenced inmates, juveniles, and in-custody inmates 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; and maintaining the rights of each prisoner.

Program Goals and Objectives

The goals and objectives of the Corrections program are organized into three general divisions: Housing Operations, Security Support, and Inmate Processing.

HOUSING OPERATIONS DIVISION
- 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 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 professionals, 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

SECURITY SUPPORT DIVISION
- 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 within the facilities is screened for contraband items and drugs
- Handle grievances, hearings, policy and procedures, statistics, information gathering, and special reports for the Corrections Bureau
- Oversee inmate programs such as educational and religious services
- 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

INMATE PROCESSING DIVISION
- 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, 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
- Provide timely and effective initial classification, reclassification, and counseling of inmates
- 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

Program Summary

Department: SHERIFF
Program: CORRECTIONS

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Inmates booked	42,280	44,182	46,170
Average daily inmate population	1,896	1,975	2,056
Inmate court transports	25,056	26,391	27,797
Escapes (not failures to return)	2	1	0
Serious injuries to staff	1	1	0
Suicides	0	2	0
Erroneous releases	9	6	0
Failures to release (cases)	10	18	0

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	28,193,852	31,499,491	32,555,107
SUPPLIES AND SERVICES	6,429,582	7,298,520	7,126,011
CAPITAL OUTLAY	72,657	300,269	227,500
Total Program Expenditures	**34,696,091**	**39,098,280**	**39,908,618**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	2,207	0	0
CHARGES FOR SERVICES	6,496,266	6,470,000	6,810,000
MISCELLANEOUS	20,028	1,000	0
Operating Revenue Sub-Total	**6,518,501**	**6,471,000**	**6,810,000**
INTERGOVERNMENTAL	458,286	400,000	400,000
CHARGES FOR SERVICES	1,348,675	1,300,000	1,300,000
INTEREST	62,896	15,000	25,000
MISCELLANEOUS	722,152	700,000	700,000
Special Programs Revenue Sub-Total	**2,592,009**	**2,415,000**	**2,425,000**
INTERGOVERNMENTAL	59,511	113,888	108,888
Grant Revenue Sub-Total	**59,511**	**113,888**	**108,888**
Net Operating Transfers In/(Out)	**(120,000)**	**(120,000)**	**(120,000)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(908,786)**	**(393,229)**	**(358,028)**
General Fund Support	**26,554,856**	**30,611,621**	**31,042,758**
Total Program Funding	**34,696,091**	**39,098,280**	**39,908,618**
Program Staffing (FTEs)	**631.7**	**600.7**	**595.7**

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
None submitted			

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	316,491	0	0
SUPPLIES AND SERVICES	2,103,133	3,600,000	3,600,000
CAPITAL OUTLAY	18,328	0	0
Total Program Expenditures	**2,437,952**	**3,600,000**	**3,600,000**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	0	100,000	100,000
INTEREST	5,534	2,000	2,000
MISCELLANEOUS	20,497	0	0
MEMO REVENUE	18,000	0	0
Special Programs Revenue Sub-Total	**44,031**	**102,000**	**102,000**
Net Operating Transfers In/(Out)	**2,393,921**	**3,498,000**	**3,498,000**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**2,437,952**	**3,600,000**	**3,600,000**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: SHERIFF
Program: HIDTA

Function

Receive High Intensity Drug Trafficking Areas (HIDTA) grants awarded by the federal government.

Description of Services

Account for the federal funds awarded by High Intensity Drug Trafficking Area grant. The HIDTA funds are allocated to supplement law enforcement operations to combat drug trafficking in the southwest border areas. (Note: In prior years, the Sheriff department was the administrator and recipient of HIDTA funds. The department relinquished the role of administrator in fiscal year 2005/06 and will no longer distribute funds to other law enforcement agencies. The Arizona Criminal Justice Commission has assumed the role of administrator beginning in fiscal year 2006/07.)

Program Goals and Objectives

- Prepare annual budgets to request HIDTA funds for the department
- Comply with federal rules and guidelines regarding allowable costs and proper accounting procedures for the HIDTA funds
- Use HIDTA funds to pay for salaries, overtime, law enforcement equipment, and other investigative costs to combat drug trafficking in the southwest border areas

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
None submitted			

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,152,667	998,060	1,267,318
SUPPLIES AND SERVICES	6,691,431	2,187,242	2,922,785
CAPITAL OUTLAY	261,936	0	0
Total Program Expenditures	**8,106,034**	**3,185,302**	**4,190,103**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	8,518,070	3,185,302	4,190,103
MISCELLANEOUS	192,941	0	0
Grant Revenue Sub-Total	**8,711,011**	**3,185,302**	**4,190,103**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(604,977)**	**0**	**0**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**8,106,034**	**3,185,302**	**4,190,103**
Program Staffing (FTEs)	**25.5**	**24.5**	**24.5**

Program Summary

Department: SHERIFF
Program: INVESTIGATIONS

Function

Provide criminal investigation, homeland security, judicial services, and other technical support functions for the department.

Description of Services

Provide criminal investigations, homeland security, judicial services, and other technical support functions for the department.

Program Goals and Objectives

The goals and objectives of the Investigations program are organized into two general divisions: Criminal Investigations and Homeland Security. Within each division are sections/units that perform specific functions.

CRIMINAL INVESTIGATIONS DIVISION
- Investigate violations of Arizona Revised Statutes with the goal of identifying the offenders and presenting accurate and sufficient relevant information to the County Attorney to facilitate prosecution, if deemed appropriate
- Provide investigative services for homicide, robbery/assault, Fugitive Investigations Strike Team (FIST), domestic violence, cold case, and intelligence
- Provide investigative services for burglary, community problems, crimes against children, auto theft, arson, fraud, and other economic crimes
- Work with other law enforcement agencies as part of the Counter Narcotics Alliance (CNA) to identify offenders who have committed major narcotics related offenses

HOMELAND SECURITY DIVISION
- Coordinate and serve as liaison with other local, state, and federal groups and agencies to plan for and manage homeland security emergencies
- Apply and obtain state and federal funds to procure emergency response equipment
- Provide building security services for Pima County government buildings and physical facilities
- Provide management oversight of contract security services
- Provide County departments and assist with development of building security plans as requested by County facilities
- Conduct background screening of security guard applicants and private contractors/employees
- Provide security surveys for Pima County government buildings and physical facilities
- Maintain safety and security at the Superior Court, Juvenile Court, and Justice Court
- Provide detention of inmates prior to, during, and after their court appearance
- Provide court surveillance
- 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
- Transcribe law enforcement reports, enter physical and out of custody arrest records into the Spillman Law Enforcement database, and disseminate reports to law enforcement investigations and criminal justice processes
- 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 imminent
- 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
- 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
- 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
- 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

Program Summary

Department: SHERIFF
Program: INVESTIGATIONS

- Reduce the volume of manual records associated with the chain-of-custody by converting to automated, electronic records to allow faster, more convenient review of evidence item descriptions.
- 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 property disposal policy consistent with state law that will emphasize sale of property authorized for disposal to benefit the General Fund
- Develop and implement a disposal policy for firearms which may permit trading weapons authorized for disposal to a distributor that will credit the department with the value of the lot toward the purchase of duty weapons and equipment
- Provide crime lab services in support of the department's criminal investigation function
- Collect, process, maintain, and disseminate criminal and traffic information generated by the department
- Disseminate law enforcement records as requested by entitled public persons and criminal justice agencies
- Provide courtroom testimony as required by subpoena
- Process and distribute incoming documents as required by other agencies
- Maintain an audit trail of financial transactions
- Administer document transfer and retention schedules
- Submit Uniform Crime Reports (UCR) to Arizona Department of Public Safety (AZ DPS)
- Provide customer service and information to the public and law enforcement personnel

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Calendar year clearance % - violent crimes	52%	60%	60%
Calendar year clearance % - property crimes	13%	15%	16%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	14,588,874	16,620,970	17,795,024
SUPPLIES AND SERVICES	1,759,104	2,562,123	3,166,295
CAPITAL OUTLAY	337,767	33,900	58,500
Total Program Expenditures	**16,685,745**	**19,216,993**	**21,019,819**
Program Funding by Source			
Revenues			
TAXES	60,072	48,000	48,000
LICENSES & PERMITS	15,800	15,500	15,500
INTERGOVERNMENTAL	2,606	0	0
CHARGES FOR SERVICES	148,605	155,000	447,000
MISCELLANEOUS	32,704	0	0
Operating Revenue Sub-Total	**259,787**	**218,500**	**510,500**
INTERGOVERNMENTAL	774,685	719,223	762,619
MISCELLANEOUS	1,400	0	0
Grant Revenue Sub-Total	**776,085**	**719,223**	**762,619**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(33)**	**0**	**0**
General Fund Support	**15,649,906**	**18,279,270**	**19,746,700**
Total Program Funding	**16,685,745**	**19,216,993**	**21,019,819**
Program Staffing (FTEs)	**195.0**	**232.0**	**244.0**

Supplemental Packages Approved

Supplemental Package N - Border Crime Unit - is associated with this program. Partial funding of this package provides $420,053 for personal services, $54,635 for supplies and services, and $491,418 in capital. The package requested a total of $1,579,287 in expenditures ($562,195 for personal services, $93,654 for supplies and services, and $923,438 in capital). Data presented on the previous page includes $75,969 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 a specific program.

Program Summary

Department: SHERIFF
Program: OPERATIONS

Function

Provide emergency, non-emergency, and other public safety services to the unincorporated areas of Pima County.

Description of Services

The Operations program deploys commissioned deputies to preserve the peace, arrest criminals, and prevent/suppress breaches of the peace. This program implements community policing initiatives to improve interaction with the service population, identifying problem areas, and responding accordingly. Also included in this program are specially trained officers to support the patrol functions.

Program Goals and Objectives

The goals and objectives of the Operations program are organized into two general divisions: Patrol and Support Operations.

PATROL DIVISION
Patrol Districts - Ajo, Foothills, Green Valley, Rincon, San Xavier, and Tucson Mountain
- Answer emergency and non-emergency calls for services from the public
- Investigate all traffic incidents
- Enforce Arizona state laws and County ordinances
- Conduct proactive patrols 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

SUPPORT OPERATIONS DIVISION
Special Operations includes the following units: Motorcycle Enforcement, Traffic Investigations, School Resource Officers, Park Enforcement, Search & Rescue, and Sheriff's Posse. Tactical Response includes the following units: Air Unit, Bomb Squad, Canine, Hostage Negotiations, SWAT (Special Weapons & Tactics), Safe Streets, Regional SWAT Training and Border Crime Unit.
- Provide law enforcement support and services to all department districts and sections with specialized investigations and challenging events

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Calls for service	154,330	160,000	170,000
Arrests	23,186	20,736	24,000
On-site calls	23,261	24,000	25,000
Response time (minutes) - Metro	6:07	6:15	6:00
Response time (minutes) - County Wide	7:48	7:50	7:45

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	24,052,398	27,337,286	28,859,777
SUPPLIES AND SERVICES	5,914,923	5,626,653	7,335,855
CAPITAL OUTLAY	2,132,136	571,511	100,102
Total Program Expenditures	**32,099,457**	**33,535,450**	**36,295,734**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	250	0	0
CHARGES FOR SERVICES	926	0	0
FINES AND FORFEITS	9,966	10,000	10,000
MISCELLANEOUS	19,667	0	0
Operating Revenue Sub-Total	**30,809**	**10,000**	**10,000**
INTERGOVERNMENTAL	2,038,056	1,394,426	997,448
Grant Revenue Sub-Total	**2,038,056**	**1,394,426**	**997,448**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**3,383**	**0**	**0**
General Fund Support	**30,027,209**	**32,131,024**	**35,288,286**
Total Program Funding	**32,099,457**	**33,535,450**	**36,295,734**
Program Staffing (FTEs)	**324.0**	**343.5**	**359.5**

Program Summary

Department: SHERIFF
Program: OPERATIONS

Supplemental Packages Approved

Supplemental Package G - Mobile Data Computer Replacement - is associated with this program. Funding of this package provides $1,050,000 in capital for the second year of a two year plan to replace mobile data computers in patrol vehicles. Data presented on the previous page does not reflect the $1,050,000 in expenditures that have been adopted, because the budget authority is being retained in the Information Technology Enhancement Fund.

Supplemental Package H - COPS in Schools '05 Grant - is associated with this program. Funding of this package provides $96,050 for personal services and $92,442 for supplies and services which represent Pima County's annual matching requirement for four deputies for the COPS in Schools '05 grant. Data presented on the previous page includes $188,492 in additional expenditures.

Supplemental Package I - Furniture, Fixtures, & Equipment - Operations Bureau - is associated with this program. Partial funding of this package provides $122,500 for supplies and services, and $37,500 in capital for patrol equipment. The package requested a total of $1,603,625 in expenditures ($288,600 for supplies and services, and $1,315,025 in capital). Data presented on the previous page includes $160,000 in expenditures.

Supplemental Package N - Border Crime Unit - is associated with this program. Partial funding of this package provides $420,053 for personal services, $54,635 for supplies and services, and $491,418 in capital. The package requested a total of $1,579,287 in expenditures ($562,195 for personal services, $93,654 for supplies and services, and $923,438 in capital). Data presented on the previous page includes $126,810 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 a specific program.

This page intentionally left blank.

Superior Court

Expenditures: 45,550,724 **Revenues:** 14,205,532

FTEs 664.0

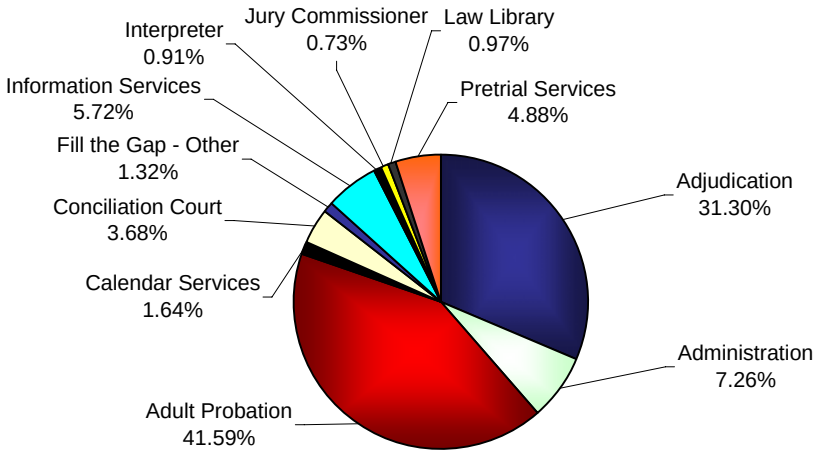
Function Statement:

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.

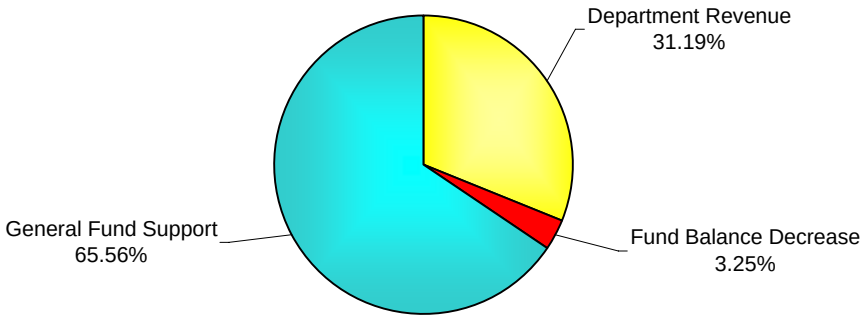
Mandates:

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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ADJUDICATION	12,360,859	13,521,349	14,260,253
ADMINISTRATION	2,651,166	3,010,405	3,306,955
ADULT PROBATION	18,437,264	17,568,005	18,934,831
CALENDAR SERVICES	672,177	770,923	747,930
CONCILIATION COURT	1,275,009	1,559,690	1,676,801
FILL THE GAP - OTHER COURT DEPARMENTS	450,175	482,200	603,384
INFORMATION SERVICES	3,290,277	2,514,910	2,604,378
INTERPRETER	334,211	360,230	416,685
JURY COMMISSIONER	310,572	347,230	334,466
LAW LIBRARY	421,935	480,607	442,259
PRETRIAL SERVICES	2,041,684	2,257,854	2,222,782
Total Expenditures	**42,245,329**	**42,873,403**	**45,550,724**
Funding by Source			
Revenues			
ADJUDICATION	1,920,633	1,636,400	1,641,418
ADMINISTRATION	7,375	0	0
ADULT PROBATION	10,561,760	10,072,038	11,358,118
CONCILIATION COURT	783,140	542,768	543,236
INFORMATION SERVICES	633,654	524,200	459,544
LAW LIBRARY	207,208	211,524	203,216
PRETRIAL SERVICES	13	0	0
Total Revenues	**14,113,783**	**12,986,930**	**14,205,532**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**89,394**	**1,282,697**	**1,478,636**
General Fund Support	**28,042,152**	**28,603,776**	**29,866,556**
Total Program Funding	**42,245,329**	**42,873,403**	**45,550,724**
Staffing (FTEs) by Program			
ADJUDICATION	167.9	172.3	175.0
ADMINISTRATION	43.8	44.2	44.2
ADULT PROBATION	305.5	307.2	310.0
CALENDAR SERVICES	18.0	18.0	18.0
CONCILIATION COURT	19.0	19.0	22.0
FILL THE GAP - OTHER COURT DEPARMENTS	9.2	10.2	10.2
INFORMATION SERVICES	25.5	25.5	25.5
INTERPRETER	6.0	6.0	6.8
JURY COMMISSIONER	8.0	8.0	8.0
LAW LIBRARY	4.0	4.0	4.0
PRETRIAL SERVICES	40.3	40.3	40.3
Total Staffing (FTEs)	**647.2**	**654.7**	**664.0**

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Population served	957,635	980,977	1,003,918
Total cases filed	23,835	24,101	24,314
Total cases pending	28,748	29,189	29,697
Visitors screened entering building	714,400	781,698	859,867

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	10,072,000	11,190,915	11,700,276
SUPPLIES AND SERVICES	2,216,653	2,283,434	2,551,977
CAPITAL OUTLAY	72,206	47,000	8,000
Total Program Expenditures	**12,360,859**	**13,521,349**	**14,260,253**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	364,503	262,000	262,000
CHARGES FOR SERVICES	174,955	125,023	125,023
MISCELLANEOUS	37,982	10,000	10,000
Operating Revenue Sub-Total	**577,440**	**397,023**	**397,023**
INTERGOVERNMENTAL	929,012	867,098	885,000
FINES AND FORFEITS	190	0	0
INTEREST	28,130	15,400	31,400
MISCELLANEOUS	151	0	0
Special Programs Revenue Sub-Total	**957,483**	**882,498**	**916,400**
INTERGOVERNMENTAL	385,721	356,879	327,995
INTEREST	(11)	0	0
Grant Revenue Sub-Total	**385,710**	**356,879**	**327,995**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(528,979)**	**(355,998)**	**(378,407)**
General Fund Support	**10,969,205**	**12,240,947**	**12,997,242**
Total Program Funding	**12,360,859**	**13,521,349**	**14,260,253**
Program Staffing (FTEs)	**167.9**	**172.3**	**175.0**

Program Summary

Department: SUPERIOR COURT
Program: ADJUDICATION

Supplemental Packages Approved

Supplemental Package B - Partial Replacement of Byrne Grant for Judges - is associated with this program. Funding of this package provides $82,473 in personal services to replace lost grant funding for two pro tempore judges. Data presented on the previous page includes $82,473 in additional expenditures.

Supplemental Package E - Security System Upgrades - is associated with this program. Funding of this package provides $207,000 for supplies and services for the first year of a three year lease agreement for security system equipment. Data presented on the previous page includes $207,000 in additional expenditures.

Supplemental Package G - First Floor Security Personnel - is associated with this program. Funding of this package provides $63,830 for personal services, $3,500 for supplies and services, and $8,000 in capital for two court security officers. Data presented on the previous page includes $75,330 in additional expenditures.

Supplemental Package B (Mandated Services) - Increased Costs of Mandated Services - is associated with this program. Funding of this package provides $150,000 in supplies and services for providing jurors, Rule 11 evaluations, and per diem interpreter costs. Data presented on the previous page does not reflect the $150,000 in expenditures that have been adopted, because the budget authority is being retained in the Budget Stabilization Fund.

Program Summary

Department: SUPERIOR COURT
Program: ADMINISTRATION

Function

Provide administrative services to the court and its departments.

Description of Services

Services provided include human resources management, training and education, facility and resource management, research and statistical information, 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 responsiveness to the needs of the judicial divisions
- Ensure that all employees achieve mandatory training requirements
- Maintain suitable facilities in which to hold court
- Produce mandated monthly Supreme Court reports filed on a timely basis
- Process sufficient applications to fill all openings as needed.
- Analyze and develop job descriptions for new or evolving classifications.
- Procure necessary goods and services for Superior, Juvenile and Justice Courts
- Provide research and statistics on work units management and status reports
- File all external financial reports on time
- Process 90% of invoices within one week of receipt

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Court staff supported (includes Juvenile Court)	1,200	1,200	1,240
Job applicants processed	3,423	5,000	5,000
Job analysis activities (descriptions/audits)	35/23	60/67	50/35
Sponsored training sessions	335	350	375
Management & statistic reports	77,781	81,195	77,817
Financial reports filed timely	100%	100%	100%
Invoices processed within 1 week	85%	85%	90%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	2,276,144	2,655,512	2,844,326
SUPPLIES AND SERVICES	345,441	354,893	462,629
CAPITAL OUTLAY	29,581	0	0
Total Program Expenditures	**2,651,166**	**3,010,405**	**3,306,955**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	3,527	0	0
MISCELLANEOUS	3,848	0	0
Operating Revenue Sub-Total	**7,375**	**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	**2,643,791**	**3,010,405**	**3,306,955**
Total Program Funding	**2,651,166**	**3,010,405**	**3,306,955**
Program Staffing (FTEs)	**43.8**	**44.2**	**44.2**

Program Summary

Department: SUPERIOR COURT
Program: ADULT PROBATION

Function

Serve the court, actively promote community safety, facilitate positive behavioral change in probationers, and to respect 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

- Deliver presentence reports to the court 2 days prior to sentencing
- Attempt to maintain statutory caseload ratio of 60:1
- 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
- Maintain 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 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Average number of probationers	4,190	4,446	4,513
Caseload ratios	60:1	61:1	62:1
Presentence reports prepared	4,029	4,260	4,365
Reports delivered 2 days before sentencing	98%	99%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	14,956,572	15,371,266	16,313,876
SUPPLIES AND SERVICES	3,477,583	2,172,229	2,620,955
CAPITAL OUTLAY	3,109	24,510	0
Total Program Expenditures	**18,437,264**	**17,568,005**	**18,934,831**
Program Funding by Source			
Revenues			
MISCELLANEOUS	1,782	0	0
Operating Revenue Sub-Total	**1,782**	**0**	**0**
CHARGES FOR SERVICES	1,620,869	1,524,451	1,554,047
INTEREST	92,057	57,450	105,000
MISCELLANEOUS	29,896	0	0
Special Programs Revenue Sub-Total	**1,742,822**	**1,581,901**	**1,659,047**
INTERGOVERNMENTAL	8,807,040	8,490,137	9,699,071
INTEREST	10,116	0	0
Grant Revenue Sub-Total	**8,817,156**	**8,490,137**	**9,699,071**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**265,250**	**888,855**	**800,641**
General Fund Support	**7,610,254**	**6,607,112**	**6,776,072**
Total Program Funding	**18,437,264**	**17,568,005**	**18,934,831**
Program Staffing (FTEs)	**305.5**	**307.2**	**310.0**

Program Summary

Department: SUPERIOR COURT
Program: CALENDAR SERVICES

Function

To provide the public, court staff and related agencies with general case information (court hearings and case status) and to assist the court in the efficient processing of cases.

Description of Services

Assist public with directions, case status, court procedures, and set hearing dates. Schedule judicial officers to hear events and accept paperwork for distribution to the appropriate departments. Process paperwork needed by the division. Review imaging documents and perform required data entry. Print and review calendars to assure documents are as error free as possible. Coordinate court activities with other court departments. Review caseloads for compliance and update database as required. Reassign cases or events as needed. Write and implement policy and procedures to achieve efficient case flow management. Set up procedures to implement changes/orders from Presiding Judge and other judges.

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Cases filed	23,835	24,101	24,314

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	658,087	755,444	727,961
SUPPLIES AND SERVICES	14,090	15,479	19,969
Total Program Expenditures	**672,177**	**770,923**	**747,930**
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	**672,177**	**770,923**	**747,930**
Total Program Funding	**672,177**	**770,923**	**747,930**
Program Staffing (FTEs)	**18.0**	**18.0**	**18.0**

Program Summary

Department: SUPERIOR COURT
Program: CONCILIATION COURT

Function

Provide alternatives to litigation in family law cases by order of the court and as provided by statute. Serve as a resource to the community and to the court by providing information, training and education regarding children, marriage, divorce and cultural diversity issues.

Description of Services

Services include mandatory parent information program classes, mandatory custody/parenting time mediation, evaluation, parenting coordination and conciliation counseling. Administer and monitor the Judicial Supervision Program (JSP), Limited Child Custody Evaluation Panel as well as monitor referrals and billings to the expedited child support and parenting time fund.

Program Goals and Objectives

- Provide a continuum of alternative dispute resolution services to those involved in family law cases in the Superior Court
- Provide accurate and timely information to the family law bench in order to assist the judges in making custody/parenting time decisions for families
- Assist parties to resolve their custody and parenting time disputes through a negotiated settlement process in a safe, neutral setting
- Provide ongoing program evaluation to ensure the proper and timely performance of all programs

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Custody/parenting time mediation cases served	693	831	831
Custody/parenting time evaluations	58	49	56
Evaulation reports prior to settlement conferences	50%	98%	95%
Parenting coordinator cases served	5	5	10
Conciliation cases served	47	44	55
Parent education programs presented	19	15	19
JSP cases invoiced	1,216	1,216	1,216
Voluntary counseling cases served	14	21	13

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	831,390	1,021,462	1,231,026
SUPPLIES AND SERVICES	443,619	538,228	445,775
Total Program Expenditures	**1,275,009**	**1,559,690**	**1,676,801**
Program Funding by Source			
Revenues			
Operating Revenue Sub-Total	**0**	**0**	**0**
CHARGES FOR SERVICES	732,327	507,800	507,800
INTEREST	23,813	6,500	6,500
MISCELLANEOUS	5,196	0	0
Special Programs Revenue Sub-Total	**761,336**	**514,300**	**514,300**
INTERGOVERNMENTAL	21,804	28,468	28,936
Grant Revenue Sub-Total	**21,804**	**28,468**	**28,936**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(287,104)**	**212,591**	**288,661**
General Fund Support	**778,973**	**804,331**	**844,904**
Total Program Funding	**1,275,009**	**1,559,690**	**1,676,801**
Program Staffing (FTEs)	**19.0**	**19.0**	**22.0**

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 will continue the Criminal Case Reduction and Process Improvement Project that was initially funded by Fill The Gap in fiscal year 2001/02 . This project is a multifaceted approach to improving criminal case processing and to streamlining workflow. (Note: This program contains Fill the Gap budgets for all courts except Superior Court. The Superior Court Fill The Gap budget is included in the Adjudication program.)

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
None submitted by department			

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	394,019	404,506	455,615
SUPPLIES AND SERVICES	56,156	30,768	92,877
CAPITAL OUTLAY	0	46,926	54,892
Total Program Expenditures	**450,175**	**482,200**	**603,384**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**450,175**	**482,200**	**603,384**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**450,175**	**482,200**	**603,384**
Program Staffing (FTEs)	**9.2**	**10.2**	**10.2**

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.

Description of Services

Conducts day-to-day system and equipment installation, maintenance, operation and administrative support for the court's data networking system, computers and software application programs. Coordinate and provide technology related purchasing advice, customer support, and desktop application support services. Provide the court's presence on the Internet. Typical services include software requirements analysis, design and development; hardware and software implementation; network connectivity installation and service; system operations and maintenance scheduling; security functions and backup/recovery procedures; and response to customer service requests for problem resolution.

Program Goals 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
- Continue the development of the court's case management system (AGAVE) and meet release deadlines
- Continue the development of the court's Pretrial Services system upgrade for completion
- Continue to manage a 4 year replacement program for personal computers

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Help Desk calls resolved:	4,152	4,800	4,800
During the initial call	36%	33%	33%
During the same day	53%	62%	62%
Within 24 hours	87%	87%	87%
Computer replacements	150	180	150

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,565,174	1,776,810	1,789,562
SUPPLIES AND SERVICES	1,262,596	509,100	560,816
CAPITAL OUTLAY	462,507	229,000	254,000
Total Program Expenditures	**3,290,277**	**2,514,910**	**2,604,378**
Program Funding by Source			
Revenues			
Operating Revenue Sub-Total	**0**	**0**	**0**
CHARGES FOR SERVICES	431,322	384,000	408,000
INTEREST	20,458	6,000	20,000
Special Programs Revenue Sub-Total	**451,780**	**390,000**	**428,000**
INTERGOVERNMENTAL	181,874	134,200	31,544
Grant Revenue Sub-Total	**181,874**	**134,200**	**31,544**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**180,428**	**5,000**	**106,000**
General Fund Support	**2,476,195**	**1,985,710**	**2,038,834**
Total Program Funding	**3,290,277**	**2,514,910**	**2,604,378**
Program Staffing (FTEs)	**25.5**	**25.5**	**25.5**

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 as well as to allow them to take advantage of services provided by other court departments such as Pretrial Service and Adult Probation. Allow access to the Superior Court, including the Office of the Jury Commissioner, Probate, and Conciliation courts, by limited and non-English speaking members of the public, by providing interpreting, translation, and direct language services and informational literature.

Description of Services

Provide interpreting services to non-English speaking and hearing impaired defendants, witnesses, and victims who are unable to understand court proceedings. Provide language translation services to the court and its departments to facilitate disposition and case management.

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 lesser-used language interpreters
- Provide 100% interpreting coverage for the court events
- Provide enhanced training and workshops to maintain a base of court trained uncommon language interpreters
- Reduce the number of events per interpreter (a general guideline is that interpreters should be in court no more than 6 hours per day)

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Interpreted events	8,780	9,990	12,487

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	319,761	347,562	398,851
SUPPLIES AND SERVICES	14,450	12,668	17,834
Total Program Expenditures	**334,211**	**360,230**	**416,685**
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	**334,211**	**360,230**	**416,685**
Total Program Funding	**334,211**	**360,230**	**416,685**
Program Staffing (FTEs)	**6.0**	**6.0**	**6.8**

Supplemental Packages Approved

Supplemental Package H - Additional Interpreter Personnel - is associated with this program. Funding of this package provides $39,002 for personal services and $4,100 for supplies and services for an additional interpreter. Data presented on this page includes $43,102 in additional expenditures.

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, Green Valley Justice Court, Tucson City Court, state and County grand juries, and other municipal courts as requested.

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. Coordinate and track juror needs with Calendar Services and the judicial divisions. Summon and qualify prospective jurors. Track and facilitate payment of jurors.

Program Goals and Objectives

- Provide the required number of qualified jurors for all jury trials in Arizona Superior Court in Pima County, Pima County Consolidated Justice Courts, Green Valley Justice Court, and for state and County grand juries
- Maintain ratio of jurors reporting to jurors empanelled to the extent possible in order to minimize the number of jurors required to report
- Randomly draw jurors for petit and grand jury panels
- Jurors provided to serve on misdemeanor jury trials in Tucson City Court

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Jurors summoned	117,615	114,200	119,200
Jurors reporting	34,402	34,900	34,900
Jurors drawn on panels	31,965	32,900	32,900

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	279,486	328,952	313,275
SUPPLIES AND SERVICES	30,442	18,278	21,191
CAPITAL OUTLAY	644	0	0
Total Program Expenditures	**310,572**	**347,230**	**334,466**
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	**310,572**	**347,230**	**334,466**
Total Program Funding	**310,572**	**347,230**	**334,466**
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 as well as reference services and self-service access to court approved forms.

Description of Services

Provide a variety of constituents with an up-to-date collection of core legal material and assistance in the retrieval of information. Maintain and develop a collection. Answer reference questions using best available resources, print or electronic. Offer assistance in selection and use of best electronic resources. Acquire, process, maintain and inventory judicial collections. Offer alternative ways to access forms as well as alternatives and resources for forms not offered in the self service center. Offer referrals to appropriate legal advice agencies.

Program Goals and Objectives

- Maintain library and research information on the Superior Court Law Library website
- Enrich and monitor law library's practice materials within budget (filing fees)
- Continue respectful and beneficial customer service
- Ensure adequate supply of forms available to all customers

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Patrons using library	20,142	20,200	22,000
Material received	7,323	7,495	7,400
Reference interviews	2,958	3,261	2,700
Westlaw sessions provided (estimated)	4,800	5,000	5,000
Items circulated	1,610	1,942	1,700
New titles catalogued	44	65	100
Library users	20,142	21,322	22,000
Form packets sold	8,007	6,248	9,000

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	180,032	203,024	162,590
SUPPLIES AND SERVICES	241,903	277,583	279,669
Total Program Expenditures	**421,935**	**480,607**	**442,259**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	174,598	195,670	175,000
INTEREST	5,823	3,854	3,216
MISCELLANEOUS	26,787	12,000	25,000
Special Programs Revenue Sub-Total	**207,208**	**211,524**	**203,216**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**9,624**	**50,049**	**58,357**
General Fund Support	**205,103**	**219,034**	**180,686**
Total Program Funding	**421,935**	**480,607**	**442,259**
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 (goal is to interview 99% of the felony arrestees booked into the jail and provide a written report to the court at the time of the scheduled initial appearance)
- Provide assurance to the court that conditions of release are being fulfilled by defendants supervised by this department (goal is for eighty-five percent of the defendants released into the custody of Pretrial Services to successfully complete the pretrial release period without incurring pretrial misconduct)
- Maintain an automated data system that captures relevant information pertaining to defendants and their cases, as well as information on staff workload measurements
- Release 50% of the JP misdemeanor arrests eligible for post-booking release
- Ensure 80% of those defendants released by Pretrial Services make their next scheduled court appearance
- Submit written reports to the court at 100% of the hearings to modify conditions of release when notice of such hearings was received
- Reduce the rate of bench warrants issued from the arraignment hearing by half of the prior warrant issue rate of 13.7%

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Felony defendants presented at the jail	9,302	9,300	9,532
Felony defendants interviewed & report prepared	99.7%	99.7%	99.7%
JP misdemeanor eligible for post-booking release	5,533	5,962	6,206
% of eligible defendants released	55%	52%	53%
Appearance rate	84%	76%	80%
Release modification hearings where notice was received	1,420	860	881
Reports submitted	100%	100%	100%
Defendants supervised	2,638	2,600	2,600
Defendants without pretrial misconduct	82%	84%	85%
Arraignments scheduled	7,093	7,068	7,244
Cases where bench warrants issued	6.6%	6.5%	6.5%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,959,077	2,191,808	2,142,254
SUPPLIES AND SERVICES	82,607	66,046	80,528
Total Program Expenditures	**2,041,684**	**2,257,854**	**2,222,782**

Program Summary

Department: SUPERIOR COURT
Program: PRETRIAL SERVICES

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	**2,041,671**	**2,257,854**	**2,222,782**
Total Program Funding	**2,041,684**	**2,257,854**	**2,222,782**
Program Staffing (FTEs)	**40.3**	**40.3**	**40.3**

This page intentionally left blank.

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	70,529,493			70,529,493
INSTITUTIONAL HEALTH	12,285,750			12,285,750
KINO - UPI	25,000,000			25,000,000
TOTAL INSTITUTIONAL HEALTH	107,815,243			107,815,243
PIMA HEALTH SYSTEM & SERVICES				
AMBULATORY PROGRAM			104,200,546	104,200,546
CLAIMS PROCESSING SERVICES			257,182	257,182
COMMUNITY SERVICES SYSTEM			5,625,539	5,625,539
LONG TERM CARE PROGRAM			168,877,560	168,877,560
TOTAL PIMA HEALTH SYSTEM & SERVICES			278,960,827	278,960,827
PUBLIC HEALTH				
ADMINISTRATIVE SERVICES		821,500		821,500
COMMUNITY HEALTH & DIETETIC SERVICES		3,818,745		3,818,745
CONSUMER HEALTH & FOOD SAFETY		1,905,082		1,905,082
DIRECTOR'S OFFICE		89,877		89,877
DISEASE CONTROL		4,934,425		4,934,425
EMERGENCY MGT/HOMELAND SECURITY		799,173		799,173
FAMILY PLANNING		1,484,246		1,484,246
MOBILE SERVICES		128,623		128,623
ONE PERCENT FOR YOUTH		100,000		100,000
PIMA ANIMAL CARE CENTER		4,833,917		4,833,917
PUBLIC HEALTH NURSING		4,406,717		4,406,717
TOBACCO PREVENTION & CONTROL		2,365,023		2,365,023
VITAL REGISTRATION		492,607		492,607
TOTAL PUBLIC HEALTH		26,179,935		26,179,935
TOTAL MEDICAL SERVICES	**107,815,243**	**26,179,935**	**278,960,827**	**412,956,005**

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
KINO - UPI	72,054			72,054
TOTAL INSTITUTIONAL HEALTH	141,819			141,819
PIMA HEALTH SYSTEM & SERVICES				
AMBULATORY PROGRAM			106,944,913	106,944,913
CLAIMS PROCESSING SERVICES			257,182	257,182
COMMUNITY SERVICES SYSTEM			4,722,077	4,722,077
LONG TERM CARE PROGRAM			170,487,505	170,487,505
TOTAL PIMA HEALTH SYSTEM & SERVICES			282,411,677	282,411,677
PUBLIC HEALTH				
COMMUNITY HEALTH & DIETETIC SERVICES		2,675,400		2,675,400
CONSUMER HEALTH & FOOD SAFETY		1,132,830		1,132,830
DISEASE CONTROL		2,918,323		2,918,323
EMERGENCY MGT/HOMELAND SECURITY		338,242		338,242
FAMILY PLANNING		974,801		974,801
MOBILE SERVICES		5,000		5,000
PIMA ANIMAL CARE CENTER		3,257,841		3,257,841
PUBLIC HEALTH NURSING		1,228,444		1,228,444
TOBACCO PREVENTION & CONTROL		2,244,950		2,244,950
VITAL REGISTRATION		923,500		923,500
TOTAL PUBLIC HEALTH		15,699,331		15,699,331
TOTAL MEDICAL SERVICES	**141,819**	**15,699,331**	**282,411,677**	**298,252,827**

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
MEDICAL SERVICES	
INSTITUTIONAL HEALTH	
HEALTH CARE FINANCING	24.0
INSTITUTIONAL HEALTH	3.0
TOTAL INSTITUTIONAL HEALTH	27.0
PIMA HEALTH SYSTEM & SERVICES	
ADMINISTRATION	112.3
AMBULATORY PROGRAM	29.5
COMMUNITY SERVICES SYSTEM	8.8
HEALTH MANAGEMENT	56.8
LONG TERM CARE PROGRAM	785.0
TOTAL PIMA HEALTH SYSTEM & SERVICES	992.4
PUBLIC HEALTH	
ADMINISTRATIVE SERVICES	25.1
COMMUNITY HEALTH & DIETETIC SERVICES	69.6
CONSUMER HEALTH & FOOD SAFETY	32.2
DIRECTOR'S OFFICE	4.2
DISEASE CONTROL	56.3
EMERGENCY MGT/HOMELAND SECURITY	8.0
FAMILY PLANNING	18.7
MOBILE SERVICES	2.5
PIMA ANIMAL CARE CENTER	77.6
PUBLIC HEALTH NURSING	62.6
TOBACCO PREVENTION & CONTROL	7.3
VITAL REGISTRATION	11.0
TOTAL PUBLIC HEALTH	375.1
TOTAL MEDICAL SERVICES	1,394.5

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

This page intentionally left blank.

Institutional Health

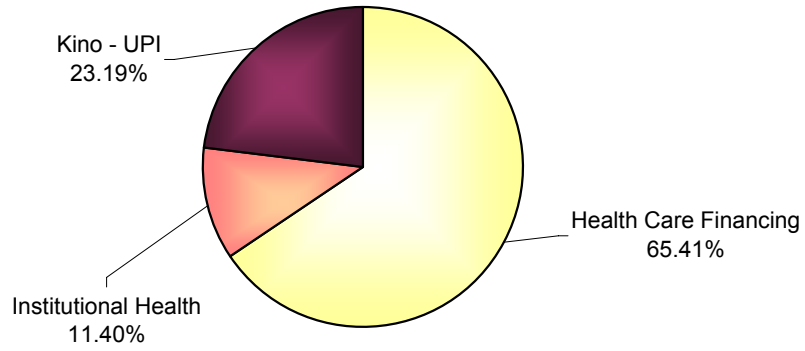
Expenditures: 107,815,243 **Revenues:** 141,819

FTEs 27.0

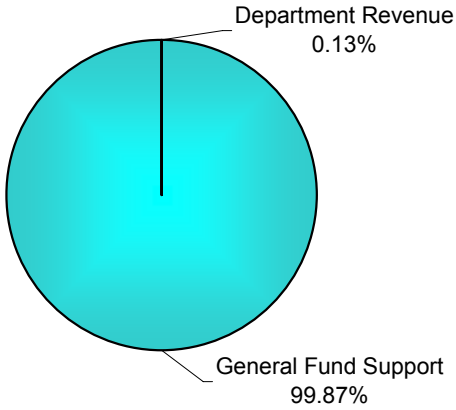
Function Statement: Oversee the health care services provided to the populations at the County's Adult and Juvenile detention centers by monitoring the performance of health care providers under contract to provide such services, ensuring the provision of quality health care and the reduction of County 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; ARS Title 36, Chapter 5: Mental Health Services

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: INSTITUTIONAL HEALTH

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
HEALTH CARE FINANCING	69,150,262	68,275,025	70,529,493
INSTITUTIONAL HEALTH	13,568,824	15,579,039	12,285,750
KINO - UPI	19,791,667	14,791,667	25,000,000
Total Expenditures	**102,510,753**	**98,645,731**	**107,815,243**
Funding by Source			
Revenues			
HEALTH CARE FINANCING	15,121	0	0
INSTITUTIONAL HEALTH	1,098,504	569,765	69,765
KINO - UPI	0	0	72,054
Total Revenues	**1,113,625**	**569,765**	**141,819**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**101,397,128**	**98,075,966**	**107,673,424**
Total Program Funding	**102,510,753**	**98,645,731**	**107,815,243**
Staffing (FTEs) by Program			
HEALTH CARE FINANCING	16.0	24.0	24.0
INSTITUTIONAL HEALTH	2.0	3.0	3.0
Total Staffing (FTEs)	**18.0**	**27.0**	**27.0**

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 $14,951,800 to the Arizona Health Care Cost Containment System (AHCCCS) Acute Care and $40,971,900 to the Arizona Long Term Care System (ALTCS) programs, as well as $2,248,900 in additional contributions resulting from the October, 2001 implementation of Proposition 204. Contract for and fund $10,563,474 for the County's mandated responsibilities for mental health services. (Note: These four items do not exactly add to the $68,937,919 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 to screen out inappropriate claims, seek other payer sources, and exclude payment for ineligible patients

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Mandated payments to state health programs paid timely	yes	yes	yes
All petition claims reviewed (prepayment) for validity and other potential payers	n/a	n/a	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,464,447	1,578,410	1,580,374
SUPPLIES AND SERVICES	67,678,171	66,694,915	68,937,919
CAPITAL OUTLAY	7,644	1,700	11,200
Total Program Expenditures	**69,150,262**	**68,275,025**	**70,529,493**
Program Funding by Source			
Revenues			
MISCELLANEOUS	15,121	0	0
Operating Revenue Sub-Total	**15,121**	**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	**69,135,141**	**68,275,025**	**70,529,493**
Total Program Funding	**69,150,262**	**68,275,025**	**70,529,493**
Program Staffing (FTEs)	**16.0**	**24.0**	**24.0**

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 analyses 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

- Monitor and audit correctional health care vendor performance, program expenditures, and effectiveness to ensure fulfillment of health care mandates and prudent use of taxpayer dollars
- 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 services previously funded by the County
- Oversee the County's mandated function to fund forensic examinations for evidence gathering in instances of reported sexual assault

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Monthly audits on staffing levels pursuant to correctional health contract terms	12	12	12
Contract performance indicators are identified and audited monthly pursuant to contract	yes	yes	yes
Liquidated damages and offsets assessed as indicated in contract terms	100%	100%	100%
Forensic examinations are performed and funded as ordered by law enforcement	yes	yes	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	274,871	275,020	381,326
SUPPLIES AND SERVICES	13,293,953	15,304,019	11,904,424
Total Program Expenditures	**13,568,824**	**15,579,039**	**12,285,750**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	250,000	0	0
MISCELLANEOUS	259,063	69,765	69,765
Operating Revenue Sub-Total	**509,063**	**69,765**	**69,765**
INTERGOVERNMENTAL	589,441	500,000	0
Grant Revenue Sub-Total	**589,441**	**500,000**	**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	**12,470,320**	**15,009,274**	**12,215,985**
Total Program Funding	**13,568,824**	**15,579,039**	**12,285,750**
Program Staffing (FTEs)	**2.0**	**3.0**	**3.0**

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 Healthcare Hospital at Kino (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
- Ensure that County funding is at an appropriate level to continue operation of the hospital under the terms approved by the Board of Supervisors
- Monitor hospital services available pursuant to terms of the lease to ensure the availability of a range of hospital services on Tucson's south side

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Contractor submits financial and narrative reports on a timely basis per lease agreement	yes	yes	yes
Payments to and collections from contractor are made on a timely basis	100%	100%	100%
Funding is at an appropriate level for the continued operation of the hospital	yes	yes	yes
Established hospital lines of business remain in place and viable	yes	yes	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	19,791,667	14,791,667	25,000,000
Total Program Expenditures	**19,791,667**	**14,791,667**	**25,000,000**
Program Funding by Source			
Revenues			
INTEREST	0	0	72,054
Operating Revenue Sub-Total	**0**	**0**	**72,054**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**19,791,667**	**14,791,667**	**24,927,946**
Total Program Funding	**19,791,667**	**14,791,667**	**25,000,000**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

This page intentionally left blank.

Pima Health System & Services

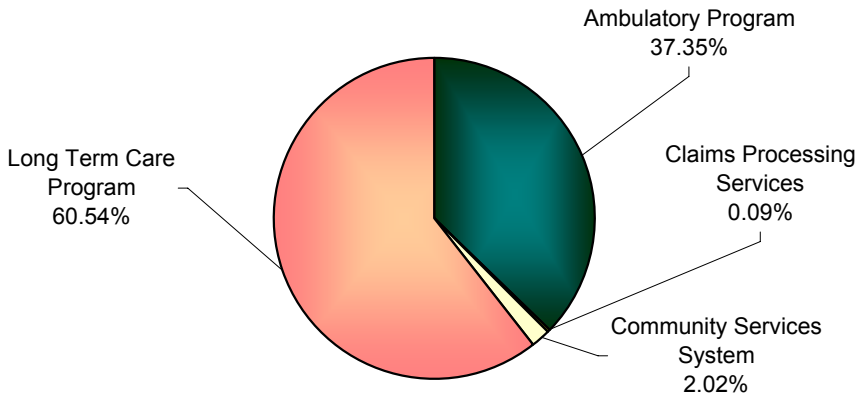
Expenditures: 278,960,827 **Revenues:** 282,411,677

FTEs 992.4

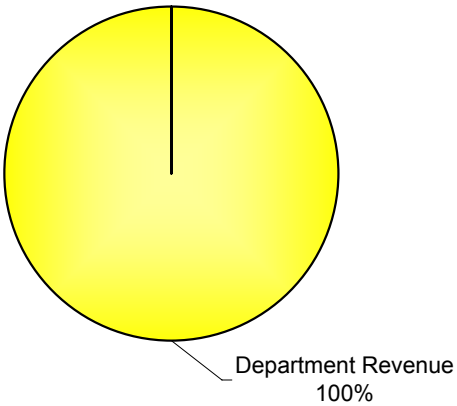
Function Statement: Operate an acute/ambulatory health plan for the Arizona Health Care Cost Containment System (AHCCCS) and administer a long term care program for the Arizona Long Term Care System (ALTCS).

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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ADMINISTRATION	(3,631,044)	0	0
AMBULATORY PROGRAM	101,625,178	101,368,476	104,200,546
CLAIMS PROCESSING SERVICES	97,718	257,182	257,182
COMMUNITY SERVICES SYSTEM	5,099,304	4,997,442	5,625,539
HEALTH MANAGEMENT	3,046,731	0	0
LONG TERM CARE PROGRAM	150,127,541	155,143,720	168,877,560
Total Expenditures	**256,365,428**	**261,766,820**	**278,960,827**
Funding by Source			
Revenues			
ADMINISTRATION	535,344	0	0
AMBULATORY PROGRAM	101,832,331	103,083,625	106,944,913
CLAIMS PROCESSING SERVICES	97,718	257,182	257,182
COMMUNITY SERVICES SYSTEM	4,467,880	4,308,130	4,722,077
LONG TERM CARE PROGRAM	153,395,986	156,370,285	170,487,505
Total Revenues	**260,329,259**	**264,019,222**	**282,411,677**
Net Operating Transfers In/(Out)	**0**	**(1,200,000)**	**(1,655,000)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(3,963,831)**	**(1,052,402)**	**(1,795,850)**
Total Program Funding	**256,365,428**	**261,766,820**	**278,960,827**
Staffing (FTEs) by Program			
ADMINISTRATION	87.6	96.7	112.3
AMBULATORY PROGRAM	26.8	26.8	29.5
COMMUNITY SERVICES SYSTEM	8.3	7.8	8.8
HEALTH MANAGEMENT	50.6	51.9	56.8
LONG TERM CARE PROGRAM	766.7	785.1	785.0
Total Staffing (FTEs)	**940.0**	**968.3**	**992.4**

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, 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 2006/07 and FY 2007/08 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Vital written materials translated	100%	100%	100%
Full compliance with Cultural Competency Program	yes	yes	yes
Full compliance with Corporate Compliance/ Grievance Program	yes	yes	yes
Current funding maintained w/no Gen Fund Support	yes	yes	yes
Accounts Payable & Procurement meet all requirements	yes	yes	yes
Claims paid within 30 days	90%	90%	90%
Claims paid within 90 days	99%	99%	99%
Network Development Plan accepted by AHCCCS	n/a	n/a	yes
Submit quarterly reports within 60 days of qtr end	yes	yes	yes
Annual financial audit with no internal control issues	yes	yes	yes
Unscheduled database server downtime per month	4 hours	1 hour	1 hour
Unscheduled system & application server downtime per yr	2 hours	4 hours	4 hours
Response rate to provider satisfaction survey	n/a	n/a	40%
PCP appointments scheduled within 21 days	98%	98%	98%
Days to schedule specialist appointments	within 45 days	within 45 days	within 45 days

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	(6,784,125)	0	0
SUPPLIES AND SERVICES	3,153,081	0	0
Total Program Expenditures	**(3,631,044)**	**0**	**0**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	535,344	0	0
Operating Revenue Sub-Total	**535,344**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(4,166,388)**	**0**	**0**
Total Program Funding	**(3,631,044)**	**0**	**0**
Program Staffing (FTEs)	**87.6**	**96.7**	**112.3**

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 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
- Prepare bid for the new Ambulatory contract and receive award of contract that will take effect in October 2008

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Medical expense as a percent of operating revenue	94%	94%	91%
Administrative expense as a percent of operating revenue	5%	6%	8%
Enrolled membership at year end	29,048	28,521	28,749
Ambulatory contract awarded	n/a	n/a	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	4,744,121	3,107,052	3,722,384
SUPPLIES AND SERVICES	96,881,057	98,261,424	100,478,162
Total Program Expenditures	**101,625,178**	**101,368,476**	**104,200,546**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	100,924,142	102,392,734	106,359,781
INTEREST	908,189	690,891	585,132
Operating Revenue Sub-Total	**101,832,331**	**103,083,625**	**106,944,913**
Net Operating Transfers In/(Out)	**0**	**(1,200,000)**	**(1,655,000)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(207,153)**	**(515,149)**	**(1,089,367)**
Total Program Funding	**101,625,178**	**101,368,476**	**104,200,546**
Program Staffing (FTEs)	**26.8**	**26.8**	**29.5**

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 claims processing/payment functions.

Description of Services

Use Pima Health System claims and financial personnel to ensure timely payment of medical claims. (Note: There are no FTEs assigned to this program. Personal services costs shown below are reimbursements for PHS claims and financial personnel.)

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	76,300	146,952	146,952
SUPPLIES AND SERVICES	21,418	110,230	110,230
Total Program Expenditures	**97,718**	**257,182**	**257,182**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	97,718	257,182	257,182
Operating Revenue Sub-Total	**97,718**	**257,182**	**257,182**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
Total Program Funding	**97,718**	**257,182**	**257,182**
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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Clients served	2,534	2,700	2,700
Average case levels maintained by case mgrs	77%	80%	80%
Housekeeping allocation utilized	95%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	497,069	473,929	618,373
SUPPLIES AND SERVICES	4,602,235	4,523,513	5,007,166
Total Program Expenditures	**5,099,304**	**4,997,442**	**5,625,539**
Program Funding by Source			
Revenues			
MISCELLANEOUS	0	300	200
Operating Revenue Sub-Total	**0**	**300**	**200**
INTERGOVERNMENTAL	4,467,880	4,307,830	4,721,877
Grant Revenue Sub-Total	**4,467,880**	**4,307,830**	**4,721,877**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**631,424**	**689,312**	**903,462**
Total Program Funding	**5,099,304**	**4,997,442**	**5,625,539**
Program Staffing (FTEs)	**8.3**	**7.8**	**8.8**

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), practitioner credentialing, fraud/abuse monitoring, concern investigations and concurrent review. (Note: The FY 2006/07 and FY 2007/08 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Medical Director reviews/signs all denied prior authorizations	yes	yes	yes
Days to review all non-formulary requests	7	7	7
1st trimester pregnant members administered prenatal care	60%	70%	61%
EPSDT well-child visits completed	81%	81%	82%
Adult women members receiving mammography screening	49%	52%	55%
All contracted 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 authorization issues resolved within 28 days	yes	yes	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	3,046,731	0	0
Total Program Expenditures	**3,046,731**	**0**	**0**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**3,046,731**	**0**	**0**
Total Program Funding	**3,046,731**	**0**	**0**
Program Staffing (FTEs)	**50.6**	**51.9**	**56.8**

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 (PDS), the Behavioral Health (BH) team, and the Attendant Care Worker (ACW) program 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
- Maintain current membership, thereby allowing PHS to make a positive impact on the health of qualified residents of both Pima and Santa Cruz counties

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Medical expense as a % of operating revenue	88%	90%	91%
Administrative expense as a % of operating revenue	5%	6%	8%
Enrolled membership at year end	3,918	3,987	4,106
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%
ACW "Service Hour" gaps as a % of total svc. hours	n/a	<1%	<1%
ACW "Service Gap" occurences as a % of total client days	n/a	<1%	<1%
ACW adverse outcomes to clients as a result of service gaps	n/a	0	0
Annual evaluation of behavioral health providers	yes	yes	yes
Avail. behavioral hlth svcs fully AHCCCS compliant	yes	yes	yes
Well-child EPSDT screened for behavioral needs	75%	75%	75%
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 BH licensure w/positive ADHS & Medicare reviews	yes	yes	yes
Maintain PDS licensure w/positive ADHS & Medicare reviews	yes	yes	yes
Maintain good standing with Medicaid/Medicare program requirements	yes	yes	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	22,692,703	34,565,564	36,610,739
SUPPLIES AND SERVICES	127,434,838	120,578,156	132,266,821
Total Program Expenditures	**150,127,541**	**155,143,720**	**168,877,560**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	152,807,105	155,988,443	170,198,321
INTEREST	555,975	361,842	259,957
MISCELLANEOUS	32,906	20,000	29,227
Operating Revenue Sub-Total	**153,395,986**	**156,370,285**	**170,487,505**

Program Summary

Department: PIMA HEALTH SYSTEM & SERVICES
Program: LONG TERM CARE PROGRAM

Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(3,268,445)	(1,226,565)	(1,609,945)
Total Program Funding	150,127,541	155,143,720	168,877,560
Program Staffing (FTEs)	766.7	785.1	785.0

This page intentionally left blank.

Public Health

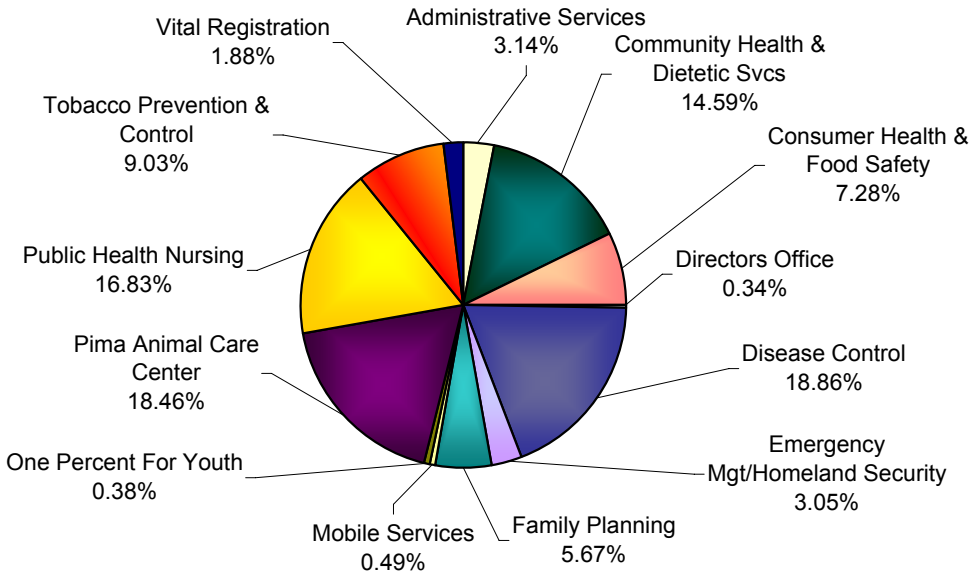
Expenditures: 26,179,935 **Revenues:** 15,699,331

FTEs 375.1

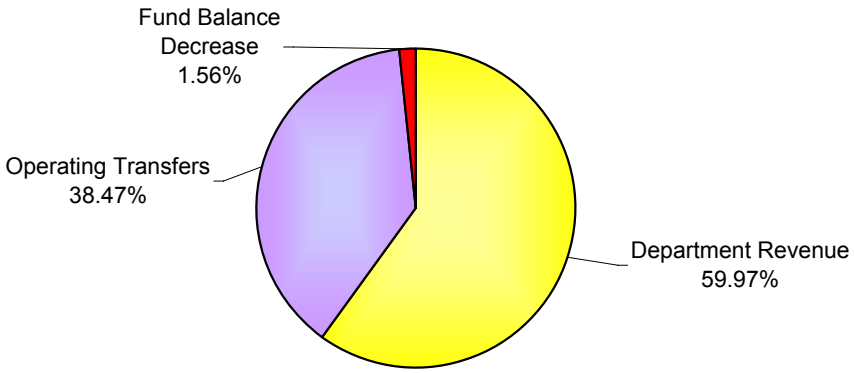
Function Statement: Monitor the County's health by conducting and coordinating a balanced program of primary, secondary, and tertiary prevention aimed at health promotion, disease prevention, and prompt medical treatment. Provide animal control and emergency management services.

Mandates: ARS Title 11, Chapter 7: Intergovernmental Operations, Article 6: Animal Control; ARS Title 26, Chapter 2: Emergency Management; ARS Title 36, Chapter 1: State and Local Boards and Departments of Health, Chapter 3: Vital Records and Public Health Statistics, and Chapter 6: Public Health Control; 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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ADMINISTRATIVE SERVICES	425,960	679,011	821,500
COMMUNITY HEALTH & DIETETIC SERVICES	3,433,838	4,110,377	3,818,745
CONSUMER HEALTH & FOOD SAFETY	1,472,330	1,472,931	1,905,082
DIRECTOR'S OFFICE	168,485	67,488	89,877
DISEASE CONTROL	4,110,649	4,302,085	4,934,425
EMERGENCY MGT/HOMELAND SECURITY	1,197,930	913,812	799,173
FAMILY PLANNING	1,709,499	1,930,389	1,484,246
MOBILE SERVICES	147,727	101,610	128,623
ONE PERCENT FOR YOUTH	80,500	100,000	100,000
PIMA ANIMAL CARE CENTER	4,403,711	4,710,867	4,833,917
PUBLIC HEALTH NURSING	4,841,648	4,669,955	4,406,717
TOBACCO PREVENTION & CONTROL	1,501,430	1,778,368	2,365,023
VITAL REGISTRATION	444,724	464,416	492,607
Total Expenditures	**23,938,431**	**25,301,309**	**26,179,935**
Funding by Source			
Revenues			
ADMINISTRATIVE SERVICES	(19)	0	0
COMMUNITY HEALTH & DIETETIC SERVICES	2,574,919	2,947,753	2,675,400
CONSUMER HEALTH & FOOD SAFETY	1,041,872	1,132,830	1,132,830
DIRECTOR'S OFFICE	196,478	0	0
DISEASE CONTROL	2,876,684	2,758,684	2,918,323
EMERGENCY MGT/HOMELAND SECURITY	707,562	647,491	338,242
FAMILY PLANNING	960,671	945,041	974,801
MOBILE SERVICES	643	0	5,000
ONE PERCENT FOR YOUTH	500	0	0
PIMA ANIMAL CARE CENTER	3,479,474	3,157,841	3,257,841
PUBLIC HEALTH NURSING	1,875,482	1,257,327	1,228,444
TOBACCO PREVENTION & CONTROL	1,501,263	1,778,368	2,244,950
VITAL REGISTRATION	851,743	915,160	923,500
Total Revenues	**16,067,272**	**15,540,495**	**15,699,331**
Net Operating Transfers In/(Out)	**8,782,212**	**9,515,376**	**10,072,307**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(911,053)**	**245,438**	**408,297**
Total Program Funding	**23,938,431**	**25,301,309**	**26,179,935**
Staffing (FTEs) by Program			
ADMINISTRATIVE SERVICES	23.2	22.3	25.1
COMMUNITY HEALTH & DIETETIC SERVICES	73.5	76.0	69.6
CONSUMER HEALTH & FOOD SAFETY	27.3	26.8	32.2
DIRECTOR'S OFFICE	4.2	4.2	4.2
DISEASE CONTROL	45.7	49.7	56.3

Department Summary by Program

Department: PUBLIC HEALTH

EMERGENCY MGT/HOMELAND SECURITY	9.4	8.9	8.0
FAMILY PLANNING	23.7	23.7	18.7
MOBILE SERVICES	1.7	1.5	2.5
PIMA ANIMAL CARE CENTER	69.5	75.0	77.6
PUBLIC HEALTH NURSING	66.0	64.4	62.6
TOBACCO PREVENTION & CONTROL	5.2	5.8	7.3
VITAL REGISTRATION	9.0	10.2	11.0
Total Staffing (FTEs)	**358.4**	**368.5**	**375.1**

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, vital records, and youth services.

Program Goals and Objectives

- Provide all health department programs with efficient support services to enhance the delivery of services rendered to the residents of Pima County

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Contracts managed	181	161	165
Personnel managed	358	368	375
Facilities managed	24	24	24

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	112,836	198,377	373,734
SUPPLIES AND SERVICES	266,451	412,834	379,966
CAPITAL OUTLAY	46,673	67,800	67,800
Total Program Expenditures	**425,960**	**679,011**	**821,500**
Program Funding by Source			
Revenues			
MISCELLANEOUS	(19)	0	0
Operating Revenue Sub-Total	**(19)**	**0**	**0**
Net Operating Transfers In/(Out)	**450,393**	**632,719**	**766,757**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(24,414)**	**46,292**	**54,743**
Total Program Funding	**425,960**	**679,011**	**821,500**
Program Staffing (FTEs)	**23.2**	**22.3**	**25.1**

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, quality and appropriate nutrition education, breastfeeding education, folate education, and referrals to other health and social services as an adjunct to good health care during critical times of growth and development in order to prevent health problems and to improve the health status of eligible women, infants, children and seniors.

Description of Services

Screen, determine eligibility, (by income, category, nutrition risk, and residence) and enroll low income clients in the Commodity Supplemental Food Program (CSFP/FOOD Plus), AZ Farmer's Market Nutrition Program (AZFMNP), Special Supplemental Nutrition Program for Women, Infants & Children (WIC), and/or Folate Program. Assess health risks including growth monitoring and anemia. Provide clients with appropriate general health, nutrition, breastfeeding, high risk, and other education and information as applicable. Provide folate program education and multivitamin distribution to women of childbearing age to reduce the risk of neurotube birth defects.

Program Goals and Objectives

- Distribute AZFMNP 12 month coupon booklets to a minimum of 3,000 low income individuals
- Complete at least 55,000 certifications of low income women, infants, children, and seniors for WIC and CSFP benefits
- Provide a minimum of 100,000 health and nutrition education interventions to WIC and CFSP clients
- Provide at least 180,000 WIC food packages, redeemed through local grocery stores for $9 million to low income women, infants, and children
- Provide folate program education, intervention, and multivitamin distribution to no less than 4,000 limited income women in their childbearing years

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
AZ Farmer's Market coupon booklets issued	3,273	3,000	3,000
CSFP food packages issued	55,960	55,000	55,000
Folate program participants	3,149	4,000	4,000
Nutrition education interventions	82,548	100,000	100,000
WIC food packages issued	173,690	180,000	180,000

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	2,588,554	3,286,451	3,214,398
SUPPLIES AND SERVICES	842,887	802,726	596,347
CAPITAL OUTLAY	2,397	21,200	8,000
Total Program Expenditures	**3,433,838**	**4,110,377**	**3,818,745**
Program Funding by Source			
Revenues			
MISCELLANEOUS	523	0	0
Operating Revenue Sub-Total	**523**	**0**	**0**
INTERGOVERNMENTAL	2,534,159	2,907,753	2,635,400
MISCELLANEOUS	40,237	40,000	40,000
Grant Revenue Sub-Total	**2,574,396**	**2,947,753**	**2,675,400**
Net Operating Transfers In/(Out)	**908,322**	**1,083,361**	**1,067,155**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(49,403)**	**79,263**	**76,190**
Total Program Funding	**3,433,838**	**4,110,377**	**3,818,745**
Program Staffing (FTEs)	**73.5**	**76.0**	**69.6**

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 and spas, motels, hotels, and mobile home/RV parks. Address and resolve public health nuisances as defined by Arizona Revised Statutes 36-601.

Program Goals and Objectives

- Comply with all mandated functions and duties delegated in agreement with Arizona Department of Health Services (ADHS)
- Ensure the compliance of regulated facilities and the prevention or elimination of public health nuisances as defined by Arizona Revised Statutes 36-601

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Food service inspections completed	6,457	8,784	9,662
Swimming pool inspections completed	4,183	5,000	5,000
Housing inspections completed	552	655	660
Plan reviews (food, housing, and pools)	188	400	425
Certifications issued (food and pools)	1,489	2,233	2,791
Public nuisance complaints investigated	741	2,223	2,779

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,335,874	1,310,234	1,585,381
SUPPLIES AND SERVICES	136,456	162,697	281,056
CAPITAL OUTLAY	0	0	38,645
Total Program Expenditures	**1,472,330**	**1,472,931**	**1,905,082**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	1,033,088	1,132,830	1,132,830
CHARGES FOR SERVICES	8,140	0	0
MISCELLANEOUS	644	0	0
Operating Revenue Sub-Total	**1,041,872**	**1,132,830**	**1,132,830**
Net Operating Transfers In/(Out)	**455,128**	**316,914**	**720,791**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(24,670)**	**23,187**	**51,461**
Total Program Funding	**1,472,330**	**1,472,931**	**1,905,082**
Program Staffing (FTEs)	**27.3**	**26.8**	**32.2**

Supplemental Packages Approved

Supplemental Package B - West Nile Response - is associated with this program. Funding of this package provides $134,270 for personal services, $127,164 for supplies and services, and $36,145 for capital for the detection and mitigation of disease outbreaks from the West Nile virus. Data presented on this page includes $297,579 in expenditures.

Program Summary

Department: PUBLIC HEALTH
Program: DIRECTOR'S OFFICE

Function

Ensure compliance and provision of statutorily mandated services and programs. Ensure compliance and provision of all Board of Supervisors mandated services and policies. Enforce laws and/or ordinances enacted or adopted by the respective jurisdictions relating to public health. Administer and coordinate all County public health services. Set department policy and operational goals and objectives. Serve as secretary for the Pima County Board of Health as mandated by ARS 36-186.

Description of Services

Administratively and fiscally responsible for 375.1 FTEs and $26,179,935 budget. Public health services provided include but are not limited to Disease Control and Reporting, Family Planning, HIV/AIDS counseling and testing, Community Nutrition and Dietetic Services, Immunizations, Tuberculosis Control, Public Health Nursing, Animal Control, Consumer Heath and Food Safety, and Emergency Management and Homeland Security. Respond to inquiries and requests from members and staff of the Board of Supervisors, County and Deputy County Administrators, and the public.

Program Goals and Objectives

- Help the residents of Pima County achieve and maintain an optimal level of wellness
- Exercise a leadership role in protecting health, preventing disease, and promoting community well-being through adoption of core public health functions and national standards
- Encourage an active network of public health and safety professionals and community-based organizations
- Systematically collect, assemble, analyze, and distribute information on health of the community
- Ensure that quality services, including personal health services needed for the protection of public health in the community, are available and accessible to all persons

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Programs directed	13	13	13
Program service sites	26	26	26
Grants managed	36	33	31
Public Health expenditures per capita	$25.00	$25.79	$26.08
General Fund subsidy per capita	$9.17	$9.70	$10.03

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	(72,964)	(14,687)	7,702
SUPPLIES AND SERVICES	240,096	82,175	82,175
CAPITAL OUTLAY	1,353	0	0
Total Program Expenditures	**168,485**	**67,488**	**89,877**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	16,068	0	0
MISCELLANEOUS	180,410	0	0
Operating Revenue Sub-Total	**196,478**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**62,887**	**83,888**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(27,993)**	**4,601**	**5,989**
Total Program Funding	**168,485**	**67,488**	**89,877**
Program Staffing (FTEs)	**4.2**	**4.2**	**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, diagnosis, and treatment.

Description of Services

Provide medical consultation and direction to Pima County Health Department (PCHD) clinical and disease control programs and activities and staff PCHD clinical programs. Provide medical consultation to community medical providers concerning infectious diseases with potential for public health impact and emergency response activities that have a public health significance or component. Develop and implement standing orders and community disease control measures. Oversee PCHD compliance with relevant regulatory and statutory requirements and PCHD medical laboratory activities.

Program Goals and Objectives

- Conduct Disease Control activities relating to priority cases under the direction of a physician, based on surveillance and investigation findings
- Ensure standing orders are up to date and accurate
- Develop protocols for clinical and disease control programs in conjunction with medical consultation
- Oversee compliance of all PCHD programs with state and federal regulations

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Priority cases conducted under direction of physician	n/a	100%	100%
Standing orders updated/reviewed within past year	n/a	100%	100%
Protocols in clinical and disease control programs reviewed within past year	n/a	100%	100%
Compliance inspections and audits with no major deficiencies or fines	n/a	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	2,448,209	2,817,234	3,558,480
SUPPLIES AND SERVICES	1,300,688	1,454,151	1,345,745
CAPITAL OUTLAY	361,752	30,700	30,200
Total Program Expenditures	**4,110,649**	**4,302,085**	**4,934,425**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	225	0	0
CHARGES FOR SERVICES	95,359	137,000	140,000
MISCELLANEOUS	3,971	0	0
Operating Revenue Sub-Total	**99,555**	**137,000**	**140,000**
INTERGOVERNMENTAL	2,770,216	2,616,684	2,778,323
MISCELLANEOUS	6,913	5,000	0
Grant Revenue Sub-Total	**2,777,129**	**2,621,684**	**2,778,323**
Net Operating Transfers In/(Out)	**1,309,269**	**1,438,178**	**1,875,088**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(75,304)**	**105,223**	**141,014**
Total Program Funding	**4,110,649**	**4,302,085**	**4,934,425**
Program Staffing (FTEs)	**45.7**	**49.7**	**56.3**

Supplemental Packages Approved

Supplemental Package D - Disease Control Intervention - is associated with this program. Funding for this package provides $34,250 for personal services, $3,398 for supplies and services, and $1,200 for capital for one additional Communicable Disease Investigator. Data presented on this page includes $38,848 in 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 and prevention, protection, responding 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. Comply with Homeland Security Presidential Directives, National Incident Management System (NIMS) and National Response Plan (NRP), National Infrastructure Protection Plan (NIPP), and National Preparedness Goals and Guidance.

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
- Participate, upon request, in local organization and jurisdiction, federal agency, and Arizona State Division of Emergency Management emergency response exercises
- Provide emergency response and management training opportunities to agency and municipality trainers
- Provide an appropriate measured emergency response to include opening and making operational the Emergency Operations Center within one (1) hour of notification by the Board of Supervisors or the County Administrator, by municipality within Pima County, or by an emergency response agency within Pima County

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Exercises conducted	40	30	30
Community Emergency Response Team (CERT) classes	14	33	15
Citizens trained in CERT	283	350	350
Business presentations	28	25	25
Civic presentations	32	25	25
Neighborhood presentations	3	75	25
Schools receiving consultation/training	25	30	30
Events for community planning and preparedness activities and exercises	136	140	140

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	641,061	564,985	548,818
SUPPLIES AND SERVICES	324,115	264,349	250,355
CAPITAL OUTLAY	232,754	84,478	0
Total Program Expenditures	**1,197,930**	**913,812**	**799,173**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	156,890	116,000	0
MISCELLANEOUS	13	0	0
Operating Revenue Sub-Total	**156,903**	**116,000**	**0**
INTERGOVERNMENTAL	550,659	531,491	338,242
Grant Revenue Sub-Total	**550,659**	**531,491**	**338,242**

Program Summary

Department: PUBLIC HEALTH
Program: EMERGENCY MGT/HOMELAND SECURITY

Net Operating Transfers In/(Out)	518,472	248,164	430,216
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(28,104)	18,157	30,715
Total Program Funding	1,197,930	913,812	799,173
Program Staffing (FTEs)	9.4	8.9	8.0

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 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 other medical care needs of clients.

Program Goals and Objectives

- Provide family planning clinic services to at least 7,300 clients
- Provide a minimum of 800 colposcopy clinic encounters
- Provide family planning education to at least 2,500 individuals in the community
- Continue to expand services, targeting teens, by providing family planning services to Kino Teen Center, the Mobile Clinic, Project Contact, and the Juvenile Detention Center

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Family Planning unduplicated clients served	5,855	7,250	7,300
Colposcopy clinic encounters	804	800	800
Family Planning clinic encounters	10,727	13,000	13,500
Family Planning education encounters	n/a	2,500	2,500

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,258,142	1,401,369	1,017,709
SUPPLIES AND SERVICES	448,991	529,020	466,537
CAPITAL OUTLAY	2,366	0	0
Total Program Expenditures	**1,709,499**	**1,930,389**	**1,484,246**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	117,189	120,000	125,000
MISCELLANEOUS	2,161	0	0
Operating Revenue Sub-Total	**119,350**	**120,000**	**125,000**
INTERGOVERNMENTAL	839,082	825,041	849,801
MISCELLANEOUS	2,239	0	0
Grant Revenue Sub-Total	**841,321**	**825,041**	**849,801**
Net Operating Transfers In/(Out)	**791,745**	**918,171**	**475,497**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(42,917)**	**67,177**	**33,948**
Total Program Funding	**1,709,499**	**1,930,389**	**1,484,246**
Program Staffing (FTEs)	**23.7**	**23.7**	**18.7**

Program Summary

Department: PUBLIC HEALTH
Program: MOBILE SERVICES

Function

Maintain and operate a mobile health clinic for use in providing health services in designated sites. Maintain an education van for use in providing education and screening 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 sites and during scheduled events.

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Number of times health vehicle used	252	250	250
Number of times education van used	156	155	155

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	102,443	69,824	99,283
SUPPLIES AND SERVICES	30,111	31,786	29,340
CAPITAL OUTLAY	15,173	0	0
Total Program Expenditures	**147,727**	**101,610**	**128,623**
Program Funding by Source			
Revenues			
MISCELLANEOUS	643	0	5,000
Operating Revenue Sub-Total	**643**	**0**	**5,000**
Net Operating Transfers In/(Out)	**155,514**	**94,683**	**115,385**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(8,430)**	**6,927**	**8,238**
Total Program Funding	**147,727**	**101,610**	**128,623**
Program Staffing (FTEs)	**1.7**	**1.5**	**2.5**

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 (ages 0-19) of youth 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Young parents provided support	219	230	230
Youth provided support in school programs	386	425	425

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	80,500	100,000	100,000
Total Program Expenditures	**80,500**	**100,000**	**100,000**
Program Funding by Source			
Revenues			
MISCELLANEOUS	500	0	0
Operating Revenue Sub-Total	**500**	**0**	**0**
Net Operating Transfers In/(Out)	**80,000**	**100,000**	**100,000**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
Total Program Funding	**80,500**	**100,000**	**100,000**
Program Staffing (FTEs)	**0.0**	**0.0**	**0.0**

Program Summary

Department: PUBLIC HEALTH
Program: PIMA ANIMAL CARE CENTER

Function

Protect the public health and safety through education and enforcement of animal control laws and ordinances. Protect the welfare of animals through enforcement of animal welfare and cruelty laws and ordinances, and sheltering abandoned animals.

Description of Services

Enforce the ordinances and statutes pertaining to animal care and control. Conduct zoonosis surveillance. Administer the Pima County dog licensing program. Shelter stray and abandoned animals. Provide adoption services for unwanted animals. Educate the public on animal care issues.

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Licenses issued per capita	0.112	0.120	0.120
Enforcement calls per capita	0.035	0.043	0.040
Animal rabies cases identified	73	100	100
Animal bites per capita	0.0027	0.0025	0.0025
Dog bites at large per capita	0.0007	0.0007	0.0007
Animals handled per capita	0.0221	0.0200	0.0200
Animals returned to owner/adopted	30%	37%	37%
Education presentations	100	130	130
Licenses issued per capita (Ajo)	0.061	0.083	0.083
Enforcement calls per capita (Ajo)	n/a	0.083	0.083
Animals handled per capita (Ajo)	n/a	0.099	0.099
Animals returned to owner/adopted (Ajo)	n/a	40%	40%
Total licenses issued	107,160	115,000	115,000

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	3,339,779	3,535,605	3,754,790
SUPPLIES AND SERVICES	1,004,275	1,044,582	948,447
CAPITAL OUTLAY	59,657	130,680	130,680
Total Program Expenditures	**4,403,711**	**4,710,867**	**4,833,917**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	1,259,539	1,364,800	1,364,800
INTERGOVERNMENTAL	1,364,100	915,890	1,015,890
CHARGES FOR SERVICES	592,479	614,970	614,970
FINES AND FORFEITS	174,780	205,801	205,801
MISCELLANEOUS	68,143	56,380	56,380
Operating Revenue Sub-Total	**3,459,041**	**3,157,841**	**3,257,841**
INTERGOVERNMENTAL	(20)	0	0
INTEREST	2,063	0	0
MISCELLANEOUS	18,390	0	0
Grant Revenue Sub-Total	**20,433**	**0**	**0**
Net Operating Transfers In/(Out)	**977,207**	**1,440,330**	**1,471,050**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(52,970)**	**112,696**	**105,026**
Total Program Funding	**4,403,711**	**4,710,867**	**4,833,917**

Program Summary

Department: PUBLIC HEALTH
Program: PIMA ANIMAL CARE CENTER

Program Staffing (FTEs)	**69.5**	**75.0**	**77.6**

Supplemental Packages Approved

Supplemental Package C - PACC Sheltering - is associated with this program. Partial funding for this package provides for additional staffing and upgrades at the Pima Animal Care Center. The package requested $59,362 for personal services, $3,330 for supplies and services, and $7,900 for capital. Data presented on the previous page does not reflect the $35,296 in expenditures that have been adopted, because the budget authority is being retained in the Budget Stabilization Fund for transfer conditioned on the city of Tucson providing the remaining one-half of funding.

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 attacks 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 needs
- Provide current effective treatment for TB disease to prevent the spread of disease through testing and treatment, and 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Health promotion activities	642	700	750
Childcare consultations/trainings	527	600	700
Nursing case management clients	18,807	19,000	20,000
Clients with improved outcomes	80%	85%	85%
Immunization visits	23,298	25,000	27,000

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	3,534,747	3,736,511	3,548,870
SUPPLIES AND SERVICES	1,281,624	917,658	846,628
CAPITAL OUTLAY	25,277	15,786	11,219
Total Program Expenditures	**4,841,648**	**4,669,955**	**4,406,717**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	307	0	0
CHARGES FOR SERVICES	614,372	643,050	643,050
MISCELLANEOUS	4,564	0	0
Operating Revenue Sub-Total	**619,243**	**643,050**	**643,050**
INTERGOVERNMENTAL	1,191,210	614,277	513,128
CHARGES FOR SERVICES	14,405	0	0
MISCELLANEOUS	50,624	0	72,266
Grant Revenue Sub-Total	**1,256,239**	**614,277**	**585,394**
Net Operating Transfers In/(Out)	**3,136,162**	**3,179,969**	**2,966,480**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(169,996)**	**232,659**	**211,793**
Total Program Funding	**4,841,648**	**4,669,955**	**4,406,717**
Program Staffing (FTEs)	**66.0**	**64.4**	**62.6**

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Number of schools implementing prevention education	149	170	170
Number of prevention events and activities	354	400	400
Number of tobacco cessation classes	45	70	70
Number of sites disseminating SHS information	111	125	125

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	252,204	314,308	524,214
SUPPLIES AND SERVICES	1,249,226	1,464,060	1,840,809
Total Program Expenditures	**1,501,430**	**1,778,368**	**2,365,023**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	1,501,051	1,778,368	2,244,950
MISCELLANEOUS	212	0	0
Grant Revenue Sub-Total	**1,501,263**	**1,778,368**	**2,244,950**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**167**	**0**	**120,073**
Total Program Funding	**1,501,430**	**1,778,368**	**2,365,023**
Program Staffing (FTEs)	**5.2**	**5.8**	**7.3**

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Certificates issued per year	99,030	103,000	106,000
Certificates issued by each FTE per year	11,003	10,098	9,636

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	368,452	419,603	439,907
SUPPLIES AND SERVICES	47,352	44,813	49,200
CAPITAL OUTLAY	28,920	0	3,500
Total Program Expenditures	**444,724**	**464,416**	**492,607**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	125	0	0
CHARGES FOR SERVICES	836,854	905,000	905,000
MISCELLANEOUS	14,764	10,160	18,500
Operating Revenue Sub-Total	**851,743**	**915,160**	**923,500**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(407,019)**	**(450,744)**	**(430,893)**
Total Program Funding	**444,724**	**464,416**	**492,607**
Program Staffing (FTEs)	**9.0**	**10.2**	**11.0**

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			250,542,995		250,542,995
TOTAL CAPITAL PROJECTS			250,542,995		250,542,995
DEVELOPMENT SERVICES					
PERMITTING				7,860,426	7,860,426
PLANNING				2,534,910	2,534,910
SUBDIVISION AND DEVELOPMENT REVIEW				2,373,601	2,373,601
SUPPORT				2,573,077	2,573,077
TOTAL DEVELOPMENT SERVICES				15,342,014	15,342,014
ENVIRONMENTAL QUALITY					
ADMINISTRATION		70,628			70,628
AIR		3,092,895			3,092,895
WASTE		160,950			160,950
WATER		1,373,763			1,373,763
TOTAL ENVIRONMENTAL QUALITY		4,698,236			4,698,236
FACILITIES MANAGEMENT					
ADMINISTRATION	651,114				651,114
CONSTRUCTION MANAGEMENT SERVICES	217,558				217,558
DESIGN	795,380				795,380
MAINTENANCE & OPERATIONS	14,304,196	2,080,633			16,384,829
PARKING GARAGES				1,667,462	1,667,462
PLANNING	385,414				385,414
TOTAL FACILITIES MANAGEMENT	16,353,662	2,080,633		1,667,462	20,101,757
GRAPHIC SERVICES					
GRAPHIC SERVICES	811,055				811,055
TOTAL GRAPHIC SERVICES	811,055				811,055
NATURAL RESOURCES, PARKS & RECREATION					
DEPARTMENTAL SERVICES	1,487,552	49,000			1,536,552
NATURAL RESOURCE PARKS	2,581,955	544,396			3,126,351
PLANNING & DEVELOPMENT	182,003	250,000			432,003
RECREATION	3,909,011				3,909,011
URBAN PARK OPERATIONS	8,192,185				8,192,185
TOTAL NATURAL RESOURCES, PARKS & RECREATION	16,352,706	843,396			17,196,102
PUBLIC WORKS ADMINISTRATION					
ADMINISTRATION	0				0
CULTURAL RESOURCES	100,000				100,000
REAL PROPERTY	0				0
TOTAL PUBLIC WORKS ADMINISTRATION	100,000	0			100,000
REGIONAL FLOOD CONTROL DISTRICT					
CAPITAL IMPROVEMENT		298,624			298,624
FLOOD CONTROL SUPPORT		4,878,731			4,878,731
HAZARD MITIGATION		2,126,386			2,126,386
INFRASTRUCTURE		7,084,841			7,084,841
REGULATORY		1,075,742			1,075,742
RIPARIAN PROTECTION		1,610,361			1,610,361
TOTAL REGIONAL FLOOD CONTROL DISTRICT		17,074,685			17,074,685

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Capital Projects Fund	Enterprise Funds	Total Expenditures
SOLID WASTE MANAGEMENT					
COMMUNITY SERVICES		138,537			138,537
DEVELOPMENT, CLOSURE, AND REMEDIATION		236,065			236,065
RESOURCE MANAGEMENT		791,870			791,870
WASTE MANAGEMENT		7,395,306			7,395,306
TOTAL SOLID WASTE MANAGEMENT		8,561,778			8,561,778
TRANSPORTATION					
DIRECTOR'S OFFICE AND SUPPORT SVCS		10,098,301			10,098,301
SYSTEMS, OPERATIONS AND MAINTENANCE		35,516,931			35,516,931
TRANSPORTATION INFRASTRUCTURE		1,721,839			1,721,839
TOTAL TRANSPORTATION		47,337,071			47,337,071
WASTEWATER MANAGEMENT					
CONVEYANCE MAINTENANCE & DEVELOPMENT				13,350,713	13,350,713
PLANNING & ENGINEERING				13,098,441	13,098,441
TREATMENT OPERATIONS				30,844,620	30,844,620
WASTEWATER MANAGEMENT ADMINISTRATION				67,960,400	67,960,400
TOTAL WASTEWATER MANAGEMENT				125,254,174	125,254,174
TOTAL PUBLIC WORKS	**33,617,423**	**80,595,799**	**250,542,995**	**142,263,650**	**507,019,867**

INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY

FLEET SERVICES	
FLEET MANAGEMENT	3,502,021
FUEL SERVICE	4,474,122
OFF-ROAD EQUIPMENT MAINTENANCE	1,150,834
ON-ROAD EQUIPMENT MAINTENANCE	2,491,569
VEHICLE REPLACE/DEPRECIATE	2,609,380
TOTAL FLEET SERVICES	14,227,926
GRAPHIC SERVICES	
GRAPHIC SERVICES	1,021,367
TOTAL INTERNAL SERVICE - PUBLIC WORKS	**15,249,293**

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			41,267,282		41,267,282
TOTAL CAPITAL PROJECTS			41,267,282		41,267,282
DEVELOPMENT SERVICES					
PERMITTING				13,579,604	13,579,604
PLANNING				382,327	382,327
SUBDIVISION AND DEVELOPMENT REVIEW				1,159,475	1,159,475
SUPPORT				839,540	839,540
TOTAL DEVELOPMENT SERVICES				15,960,946	15,960,946
ENVIRONMENTAL QUALITY					
ADMINISTRATION		30,550			30,550
AIR		2,157,342			2,157,342
WASTE		173,075			173,075
WATER		1,204,788			1,204,788
TOTAL ENVIRONMENTAL QUALITY		3,565,755			3,565,755
FACILITIES MANAGEMENT					
ADMINISTRATION	78,509				78,509
MAINTENANCE & OPERATIONS	4,596,876	1,492,963			6,089,839
PARKING GARAGES				1,758,946	1,758,946
TOTAL FACILITIES MANAGEMENT	4,675,385	1,492,963		1,758,946	7,927,294
GRAPHIC SERVICES					
GRAPHIC SERVICES	311,000				311,000
TOTAL GRAPHIC SERVICES	311,000				311,000
NATURAL RESOURCES, PARKS & RECREATION					
DEPARTMENTAL SERVICES	2,000	70,000			72,000
NATURAL RESOURCE PARKS	202,400	361,346			563,746
PLANNING & DEVELOPMENT	2,600	75,000			77,600
RECREATION	303,350				303,350
URBAN PARK OPERATIONS	139,025				139,025
TOTAL NATURAL RESOURCES, PARKS & RECREATION	649,375	506,346			1,155,721
REGIONAL FLOOD CONTROL DISTRICT					
FLOOD CONTROL SUPPORT		25,433,208			25,433,208
INFRASTRUCTURE		4,500,000			4,500,000
RIPARIAN PROTECTION		165,000			165,000
TOTAL REGIONAL FLOOD CONTROL DISTRICT		30,098,208			30,098,208
SOLID WASTE MANAGEMENT					
RESOURCE MANAGEMENT		45,000			45,000
WASTE MANAGEMENT		6,932,400			6,932,400
TOTAL SOLID WASTE MANAGEMENT		6,977,400			6,977,400
TRANSPORTATION					
DIRECTOR'S OFFICE AND SUPPORT SVCS		64,257,867			64,257,867
SYSTEMS, OPERATIONS AND MAINTENANCE		2,335,656			2,335,656
TRANSPORTATION INFRASTRUCTURE		1,095,000			1,095,000
TOTAL TRANSPORTATION		67,688,523			67,688,523

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					
WASTEWATER MANAGEMENT ADMINISTRATION				129,530,336	129,530,336
TOTAL WASTEWATER MANAGEMENT				129,530,336	129,530,336
TOTAL PUBLIC WORKS	**5,635,760**	**110,329,195**	**41,267,282**	**147,250,228**	**304,482,465**

INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY

FLEET SERVICES	
FLEET MANAGEMENT	17,209,204
FUEL SERVICE	775,000
OFF-ROAD EQUIPMENT MAINTENANCE	1,000,000
ON-ROAD EQUIPMENT MAINTENANCE	500,000
TOTAL FLEET SERVICES	19,484,204
GRAPHIC SERVICES	
GRAPHIC SERVICES	1,241,000
TOTAL INTERNAL SERVICE - PUBLIC WORKS	**20,725,204**

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
PUBLIC WORKS	
CAPITAL PROJECTS	
CAPITAL PROJECTS	10.5
TOTAL CAPITAL PROJECTS	10.5
DEVELOPMENT SERVICES	
PERMITTING	109.5
PLANNING	23.8
SUBDIVISION AND DEVELOPMENT REVIEW	26.7
SUPPORT	22.0
TOTAL DEVELOPMENT SERVICES	182.0
ENVIRONMENTAL QUALITY	
ADMINISTRATION	12.5
AIR	28.9
WASTE	7.0
WATER	12.0
TOTAL ENVIRONMENTAL QUALITY	60.4
FACILITIES MANAGEMENT	
ADMINISTRATION	10.0
CONSTRUCTION MANAGEMENT SERVICES	7.0
DESIGN	17.0
MAINTENANCE & OPERATIONS	128.0
PARKING GARAGES	4.0
PLANNING	7.0
TOTAL FACILITIES MANAGEMENT	173.0
FLEET SERVICES	
FLEET MANAGEMENT	3.0
FUEL SERVICE	2.0
OFF-ROAD EQUIPMENT MAINTENANCE	10.0
ON-ROAD EQUIPMENT MAINTENANCE	27.0
VEHICLE REPLACE/DEPRECIATE	15.0
TOTAL FLEET SERVICES	57.0
GRAPHIC SERVICES	
GRAPHIC SERVICES	20.6
TOTAL GRAPHIC SERVICES	20.6
NATURAL RESOURCES, PARKS & RECREATION	
DEPARTMENTAL SERVICES	18.0
NATURAL RESOURCE PARKS	39.2
PLANNING & DEVELOPMENT	11.0
RECREATION	97.0
URBAN PARK OPERATIONS	118.6
TOTAL NATURAL RESOURCES, PARKS & RECREATION	283.8

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
PUBLIC WORKS ADMINISTRATION	
ADMINISTRATION	9.0
CULTURAL RESOURCES	7.0
REAL PROPERTY	21.5
TOTAL PUBLIC WORKS ADMINISTRATION	37.5
REGIONAL FLOOD CONTROL DISTRICT	
CAPITAL IMPROVEMENT	9.0
FLOOD CONTROL SUPPORT	8.0
HAZARD MITIGATION	14.0
INFRASTRUCTURE	13.4
REGULATORY	18.0
RIPARIAN PROTECTION	13.0
TOTAL REGIONAL FLOOD CONTROL DISTRICT	75.4
SOLID WASTE MANAGEMENT	
RESOURCE MANAGEMENT	11.0
WASTE MANAGEMENT	42.0
TOTAL SOLID WASTE MANAGEMENT	53.0
TRANSPORTATION	
DIRECTOR'S OFFICE AND SUPPORT SVCS	80.9
SYSTEMS, OPERATIONS AND MAINTENANCE	239.5
TRANSPORTATION INFRASTRUCTURE	105.5
TOTAL TRANSPORTATION	425.9
WASTEWATER MANAGEMENT	
CONVEYANCE MAINTENANCE & DEVELOPMENT	145.3
PLANNING & ENGINEERING	82.0
TREATMENT OPERATIONS	221.0
WASTEWATER MANAGEMENT ADMINISTRATION	135.4
TOTAL WASTEWATER MANAGEMENT	583.7
TOTAL PUBLIC WORKS	1,962.8

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

Capital Projects

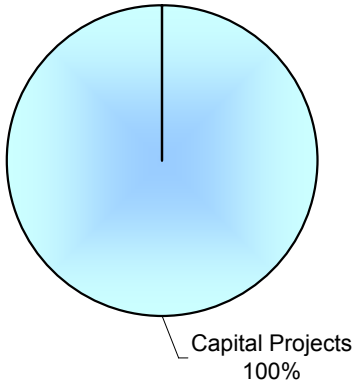
Expenditures: 250,542,995 **Revenues:** 41,267,282

FTEs 10.5

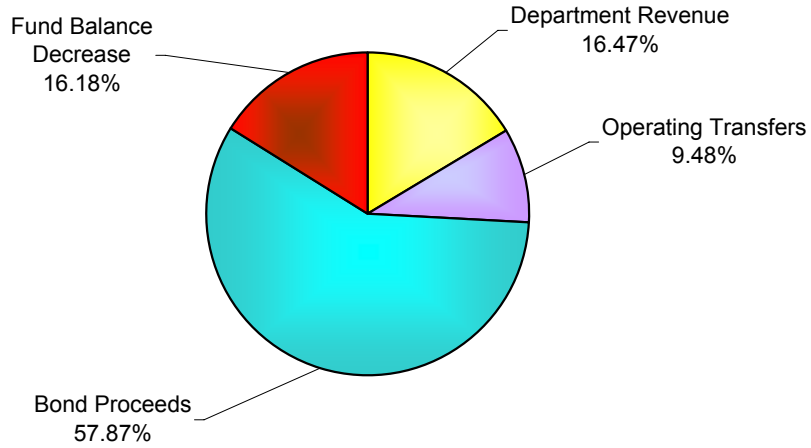
Function Statement: The Capital Projects budget reflects anticipated funding for the construction of Pima County capital improvement projects valued at $100,000 or more (excluding Wastewater Management Enterprise Fund projects), as detailed in the proposed Fiscal Year 2008/12 Five Year Capital Improvement Plan.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: CAPITAL PROJECTS

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
CAPITAL PROJECTS	121,007,533	155,901,786	250,542,995
Total Expenditures	**121,007,533**	**155,901,786**	**250,542,995**
Funding by Source			
Revenues			
CAPITAL PROJECTS	35,464,365	35,206,682	41,267,282
Total Revenues	**35,464,365**	**35,206,682**	**41,267,282**
Net Operating Transfers In/(Out)	**17,529,335**	**28,947,600**	**23,757,617**
Other Funding Sources	**4,836,000**	**120,000,000**	**145,000,000**
Fund Balance Decrease/(Increase)	**63,177,833**	**(28,252,496)**	**40,518,096**
Total Program Funding	**121,007,533**	**155,901,786**	**250,542,995**
Staffing (FTEs) by Program			
CAPITAL PROJECTS	7.3	11.0	10.5
Total Staffing (FTEs)	**7.3**	**11.0**	**10.5**

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 (CIP). 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 $250,542,995 has been developed based upon the following:

Facilities Management	$47,049,935
Transportation	65,381,165
Regional Flood Control District	29,722,171
Natural Resources, Parks and Recreation	14,872,950
Open Space	37,800,000
Neighborhood Reinvestment	10,921,579
Solid Waste	722,000
Cultural Resources	4,479,449
Sheriff	15,755,456
Information Technology	1,756,000
Contingency	21,000,000
CIP Administration	1,082,290
Total CIP	$250,542,995

Program Goals and Objectives

- Complete capital projects on schedule and within cost projections for fiscal year 2007/08
- Meet the reporting requirements of Pima County Code Title 3: Revenue and Finance, Chapter 3.06: Bonding Disclosure, Accountability and Implementation
- Obtain additional outside funding to offset the cost of capital projects to County taxpayers

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Bonds sold (excludes sewer revenue bonds)	$4,836,000	$120,000,000	$145,000,000
Outside revenue sources	$35,464,365	$35,206,682	$41,267,282

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	0	799,786	711,094
SUPPLIES AND SERVICES	0	106,247	21,262,196
CAPITAL OUTLAY	121,007,533	154,995,753	228,569,705
Total Program Expenditures	**121,007,533**	**155,901,786**	**250,542,995**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	11,157,270	11,881,420	13,781,039
CHARGES FOR SERVICES	19,100,807	17,407,915	23,517,156
INTEREST	4,639,069	4,176,652	3,598,141
MISCELLANEOUS	567,219	1,740,695	370,946
Operating Revenue Sub-Total	**35,464,365**	**35,206,682**	**41,267,282**
Net Operating Transfers In/(Out)	**17,529,335**	**28,947,600**	**23,757,617**
Other Funding Sources	**4,836,000**	**120,000,000**	**145,000,000**
Fund Balance Decrease/(Increase)	**63,177,833**	**(28,252,496)**	**40,518,096**
Total Program Funding	**121,007,533**	**155,901,786**	**250,542,995**
Program Staffing (FTEs)	**7.3**	**11.0**	**10.5**

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2007/2008

For a comprehensive list of the active and new projects comprising the fiscal year 2008/12 Pima County Capital Improvement Plan refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects* .

Department/Program		FY 2007/08 Adopted
Facilities Management		
FM-04-302	Justice Court/Municipal Court Complex	14,893,751
FM-04-444	Marana Continental Ranch New Library	5,352,941
FM-04-202	Psychiatric Hospital & Crisis Recovery Center	4,495,864
FM-07-002	Bank of America Building	4,000,000
FM-04-305	Interagency Victim Advocacy Center	3,665,342
FM-04-206	Green Valley Performing Arts Center Phase 2	2,923,766
FM-06-003	Administration Building Remodeling	2,161,428
FM-04-304	Corrections Jail Security Project	1,919,983
FM-06-002	Psychiatric Urgent Care Center	1,774,621
FM-05-005	Flowing Wells Library	1,317,000
FM-07-003	Public Works Building Renovation Development Services	1,000,000
FM-07-004	Public Works Building Renovation Department of Transportation	948,573
FM-04-204	Animal Care Center	767,897
FM-04-205	Roy Place Commercial Bldg Restoration	740,000
FM-07-001	Jackson Employment Center	575,000
FM-04-446	Wilmot Branch Library	362,000
FM-04-306	Juvenile Court Build-Out	151,769
	Facilities Management Total:	**47,049,935**
Transportation		
TR-97-019	Craycroft Road, River Road to Sunrise Drive	10,709,936
TR-98-031	Kinney Road, Ajo Way to Bopp Road	9,663,405
TR-97-034	Valencia Road, Mark Road to Camino De La Tierra	8,715,205
TR-03-002	Colossal Cave Road: Camino Loma Alta to Vail Road	5,500,000
TR-98-006	Country Club Road, 36th Street to Milber	5,337,257
TR-98-030	Valencia Road, Mission Road to Interstate-19	3,271,892
TR-RT-038	RTA Safety Improvements	3,252,098
TR-98-038	Transportation Safety Improvements	3,046,858
TR-05-001	Canoa Road Interchange	3,025,022
TR-97-018	Cortaro Farms Road, Union Pacific RR Crossing to Thornydale Rd	2,000,000
TR-RT-037	La Canada Drive: River Road to Ina Road	1,065,000
TR-RT-027	Tanque Verde Road: Catalina Highway to Houghton Road	756,000
TR-RT-036	Magee Road/Cortaro Farms Road: Magee/La Cholla Intersection	749,818
TR-RT-010	La Cholla Boulevard: River Road to Ruthrauff Road	740,000
TR-98-028	Sunrise Drive, Craycroft Road to Kolb Road	599,414
TR-RT-011	La Canada Drive: Ina Road to Calle Concordia	550,000
TR-98-025	S. 12th Ave, 38th Street to Los Reales	548,047
TR-03-004	Edwin Road	541,942
TR-RT-039	Bike Lane Program	527,000
TR-07-002	Mt. Lemmon Hwy Repairs MP 9.8 to 10.5	500,000
TR-05-002	Dodge Blvd: Ft Lowell Rd to River Rd Bike Lanes and Sidewalks	427,336
TR-RT-021	Valencia Road: Mark Road to Wade Road	400,000
TR-05-007	Sunset Villa Sidewalk/Pedestrian Enhancement	378,026
TR-98-001	River Road, Campbell Avenue to Alvernon Way	373,214
TR-RT-007	Magee Rd/Cortaro Farms Rd: La Canada Drive to Thornydale Rd	345,515
TR-98-015	Kolb Road, Sabino Canyon Road to Sunrise Drive	280,600
TR-05-003	Kino Parkway Overpass at 22nd Street	263,486
TR-RT-035	I-19 Frontage Rd: Continental Road to Canoa Road	246,437

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2007/2008

For a comprehensive list of the active and new projects comprising the fiscal year 2008/12 Pima County Capital Improvement Plan refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects* .

Department/Program		FY 2007/08 Adopted
TR-06-004	Hohokam Middle School Bike Lane, Pathways, and Landscape	206,178
TR-06-019	Homer Davis Elementary Bicycle & Pedestrian Enhancement	171,511
TR-03-001	Swan Road: Los Reales to Valencia Road	170,821
TR-04-001	Hayhook Ranch Road Improvement District	160,297
TR-06-003	Laguna Elementary School Sidewalks/Landscaping	159,033
TR-06-017	Continental Elementary & Middle School Safe Routes	151,273
TR-RT-030	Neighborhood Transportation Improvements	140,000
TR-97-013	Alvernon Way, Ft Lowell Road to River Road	128,583
TR-07-001	Picture Rock & Desert Winds Enhancements	84,587
TR-95-027	ADA Pedestrian Improvements	55,013
TR-RT-017	Broadway Boulevard: Euclid Avenue to Country Club	48,493
TR-97-033	Colossal Cave Rd: Acacia School to Old Vail Road	42,049
TR-98-027	La Cholla Boulevard, River Road to Magee Road	40,748
TR-96-003	River Rd at Ventana Wash	4,000
TR-97-047	Thornydale Road, Cortaro Farms Road to Linda Vista Boulevard	4,000
TR-98-040	Mainsail Boulevard and Twin Lakes Dr, Twenty-Seven Wash	1,000
TR-94-006	Silverbell Rd at Blanco/ Brawley Washes	71
	Transportation Total:	**65,381,165**
Regional Flood Control District		
FC-97-028	Mission Wash	4,100,000
FC-03-002	Urban Drainage	3,795,000
FC-87-046	Floodprone Land Acquisition Program	2,180,000
FC-04-509	Santa Cruz River in vicinity of Continental Ranch	2,160,000
FC-04-508	Rillito River Linear Park, Alvernon to Craycroft	2,137,000
FC-04-501	Floodprone and Riparian Land Acquisition	2,100,000
FC-92-005	Arroyo Chico Detention Basin (USACOE)	2,000,000
FC-04-510	Canada del Oro River Park, Thornydale to Magee	1,633,164
FC-00-004	Santa Cruz River: Cortaro Mesquite Bosque	1,435,999
FC-04-502	Urban Drainage Infrastructure Program	1,308,337
FC-98-003	Santa Cruz River: Paseo de Las Iglesias Restoration (USACOE)	1,100,000
FC-04-507	Santa Cruz River, Grant Road to Camino del Cerro River Park	1,039,819
FC-04-504	Tohono O'Odham Nation Drainage Improvements	893,511
FC-04-505	Black Wash Urban Drainage Flood Control Improvements	842,542
FC-03-003	Oro Valley Flood Control District Levy Drainage	626,992
FC-04-503	City of South Tucson Urban Drainage	600,000
FC-92-004	Highlands Wash	580,000
FC-03-007	Camino Verde/Valencia Box Culvert	497,807
FC-00-003	Tres Rios del Norte (USACOE Study)	300,000
FC-03-001	El Rio Medio (USACOE Study)	140,000
FC-07-009	Santa Cruz River Continental Ranch Remediation Project	100,000
FC-05-003	Cienega - Empirita Restoration	49,000
FC-98-005	Rillito/Swan Wetlands (USACOE)	40,000
FC-04-001	Canada del Oro Flood Hazard Mitigation Project	34,000
FC-97-009	Tanque Verde Creek: Sabino Canyon to Craycroft (USACOE)	29,000
	Regional Flood Control District Total:	**29,722,171**

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2007/2008

For a comprehensive list of the active and new projects comprising the fiscal year 2008/12 Pima County Capital Improvement Plan refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects* .

Department/Program		FY 2007/08 Adopted
Natural Resources, Parks & Recreation		
PR-04-437	Pantano River Park, 22nd Street to Michael Perry Park	1,605,000
P-46	Columbus Park	1,260,574
PR-04-434	Julian Wash Linear Park	1,132,560
PR-04-419	Southeast Regional Park/Shooting Range - Phase II	814,729
PR-04-438	Rio Vista Natural Resource Park	809,581
PR-04-418	Flowing Wells Community Center	778,207
PR-04-440	Tortolita Trail System	741,582
PR-04-422	Catalina Community Park	737,843
PR-04-426	Rillito Race Track	673,127
PR-04-439	Marana Cultural and Heritage Park	650,146
P-34	Oro Valley Cañada Del Oro River Park	586,557
PR-04-435	Arroyo Chico	540,000
PR-04-441	Anamax Park Multi-Use Ball Field	497,317
P-05	Tucson Athletic and Play Field Improvements	455,763
P-51	Lawrence Community Center	429,770
PR-04-431	Northside Community Park	400,000
PR-04-420	Sports Field Lighting of Existing Fields	363,250
PR-04-436	Atturbury Wash Sanctuary	357,892
P-56	Thomas Jay Community Center	293,000
P-18	Armory Park/Children's Museum Improvements	233,200
P-36	Santa Cruz River Park, Irvington to Valencia	176,816
PR-04-430	Eastside Sports Complex and Senior Center	160,970
P-01	Miscellaneous Park System Renovations	150,000
P-37	Santa Cruz River Community Park	150,000
PR-04-001	Saguaro Ranch Trailhead	150,000
PR-04-442	Bicycle Lane on Sahuarita Road	146,400
T-20	Tortolita Mountain Park Trail System	125,000
P-32	Rillito Park at Columbus Boulevard District Park	120,000
P-31	Rillito River Park - Campbell to Alvernon	100,000
PR-04-425	Mehl-Foothills Park	100,000
T-23	Various Trail Acquisitions	85,218
T-21	Various Trailhead Parking/Staging	27,914
PR-04-432	Southeast Community Park	10,534
PR-04-433	Houghton Greenway	10,000
	Natural Resources, Parks & Recreation Total:	**14,872,950**
Open Space		
	2004 Open Space	30,000,000
OS-04-120	Davis Monthan Encroachment Prevention	7,800,000
	Open Space Total:	**37,800,000**
Neighborhood/Housing Reinvestment		
NR-04-209	Neighborhood Reinvestment 2004 Authorization	5,702,869
HR-04-210	Housing Reinvestment 2004 Authorization	3,662,472
NR-1	Neighborhood Reinvestment	1,556,238
	Neighborhood/Housing Reinvestment Total:	**10,921,579**
Cultural Resources		
HP-04-404	Fort Lowell Acquisition & San Pedro Chapel	1,177,542

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2007/2008

For a comprehensive list of the active and new projects comprising the fiscal year 2008/12 Pima County Capital Improvement Plan refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects* .

Department/Program		FY 2007/08 Adopted
HP-04-403	Juan Bautista de Anza National Historic Trail	788,281
HP-04-412	Performing Arts Center Rehabilitation	672,566
HP-97-007	Anza National Trail and Campsites	406,648
HP-04-406	Steam Pump Ranch Rehabilitation	310,000
HP-04-417	Dunbar School	280,371
HP-97-006	Canoa Ranch Buildings Rehabilitation (1997 Auth)	231,646
HP-97-003	Empirita Ranch Buildings Rehabilitation	192,771
HP-04-402	Canoa Ranch Buildings Rehabilitation	152,382
HP-04-409	Dakota Wash Site Acquisition	104,148
HP-04-401	Empirita Ranch Buildings Rehabilitation	84,000
HP-04-415	Pantano Townsite Preservation	48,301
HP-04-411	Honey Bee Village Site Acquisition	29,369
HP-04-416	Ajo Curley School Art Institute	1,424
	Cultural Resources Total:	**4,479,449**
Wastewater Management		
WL-04-611	Avra Valley BNROD Expansion	25,324,000
WL-04-603	Santa Cruz Interceptor, Prince to Franklin	21,709,850
WL-04-610	Marana WWTP Expansion (1.0 mgd)	9,300,000
WL-04-601	Roger Road WWTP Rehabilitation	6,485,643
WL-04-607	Ina Road WPCF Denitrification	4,500,000
WL-07-3L1	Roger Road Odor Control Projects	4,169,583
WL-04-602	Miscellaneous Conveyance System Rehabilitation and Repair	3,000,000
WL-04-606	Marana Regional Airport Sewer Connection	2,570,000
WL-07-3L9	Roger Rd New NdN Facility	2,500,000
WL-03-4L1	Federal Prison Sewer System	2,000,000
WL-05-4L2	Corona de Tucson WWTF 0.30 to 1.30 MGD Expansion	2,000,000
WL-06-2L1	Mission View Wash	1,268,000
WL-05-3L2	Capstan Lift Station	1,200,000
WL-04-604	Roger Road WWTP to Ina Road WPCF. Plant Interconnect	1,102,500
WL-07-5L2	Ina Road Telephone System	525,000
WL-06-3L3	Valencia Road at Mark Road, Sewer Extension	505,000
WL-05-3F1	Ina Rd WPCF Safety Railings	499,677
WL-87-427	Arivaca Junction Wastewater Treatment Facility Sewer Extension	412,000
WL-05-0L4	SCR Basin Nitrification/Denitrification Implementation Study	400,038
WL-05-3R2	Variable Frequency Drive at Pump Station No 4	366,539
WL-05-3R6	Roger Road SCADA Upgrades	350,000
WL-91-001	Ina Road WPCF Process Change and Expansion to 37.5 Mgd	303,179
WL-00-3L1	Marana Colonia Project	300,000
WL-07-5L3	Ina Road WPCF Ingress/Egress Roadways	300,000
WL-04-612	Mt. Lemmon Sewer System	250,000
WL-05-5F4	Ina Rd Recycle Line Modifications	250,000
WL-97-4L3	Tanque Verde Interceptor, Craycroft to Tucson Country Club	209,000
WL-05-3L3	Green Valley Flood Control Protection Wall	203,744
WL-07-5L4	Ina Road WPCF Power Distribution Modification - Ina JOC #02	200,000
WL-06-5L1	Ina Road Property Acquisition	198,000
WL-05-5F5	Ina Struvite Management	195,000
WL-06-3L1	Continental Ranch Regional Pump Station	152,000
WL-06-5L3	Ina Plate & Frame Heat Exchangers	150,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2007/2008

For a comprehensive list of the active and new projects comprising the fiscal year 2008/12 Pima County Capital Improvement Plan refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects* .

Department/Program		FY 2007/08 Adopted
WL-07-2L5	Randolph - Clean Screens with reclaim - not potable - Ina JOC #18	124,000
WL-05-5F3	Ina Rd Scum Pumping System	100,000
WL-05-0L8	Santa Cruz Interceptor Out-of-Service	91,000
WL-05-3R5	Sodium Hypochlorite Storage	90,000
WL-07-4L6	Sabino Creek Pump Station	80,000
WL-94-4L7	Green Valley Sewer Protection	10,000
	Wastewater Management Total:	**93,393,753**
Solid Waste Management		
SW-97-002	Tangerine Closure	484,000
SW-97-004	Environmental Remediation/El Camino Del Cerro	220,000
SW-97-001	Regional Solid Waste Management	18,000
	Solid Waste Management Total:	**722,000**
Sheriff		
SD-04-301	Regional Public Safety Communications System	15,755,456
	Sheriff Total:	**15,755,456**
Information Technology		
IT-07-002	33 N Stone IT Upgrades	1,200,000
IT-07-001	Library Phone System 2007	556,000
	Information Technology Total:	**1,756,000**
	Total Capital Improvement Projects:	**321,854,458**
	Funded by Wastewater Management:	**(93,393,753)**
	Administrative Costs:	**1,082,290**
	Capital Improvement Program Contingency	**21,000,000**
	Total FY 2006/07 Adopted Capital Projects Fund:	**250,542,995**

Development Services

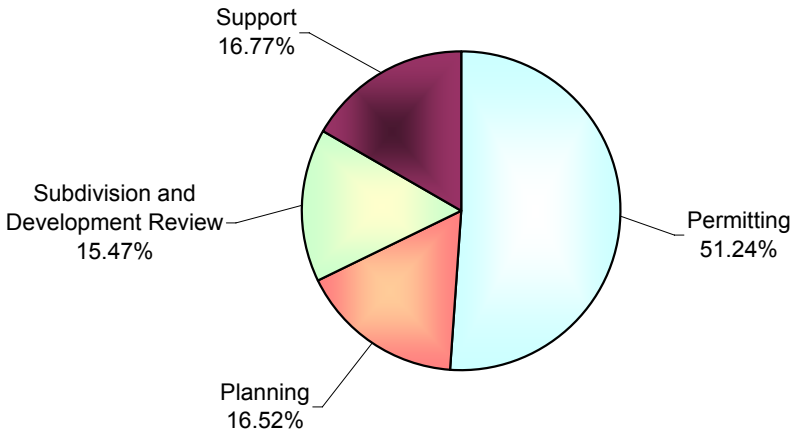
Expenditures: 15,342,014 **Revenues:** 15,960,946

FTEs 182.0

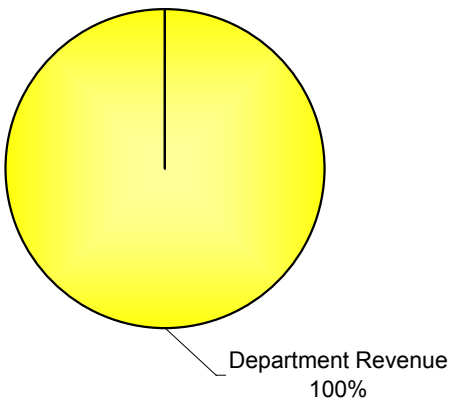
Function Statement: Provide land use planning, development, and permitting services. Administer the rezoning, comprehensive plan amendment, and appeals processes. Review subdivision plats and development plans for compliance with zoning and development regulations. Review all permit applications and 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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERMITTING	8,308,015	9,100,215	7,860,426
PLANNING	2,220,569	2,965,226	2,534,910
SUBDIVISION AND DEVELOPMENT REVIEW	1,635,938	2,613,160	2,373,601
SUPPORT	2,175,296	2,538,982	2,573,077
Total Expenditures	**14,339,818**	**17,217,583**	**15,342,014**
Funding by Source			
Revenues			
PERMITTING	15,763,082	15,492,476	13,579,604
PLANNING	446,686	369,800	382,327
SUBDIVISION AND DEVELOPMENT REVIEW	1,099,290	1,099,456	1,159,475
SUPPORT	634,334	278,994	839,540
Total Revenues	**17,943,392**	**17,240,726**	**15,960,946**
Net Operating Transfers In/(Out)	**0**	**0**	**(2,627,586)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(3,603,574)**	**(23,143)**	**2,008,654**
Total Program Funding	**14,339,818**	**17,217,583**	**15,342,014**
Staffing (FTEs) by Program			
PERMITTING	100.0	111.5	109.5
PLANNING	23.8	23.8	23.8
SUBDIVISION AND DEVELOPMENT REVIEW	24.7	25.7	26.7
SUPPORT	21.5	22.0	22.0
Total Staffing (FTEs)	**170.0**	**183.0**	**182.0**

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

- Provide timely, accurate processing of building permits and variance applications
- Provide clear and accessible information to help customers understand and comply with requirements
- Improve the quality of application packages submitted
- Improve the efficiency of enforcement process

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Percent of permits approved within 20 working days from point of initialization	n/a	90%	90%
Percent first pass approval of plans submitted	n/a	80%	80%
Percent zoning complaints opened and closed or compliant within 100 working days	n/a	85%	85%
Percent of zoning complainants or violators who rate employees highly in terms of assisting them in understanding the violation and remedy	n/a	80%	80%
Percent building complaints opened and closed or compliant within 100 working days	n/a	85%	85%
Percent building complaints resolved without the need to refer to County Attorney	n/a	90%	90%
Percent of variances decided upon by the Board of Adjustment within 30 working days from the time application is accepted	n/a	95%	95%
Percentage of variance customers who feel employees gave them timely and accurate access to information	n/a	80%	80%
Percent of building inspections performed on the scheduled inspection date.	n/a	100%	100%
Percent of building inspections warranting approval that are approved on the first inspection	n/a	75%	75%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	5,287,318	6,141,649	6,054,483
SUPPLIES AND SERVICES	2,431,680	2,958,566	1,805,943
CAPITAL OUTLAY	589,017	0	0
Total Program Expenditures	**8,308,015**	**9,100,215**	**7,860,426**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	12,196,115	11,946,410	9,846,397
CHARGES FOR SERVICES	3,467,819	3,488,088	3,678,501
MISCELLANEOUS	99,148	57,978	54,706
Operating Revenue Sub-Total	**15,763,082**	**15,492,476**	**13,579,604**

Program Summary

Department: DEVELOPMENT SERVICES
Program: PERMITTING

Net Operating Transfers In/(Out)	0	0	(1,576,550)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(7,455,067)	(6,392,261)	(4,142,628)
Total Program Funding	8,308,015	9,100,215	7,860,426
Program Staffing (FTEs)	100.0	111.5	109.5

Program Summary

Department: DEVELOPMENT SERVICES
Program: PLANNING

Function

Provide land use planning services including reports, reviews, ordinances, comprehensive plans, 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

- Meet statutory guidelines for completing plan amendments
- Provide timely, accurate processing of rezoning applications, inspection requests, and code text amendments
- Provide clear and accessible information to help customers understand and comply with requirements
- Improve the effectiveness of code text amendments

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Percent of annual Comprehensive Plan Amendment applications acted on by the Board of Supervisors (BOS) by December 15th of the application year	n/a	100%	100%
Percent of affected agencies that respond by the comment deadline for each Comprehensive Plan Amendment	n/a	100%	100%
Percent Rezoning applications approved by the BOS within 200 working days from the time accepted by the Planner on Duty	n/a	80%	80%
Percent of rezoning customers that rate employees highly in terms of assisting them in understanding the Rezoning Process	n/a	80%	80%
Percent of Code Text Amendments approved / denied by the BOS within 8 months from the time of public initiation or issuance of the case number, whichever occurs first	n/a	80%	80%
Percent code implementers / interpreters that rate the aggregate code amendments, measured annually, highly in terms of their effectiveness	n/a	80%	80%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,645,567	2,047,302	1,751,799
SUPPLIES AND SERVICES	543,781	917,924	783,111
CAPITAL OUTLAY	31,221	0	0
Total Program Expenditures	**2,220,569**	**2,965,226**	**2,534,910**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	381,147	300,822	317,243
MISCELLANEOUS	65,539	68,978	65,084
Operating Revenue Sub-Total	**446,686**	**369,800**	**382,327**
Net Operating Transfers In/(Out)	**0**	**0**	**(525,518)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**1,773,883**	**2,595,426**	**2,678,101**
Total Program Funding	**2,220,569**	**2,965,226**	**2,534,910**
Program Staffing (FTEs)	**23.8**	**23.8**	**23.8**

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 (WWM), and Department of Environmental Quality (PDEQ) 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

- Provide timely, accurate processing of development plan, subdivision plat, and improvement plan applications

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Percent of Development Plans & Subdivision Plats approved within 350 working days from the time of initialization	n/a	85%	80%
Percentage of Development Plans & Subdivisions approved on the second submittal	n/a	90%	90%
Percent of Sewer Improvements approved within 125 working days from when the time of submittal until the approval letter is distributed	n/a	90%	90%
Percent of approved Sewer Improvements not requiring a revision initiated by PDEQ, ADEQ or WWM	n/a	90%	90%
Percent of Paving and Grading Improvement Plans approved within 150 working days from the date of submittal	n/a	90%	90%
Percent of Paving and Grading Improvements approved by the third submittal	n/a	90%	90%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,222,007	1,764,105	1,828,242
SUPPLIES AND SERVICES	369,440	849,055	545,359
CAPITAL OUTLAY	44,491	0	0
Total Program Expenditures	**1,635,938**	**2,613,160**	**2,373,601**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,095,508	1,099,456	1,159,475
MISCELLANEOUS	3,782	0	0
Operating Revenue Sub-Total	**1,099,290**	**1,099,456**	**1,159,475**
Net Operating Transfers In/(Out)	**0**	**0**	**(525,518)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**536,648**	**1,513,704**	**1,739,644**
Total Program Funding	**1,635,938**	**2,613,160**	**2,373,601**
Program Staffing (FTEs)	**24.7**	**25.7**	**26.7**

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 excellent customer service
- Invest in employees
- Continue to improve processes
- Enhance financial stability

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Percentage of customers who feel employees helped them fully understand and comply with regulatory policies and requirements	n/a	80%	80%
Percentage of employess completing Individual Development Plan training that expands core competencies to enhance job performance and achieve strategic goals	n/a	80%	80%
Percentage of core processes (all 11) that achieve measurable process improvements in time, quality and /or cost annually	n/a	100%	100%
Percentage of department operating costs covered annually by generated revenue	n/a	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,662,417	1,622,756	1,651,449
SUPPLIES AND SERVICES	952,249	796,226	841,628
CAPITAL OUTLAY	(439,370)	120,000	80,000
Total Program Expenditures	**2,175,296**	**2,538,982**	**2,573,077**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	294	0	0
INTEREST	554,989	264,860	780,626
MISCELLANEOUS	79,051	14,134	58,914
Operating Revenue Sub-Total	**634,334**	**278,994**	**839,540**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**1,540,962**	**2,259,988**	**1,733,537**
Total Program Funding	**2,175,296**	**2,538,982**	**2,573,077**
Program Staffing (FTEs)	**21.5**	**22.0**	**22.0**

This page intentionally left blank.

Environmental Quality

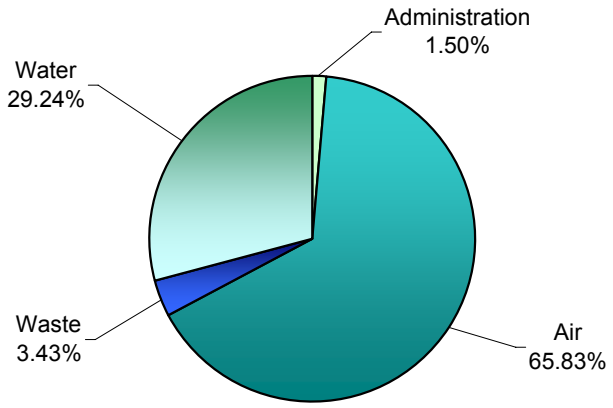
Expenditures: 4,698,236 **Revenues:** 3,565,755

FTEs 60.4

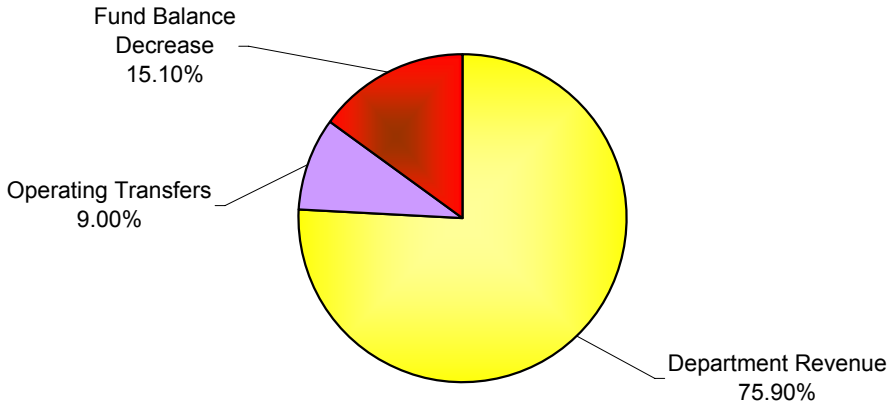
Function Statement: Preserve and protect the environment of Pima County for the long term benefit of the residents' health, welfare, safety, and quality of life. Identify and respond to environmental issues by providing services including monitoring, enforcement, information, and education.

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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ADMINISTRATION	103,858	153,501	70,628
AIR	2,610,577	2,986,409	3,092,895
WASTE	350,747	264,786	160,950
WATER	616,575	1,196,777	1,373,763
Total Expenditures	**3,681,757**	**4,601,473**	**4,698,236**
Funding by Source			
Revenues			
ADMINISTRATION	64,020	45,150	30,550
AIR	2,227,380	2,118,850	2,157,342
WASTE	201,301	205,025	173,075
WATER	1,208,664	1,442,540	1,204,788
Total Revenues	**3,701,365**	**3,811,565**	**3,565,755**
Net Operating Transfers In/(Out)	**381,036**	**399,791**	**422,936**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(400,644)**	**390,117**	**709,545**
Total Program Funding	**3,681,757**	**4,601,473**	**4,698,236**
Staffing (FTEs) by Program			
ADMINISTRATION	9.0	13.0	12.5
AIR	31.9	29.8	28.9
WASTE	6.0	7.0	7.0
WATER	7.0	13.0	12.0
Total Staffing (FTEs)	**53.9**	**62.8**	**60.4**

Program Summary

Department: ENVIRONMENTAL QUALITY
Program: ADMINISTRATION

Function

Plan, organize, and direct activities of the 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
  . Have knowledgeable and professional employees
  . Develop and improve new and existing processes to meet customers' needs

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Quarterly activity reports completed	4	4	4
Training and development plans updated for all employees	n/a	100%	100%
Best management practices identified and implemented	n/a	yes	yes
Process improvements identified and implemented	n/a	yes	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	527,914	749,598	10,128
SUPPLIES AND SERVICES	(457,350)	(701,097)	0
CAPITAL OUTLAY	33,294	105,000	60,500
Total Program Expenditures	**103,858**	**153,501**	**70,628**
Program Funding by Source			
Revenues			
INTEREST	63,237	45,000	30,400
MISCELLANEOUS	783	150	150
Operating Revenue Sub-Total	**64,020**	**45,150**	**30,550**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**39,838**	**108,351**	**40,078**
Total Program Funding	**103,858**	**153,501**	**70,628**
Program Staffing (FTEs)	**9.0**	**13.0**	**12.5**

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 or exceed the required air monitoring data recovery rate of 75%

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Air monitoring sites operational	23	23	30
Average air monitoring data recovery rate	98%	96%	96%
Community education events instituted	315	290	305
Stationary source inspections	59	40	50
Stationary source permits issued with revisions	8	10	10
Activity permits issued	1482	1400	1400
NAAQS air pollutant standards met	yes	yes	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,399,397	1,552,313	1,594,693
SUPPLIES AND SERVICES	1,123,129	1,351,996	1,401,202
CAPITAL OUTLAY	88,051	82,100	97,000
Total Program Expenditures	**2,610,577**	**2,986,409**	**3,092,895**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	897,191	885,185	807,700
INTERGOVERNMENTAL	169,700	165,047	169,353
FINES AND FORFEITS	52,775	0	0
MISCELLANEOUS	984	0	25,000
Operating Revenue Sub-Total	**1,120,650**	**1,050,232**	**1,002,053**
INTERGOVERNMENTAL	1,088,703	1,060,618	1,155,289
MISCELLANEOUS	18,027	8,000	0
Grant Revenue Sub-Total	**1,106,730**	**1,068,618**	**1,155,289**
Net Operating Transfers In/(Out)	**381,036**	**399,791**	**422,936**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**2,161**	**467,768**	**512,617**
Total Program Funding	**2,610,577**	**2,986,409**	**3,092,895**
Program Staffing (FTEs)	**31.9**	**29.8**	**28.9**

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. Conduct illegal dumping remediation projects on public land when responsible party cannot be identified.

Program Goals and Objectives

- Ensure the proper handling and disposal of solid and hazardous waste

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
RCRA inspections	48	50	50
Waste hauler permits issued	37	38	40
Illegal dumping sites investigated	625	625	625
Illegal waste removed from public lands (tons)	80	80	80

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	274,239	269,330	149,950
SUPPLIES AND SERVICES	42,360	(50,844)	0
CAPITAL OUTLAY	34,148	46,300	11,000
Total Program Expenditures	**350,747**	**264,786**	**160,950**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	161,254	165,025	173,075
MISCELLANEOUS	47	0	0
Operating Revenue Sub-Total	**161,301**	**165,025**	**173,075**
INTERGOVERNMENTAL	40,000	0	0
MISCELLANEOUS	0	40,000	0
Grant Revenue Sub-Total	**40,000**	**40,000**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**149,446**	**59,761**	**(12,125)**
Total Program Funding	**350,747**	**264,786**	**160,950**
Program Staffing (FTEs)	**6.0**	**7.0**	**7.0**

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Septic final inspections performed	n/a	1050	2520
Water and wastewater plans reviewed	882	850	735
Plans reviewed within licensing timeframe	100%	100%	100%
Storm water events sampled	10	10	10
Private wells in superfund area tested	8	8	8
Sanitary surveys conducted	48	48	48

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	411,778	711,440	817,942
SUPPLIES AND SERVICES	198,003	443,037	538,321
CAPITAL OUTLAY	6,794	42,300	17,500
Total Program Expenditures	**616,575**	**1,196,777**	**1,373,763**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	1,197,108	1,423,125	1,185,275
MISCELLANEOUS	1,011	0	0
Operating Revenue Sub-Total	**1,198,119**	**1,423,125**	**1,185,275**
INTERGOVERNMENTAL	10,545	19,415	19,513
Grant Revenue Sub-Total	**10,545**	**19,415**	**19,513**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(592,089)**	**(245,763)**	**168,975**
Total Program Funding	**616,575**	**1,196,777**	**1,373,763**
Program Staffing (FTEs)	**7.0**	**13.0**	**12.0**

Facilities Management

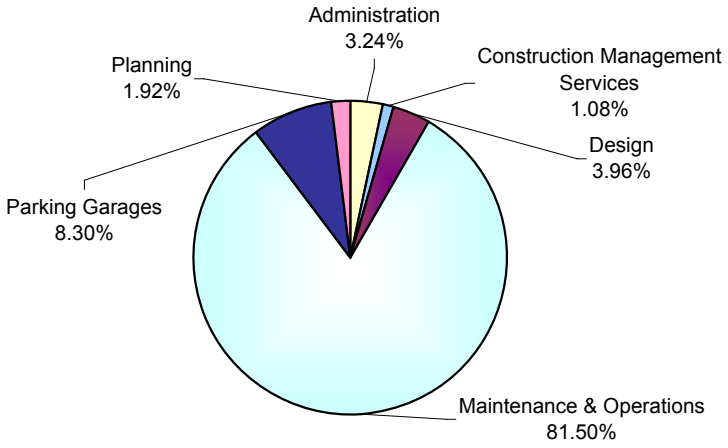
Expenditures: 20,101,757 **Revenues:** 7,927,294

FTEs 173.0

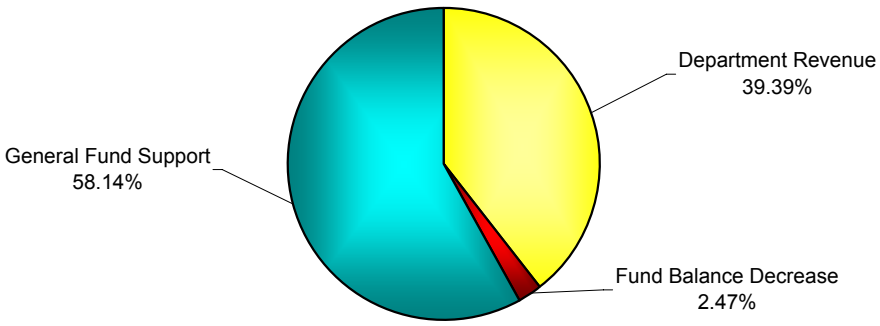
Function Statement: Service over 4.4 million square feet of facility space to provide a safe, clean, and functional working environment for Pima County employees and citizens visiting the facilities. Manage professionals in maintenance, refrigeration, plumbing, painting, electrical service, and electronics. 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 eight revenue-generating parking 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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ADMINISTRATION	467,699	587,764	651,114
CONSTRUCTION MANAGEMENT SERVICES	131,544	234,017	217,558
DESIGN	691,847	882,226	795,380
MAINTENANCE & OPERATIONS	12,007,671	13,341,531	16,384,829
PARKING GARAGES	1,458,338	1,498,042	1,667,462
PLANNING	234,476	379,273	385,414
Total Expenditures	**14,991,575**	**16,922,853**	**20,101,757**
Funding by Source			
Revenues			
ADMINISTRATION	104,048	76,821	78,509
DESIGN	22	0	0
MAINTENANCE & OPERATIONS	2,872,943	3,654,285	6,089,839
PARKING GARAGES	1,531,566	1,512,518	1,758,946
Total Revenues	**4,508,579**	**5,243,624**	**7,927,294**
Net Operating Transfers In/(Out)	**0**	**(1,900,000)**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(1,019,625)**	**525,995**	**496,186**
General Fund Support	**11,502,621**	**13,053,234**	**11,678,277**
Total Program Funding	**14,991,575**	**16,922,853**	**20,101,757**
Staffing (FTEs) by Program			
ADMINISTRATION	8.8	9.0	10.0
CONSTRUCTION MANAGEMENT SERVICES	5.8	6.8	7.0
DESIGN	15.5	16.5	17.0
MAINTENANCE & OPERATIONS	118.8	124.3	128.0
PARKING GARAGES	3.0	3.0	4.0
PLANNING	5.8	7.0	7.0
Total Staffing (FTEs)	**157.7**	**166.6**	**173.0**

Program Summary

Department: FACILITIES MANAGEMENT
Program: ADMINISTRATION

Function

Provide financial management, personnel support, and public and tenant services for Facilities Management.

Description of Services

Process invoices, prepare deposit permits, maintain contracts and purchase orders. Prepare County required financial reports and prepare the department's budget. Prepare bi-weekly payroll and process labor distributions. Provide personnel support to include new hire orientation, benefits, maintenance of employee files, and preparation of Personnel Action Forms (PAFs). Prepare new legal instruments in order to sell or lease real property for County departments, including lease renewals and required tenant improvements. Conduct due diligence inspections and prepare legal documents to acquire new real property for County departments. Prepare legal instruments needed for the public to use County facilities for special events.

Program Goals and Objectives

- Process promptly all invoices received for payment
- Deposit promptly all incoming checks with Treasurer's office
- Prepare the department's budget by required deadline
- Complete payroll by Finance's deadline
- Complete labor distribution by Finance's deadline
- Complete all PAFs by deadline to avoid $50 late fee
- Update employee records in a timely manner
- Provide new hire orientations promptly
- Negotiate new leases and prepare legal instruments to meet the operational needs of County departments
- Renew leases as provided in the lease agreement prior to expiration date
- Prepare legal instruments needed for the public use of County facilities for special events

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Payroll submitted by deadline	100%	100%	100%
Labor distributions completed by deadline	100%	100%	100%
Invoices processed within 2 days of receipt	96%	99%	100%
Payments deposited within 1 day of receipt	100%	99%	100%
Annual budget submitted by deadline	100%	100%	100%
Employee records updated within 3 days of change	92%	98%	100%
New hire orientation provided on 1st day of work	100%	100%	100%
PAFs turned in by deadline	85%	90%	100%
Legal instruments prepared by deadline set by mgmt	100%	100%	100%
New leases negotiated by deadline set by mgmt	100%	100%	100%
Leases renewed prior to expiration date	95%	95%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	452,523	565,361	616,229
SUPPLIES AND SERVICES	14,035	20,603	34,885
CAPITAL OUTLAY	1,141	1,800	0
Total Program Expenditures	**467,699**	**587,764**	**651,114**
Program Funding by Source			
Revenues			
MISCELLANEOUS	104,048	76,821	78,509
Operating Revenue Sub-Total	**104,048**	**76,821**	**78,509**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**363,651**	**510,943**	**572,605**
Total Program Funding	**467,699**	**587,764**	**651,114**
Program Staffing (FTEs)	**8.8**	**9.0**	**10.0**

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 various phases of design using documents prepared by in-house staff or contracted consultants for contractibility and conformance to Pima County Design Standards.

Program Goals and Objectives

- Minimize cost overruns with the accumulative cost of all non-additive scope changes to within 5% of 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Reviews completed within 7 days of receipt	98%	100%	100%
Cost overruns within 5% of bid	90%	95%	100%
Projects completed within 110% of schedule	90%	95%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	153,911	214,632	159,422
SUPPLIES AND SERVICES	(31,076)	885	39,136
CAPITAL OUTLAY	8,709	18,500	19,000
Total Program Expenditures	**131,544**	**234,017**	**217,558**
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	**131,544**	**234,017**	**217,558**
Total Program Funding	**131,544**	**234,017**	**217,558**
Program Staffing (FTEs)	**5.8**	**6.8**	**7.0**

Program Summary

Department: FACILITIES MANAGEMENT
Program: DESIGN

Function

Provide interior design and building design project coordination for outsourced services and in-house staff services for new construction and remodel projects.

Description of Services

Provide interior design services utilizing both in-house and outsourced professionals for all remodels, tenant improvements, and new construction, including some CIP bond projects. Provide building design services, including architectural, mechanical, electrical, plumbing, structural, and civil disciplines, by utilizing both in-house and outsourced professionals for all remodels, tenant improvements, and new construction, excluding CIP bond projects.

Program Goals and Objectives

- Provide prompt technical support for all Facilities Management department staff related to interior design, building design, and code compliance issues
- Develop, publish, and enforce interior design standards and Facilities Management design standards for use by all Facilities Management department staff and outsourced consultants and contractors
- Participate in the recruitment, evaluation, selection, and training of new employees to provide interior design services and building design services
- Participate in the Solicitation of Qualifications (SOQ) process to identify certified outsourced consultants and licensed contractors to provide interior design goods and services, building design services and remodeling, and tenant improvement construction services
- Administer multiple interior design projects for bidding and installation of interior design goods and services
- Administer multiple building design projects and produce contract documents for bidding and construction
- Coordinate relocation and moving services associated with interior design goods and services

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
SOQ submittals evaluated within 7 days of receipt	80%	95%	100%
Interior design and design standards updated within identified timetable	87%	95%	100%
Direction for interior design and design issues provided within 3 days	83%	95%	100%
Various interior design projects provided on time	85%	95%	100%
Various remodeling or tenant improvement projects provided on time	80%	95%	100%
Various moving projects provided on time	85%	95%	100%
Employee interviews scheduled within 7 days of receipt of certified lists	90%	95%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	694,818	840,842	700,919
SUPPLIES AND SERVICES	(12,615)	23,184	84,561
CAPITAL OUTLAY	9,644	18,200	9,900
Total Program Expenditures	**691,847**	**882,226**	**795,380**
Program Funding by Source			
Revenues			
MISCELLANEOUS	22	0	0
Operating Revenue Sub-Total	**22**	**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	**691,825**	**882,226**	**795,380**
Total Program Funding	**691,847**	**882,226**	**795,380**
Program Staffing (FTEs)	**15.5**	**16.5**	**17.0**

Program Summary

Department: FACILITIES MANAGEMENT
Program: MAINTENANCE & OPERATIONS

Function

Provide for 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 manufacturer's recommendations in order to prolong the life of the equipment, maintain warranties, and save money on premature replacement costs. Complete repairs, upgrades, replacements, and remodels in a cost effective and timely manner. Respond in a timely manner to service requests received from Pima County departments and tenants for facility maintenance and repairs.

Program Goals and Objectives

- Service all equipment at least annually
- Keep the required level of personnel doing preventive maintenance (PM)
- Abide by the procurement process in a timely manner
- Promptly install requested materials and parts
- Respond to service requests promptly
- Reduce the number of third service requests

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Procurement initiated within 48 hrs of request	90%	95%	100%
Parts/materials installed within 48 hrs of request	90%	93%	100%
Service requests responded to within 48 hrs	93%	95%	100%
Reduction in third service requests	75%	90%	100%
Equipment serviced annually	78%	80%	100%
Scheduled personnel doing PM	75%	75%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	5,115,809	6,021,208	6,068,548
SUPPLIES AND SERVICES	6,855,240	7,283,748	10,154,169
CAPITAL OUTLAY	36,622	36,575	162,112
Total Program Expenditures	**12,007,671**	**13,341,531**	**16,384,829**
Program Funding by Source			
Revenues			
MISCELLANEOUS	882,595	1,734,955	4,596,876
Operating Revenue Sub-Total	**882,595**	**1,734,955**	**4,596,876**
INTEREST	137,364	88,337	95,460
MISCELLANEOUS	1,852,984	1,830,993	1,397,503
Special Programs Revenue Sub-Total	**1,990,348**	**1,919,330**	**1,492,963**
Net Operating Transfers In/(Out)	**0**	**(1,900,000)**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(946,397)**	**540,471**	**587,670**
General Fund Support	**10,081,125**	**11,046,775**	**9,707,320**
Total Program Funding	**12,007,671**	**13,341,531**	**16,384,829**
Program Staffing (FTEs)	**118.8**	**124.3**	**128.0**

Supplemental Packages Approved

Supplemental Package D - Maintenance & Operations at 6920 E. Broadway - is associated with this program. Funding of this package provides $4,848 in personal services and $85,274 in supplies and services to maintain the property. The data presented on this page includes $90,122 in expenditures.

Program Summary

Department: FACILITIES MANAGEMENT
Program: PARKING GARAGES

Function

Operate and provide preventive maintenance for parking facilities managed by Pima County.

Description of Services

In accordance with the directive of the Board of Supervisors, provide motor vehicle parking services in eight County facilities in compliance with Administrative Procedure 51-2. Provide timely invoicing of accounts, adhere to financial accounting and tracking standards, and produce revenue for Pima County.

Program Goals and Objectives

- Develop equipment inventory
- Complete replacement schedule
- Comply with annual state and County audit
- Reconcile with the Treasurer's cash balances

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Audit recommendations received	0	0	0
Cash reconciled to Treasurer's balance	100%	100%	100%
Equipment inventory developed	70%	90%	95%
Replacement schedule completed	85%	90%	95%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	208,396	172,301	242,409
SUPPLIES AND SERVICES	1,248,568	1,323,741	1,425,053
CAPITAL OUTLAY	1,374	2,000	0
Total Program Expenditures	**1,458,338**	**1,498,042**	**1,667,462**
Program Funding by Source			
Revenues			
INTEREST	46,344	53,664	60,000
MISCELLANEOUS	1,485,222	1,458,854	1,698,946
Special Programs Revenue Sub-Total	**1,531,566**	**1,512,518**	**1,758,946**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(73,228)**	**(14,476)**	**(91,484)**
General Fund Support	**0**	**0**	**0**
Total Program Funding	**1,458,338**	**1,498,042**	**1,667,462**
Program Staffing (FTEs)	**3.0**	**3.0**	**4.0**

Program Summary

Department: FACILITIES MANAGEMENT
Program: PLANNING

Function

Provide Capital Improvement Project (CIP) delivery, development, and space planning.

Description of Services

Optimize use of existing County buildings and accurately forecast and plan for future space needs by maintaining present building inventory and projecting future facility needs. CIP Delivery: Utilize project management services to represent the County, facilitate the process, and report on the design, procurement, construction, and commissioning of new capital facilities and capital equipment replacement projects. CIP Development: Develop and maintain necessary reports for the department's annual capital budget requests. Assess scope of development to accurately estimate costs, schedule, and impact of each project. Gather information and formulate needs assessment.

Program Goals and Objectives

- Complete an update of the annual inventory of space occupancy within first quarter of each fiscal year
- Respond to County departments' requests for space programming and planning services within two weeks of evaluation
- Complete initial inventory and assessment of capital needs to meet departmental budget development deadlines and the County's CIP Program requirements
- Complete project analysis and initial reports to meet departmental budget development deadlines and the County's CIP Program requirements
- Prepare final reports to meet departmental budget submission requirements and the County's CIP Program requirements
- Keep Facilities Management projects within 5% of the scheduled completion time
- Stay within the approved budget for the fiscal year

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Inventory completed within deadlines	70%	80%	100%
Project analyses completed within deadlines	90%	95%	100%
Final CIP reports completed within deadlines	100%	100%	100%
Projects completed within +/- 5% of scheduled date	90%	95%	100%
Projects completed within approved budget	89%	100%	100%
Space inventory completed by 1st quarter of fiscal year	no	no	yes
Service requests responded to within 2 weeks	80%	90%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	243,433	327,995	296,237
SUPPLIES AND SERVICES	(13,353)	51,278	83,477
CAPITAL OUTLAY	4,396	0	5,700
Total Program Expenditures	**234,476**	**379,273**	**385,414**
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	**234,476**	**379,273**	**385,414**
Total Program Funding	**234,476**	**379,273**	**385,414**
Program Staffing (FTEs)	**5.8**	**7.0**	**7.0**

Fleet Services

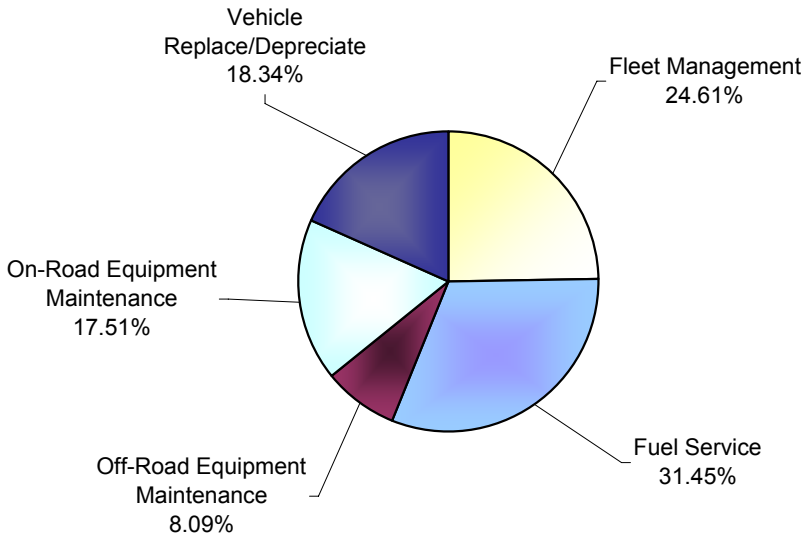
Expenditures: 14,227,926 **Revenues:** 19,484,204

FTEs 57.0

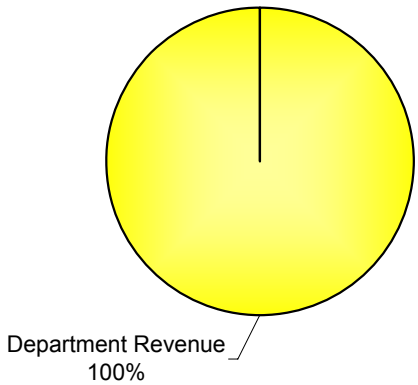
Function Statement: Purchase, maintain, and dispose of cars and light trucks, heavy trucks, and off-road heavy equipment. Provide fuel for all County vehicles and equipment from nine fueling sites located throughout the County and from mobile fuel trucks for off-road equipment. Maintain complete inventory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

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: FLEET SERVICES

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
COMMUNICATION EQUIPMENT MAINTENANCE	606,898	0	0
FLEET MANAGEMENT	3,853,973	1,929,385	3,502,021
FUEL SERVICE	4,584,935	4,043,145	4,474,122
OFF-ROAD EQUIPMENT MAINTENANCE	890,917	1,332,907	1,150,834
ON-ROAD EQUIPMENT MAINTENANCE	2,001,117	3,572,896	2,491,569
VEHICLE REPLACE/DEPRECIATE	2,456,543	2,906,024	2,609,380
Total Expenditures	**14,394,383**	**13,784,357**	**14,227,926**
Funding by Source			
Revenues			
FLEET MANAGEMENT	12,521,750	14,321,347	17,209,204
FUEL SERVICE	986,395	680,230	775,000
OFF-ROAD EQUIPMENT MAINTENANCE	1,528,826	0	1,000,000
ON-ROAD EQUIPMENT MAINTENANCE	302,358	0	500,000
VEHICLE REPLACE/DEPRECIATE	26,327	16,999	0
Total Revenues	**15,365,656**	**15,018,576**	**19,484,204**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(971,273)**	**(1,234,219)**	**(5,256,278)**
Total Program Funding	**14,394,383**	**13,784,357**	**14,227,926**
Staffing (FTEs) by Program			
COMMUNICATION EQUIPMENT MAINTENANCE	5.5	0.0	0.0
FLEET MANAGEMENT	5.5	3.0	3.0
FUEL SERVICE	2.0	2.0	2.0
OFF-ROAD EQUIPMENT MAINTENANCE	10.0	10.0	10.0
ON-ROAD EQUIPMENT MAINTENANCE	23.5	26.0	27.0
VEHICLE REPLACE/DEPRECIATE	13.0	15.0	15.0
Total Staffing (FTEs)	**59.5**	**56.0**	**57.0**

Note: Effective January 1, 2006, Wireless Radio Communications was transferred to the Communications Internal Service Fund, including five existing positions. For the second half of fiscal year 2005/06, Fleet Services covered the costs since the services were built into the current motor pool rates. For fiscal years 2006/07 and 2007/08 the funding for these costs are covered by a monthly radio fee charged by the Communications Internal Service Fund.

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. (Note: The communications program has been moved to the Information Technology Department effective January 1, 2006. This information has been provided for historical purposes only.)

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
PRPs conducted in fiscal year	2	n/a	n/a
Training sessions conducted	8	n/a	n/a
Control computers replaced	1	n/a	n/a

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	298,702	0	0
SUPPLIES AND SERVICES	308,118	0	0
CAPITAL OUTLAY	78	0	0
Total Program Expenditures	**606,898**	**0**	**0**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**606,898**	**0**	**0**
Total Program Funding	**606,898**	**0**	**0**
Program Staffing (FTEs)	**5.5**	**0.0**	**0.0**

Program Summary

Department: FLEET SERVICES
Program: FLEET MANAGEMENT

Function

Provide management and disposal of Pima County's vehicle fleet 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 $0.85 per mile
- Provide funding to County departments for general administrative support at the level prescribed
- Provide funding to the Finance & 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 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

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Average fleet cost per mile	$0.52	<$0.64	<$0.85
Prescribed costs funded	100%	100%	100%
Vehicle licenses and titles paid	100%	100%	100%
Vehicle emission inspection fees paid	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	363,801	349,605	341,609
SUPPLIES AND SERVICES	3,490,172	1,579,780	3,160,412
Total Program Expenditures	**3,853,973**	**1,929,385**	**3,502,021**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	21,856	34,000	40,000
CHARGES FOR SERVICES	11,921,165	13,947,347	16,619,204
INTEREST	99,303	30,000	100,000
MISCELLANEOUS	204,679	100,000	150,000
MEMO REVENUE	274,747	210,000	300,000
Operating Revenue Sub-Total	**12,521,750**	**14,321,347**	**17,209,204**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(8,667,777)**	**(12,391,962)**	**(13,707,183)**
Total Program Funding	**3,853,973**	**1,929,385**	**3,502,021**
Program Staffing (FTEs)	**5.5**	**3.0**	**3.0**

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 of at least three cents below Tucson average track (wholesale) rate
- 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 ten 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Cost of fuel below Tucson track rate	$0.03	$0.03	$0.03
Fuel dispensers replaced	2	3	0
Citations received from state/federal regulators	0	0	0
Additional charge per gallon received from external customers	$0.10	$0.10	$0.10
Motor pool vehicle requests fulfilled	96%	95%	95%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	123,969	114,444	120,997
SUPPLIES AND SERVICES	4,460,966	3,928,701	4,353,125
Total Program Expenditures	**4,584,935**	**4,043,145**	**4,474,122**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	159,511	0	0
MISCELLANEOUS	826,884	680,230	775,000
Operating Revenue Sub-Total	**986,395**	**680,230**	**775,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**3,598,540**	**3,362,915**	**3,699,122**
Total Program Funding	**4,584,935**	**4,043,145**	**4,474,122**
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 repairs to Pima County's fleet of off-road vehicles, heavy construction equipment, and welding and fabrication services.

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Repeat work	4%	<5%	<5%
Late preventive maintenance	3%	<5%	<5%
Equipment availability	80%	>75%	>75%
On the job injuries	1	<2	<2
Employee ICA hours	208	<45	<45

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	517,150	569,283	586,834
SUPPLIES AND SERVICES	373,767	763,624	564,000
Total Program Expenditures	**890,917**	**1,332,907**	**1,150,834**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,528,826	0	1,000,000
Operating Revenue Sub-Total	**1,528,826**	**0**	**1,000,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(637,909)**	**1,332,907**	**150,834**
Total Program Funding	**890,917**	**1,332,907**	**1,150,834**
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 repairs 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Repeat work	5%	<5%	<5%
Late preventive maintenance	4%	<5%	<5%
Fleet availability	97%	>95%	>95%
On the job injuries	0	<5	<5
Employee ICA hours	0	40	40
Certified gasoline inspectors	3	5	5
Certified diesel inspectors	3	3	3
Certified emissions analyzers	3	3	3

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,101,376	1,298,966	1,382,928
SUPPLIES AND SERVICES	897,741	2,273,930	1,108,641
CAPITAL OUTLAY	2,000	0	0
Total Program Expenditures	**2,001,117**	**3,572,896**	**2,491,569**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	300,729	0	500,000
MISCELLANEOUS	1,629	0	0
Operating Revenue Sub-Total	**302,358**	**0**	**500,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**1,698,759**	**3,572,896**	**1,991,569**
Total Program Funding	**2,001,117**	**3,572,896**	**2,491,569**
Program Staffing (FTEs)	**23.5**	**26.0**	**27.0**

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 that client departments' obsolete and/or unreliable vehicles and equipment are replaced with safe, reliable, cost efficient vehicles, and that the equipment is appropriate to their operational needs
- Dispose of obsolete surplus vehicles and equipment
- Maintain accurate and reliable inventory, budget, and cost accounting records
- Replace 140 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 20 internet 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Vehicles replaced	109	93	140
Pieces of off-road heavy equipment replaced	0	6	5
Internet auctions conducted	27	26	20
Annual audit findings	0	0	0

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	589,172	677,412	667,930
SUPPLIES AND SERVICES	1,852,415	2,209,612	1,930,450
CAPITAL OUTLAY	14,956	19,000	11,000
Total Program Expenditures	**2,456,543**	**2,906,024**	**2,609,380**
Program Funding by Source			
Revenues			
MISCELLANEOUS	26,327	16,999	0
Operating Revenue Sub-Total	**26,327**	**16,999**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**2,430,216**	**2,889,025**	**2,609,380**
Total Program Funding	**2,456,543**	**2,906,024**	**2,609,380**
Program Staffing (FTEs)	**13.0**	**15.0**	**15.0**

Graphic Services

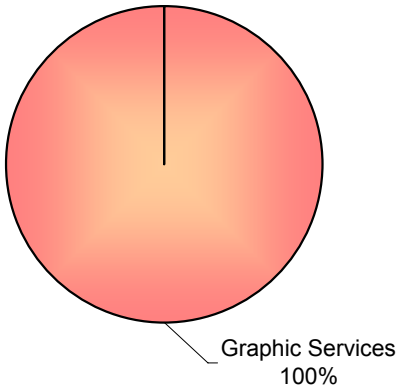
Expenditures: 1,832,422 **Revenues:** 1,552,000

FTEs 20.6

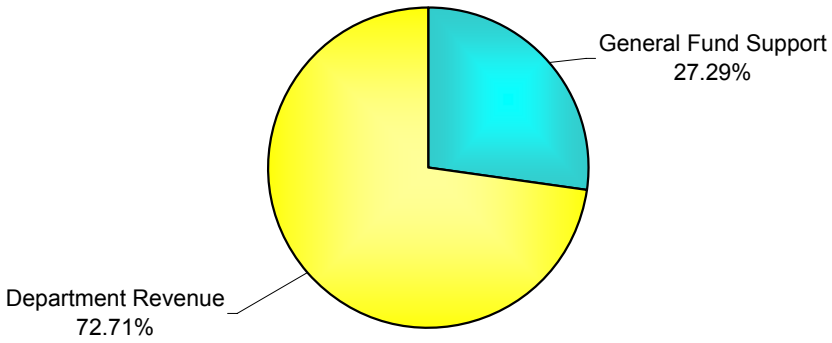
Function Statement: Provide graphic design, printing, and production services to all Pima County departments, County Administration, and the Board of Supervisors. Many of these products are often utilized by other governmental agencies, consultants, and the public.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: GRAPHIC SERVICES

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
GRAPHIC SERVICES	1,858,373	1,893,829	1,832,422
Total Expenditures	**1,858,373**	**1,893,829**	**1,832,422**
Funding by Source			
Revenues			
GRAPHIC SERVICES	1,412,716	1,589,300	1,552,000
Total Revenues	**1,412,716**	**1,589,300**	**1,552,000**
Net Operating Transfers In/(Out)	**626,205**	**587,078**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(180,548)**	**(282,549)**	**(219,633)**
General Fund Support	**0**	**0**	**500,055**
Total Program Funding	**1,858,373**	**1,893,829**	**1,832,422**
Staffing (FTEs) by Program			
GRAPHIC SERVICES	20.5	20.6	20.6
Total Staffing (FTEs)	**20.5**	**20.6**	**20.6**

Note: Beginning in fiscal year 2007/08, Graphic Services Design, formerly the design component of Graphic Services, is a department in the General Fund. The production portion of Graphic Services remains in the internal service fund for fiscal year 2007/08 and the department is renamed Graphic Services Production.

Program Summary

Department: GRAPHIC SERVICES
Program: GRAPHIC SERVICES

Function

Provide graphic design, 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
  . Increase graphic designer billable time
  . Process more jobs by improving turn-around time by process improvement and improved communication
  . Increase County staff awareness of Administrative Procedure 3-15 by notifying staff twice a year
  . Create a quality control process
- 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 press jobs within 10 working days
  . Conduct customer satisfaction surveys
  . Receive ratings of good or better for overall customer satisfaction on 90% of survey responses

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Graphic designer time billed	55%	62%	68%
Survey responses of very good or better for overall customer satisfaction	n/a	90%	95%
Press jobs ready in 10 days	n/a	75%	85%
Departmental meetings held	6	5	8
Job tracking system implemented	no	no	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,029,686	1,077,720	1,152,037
SUPPLIES AND SERVICES	823,990	813,511	672,685
CAPITAL OUTLAY	4,697	2,598	7,700
Total Program Expenditures	**1,858,373**	**1,893,829**	**1,832,422**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,405,467	1,579,150	1,240,000
MISCELLANEOUS	7,249	10,150	1,000
Operating Revenue Sub-Total	**1,412,716**	**1,589,300**	**1,241,000**
CHARGES FOR SERVICES	0	0	310,000
MISCELLANEOUS	0	0	1,000
Special Programs Revenue Sub-Total	**0**	**0**	**311,000**
Net Operating Transfers In/(Out)	**626,205**	**587,078**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(180,548)**	**(282,549)**	**(219,633)**
General Fund Support	**0**	**0**	**500,055**
Total Program Funding	**1,858,373**	**1,893,829**	**1,832,422**
Program Staffing (FTEs)	**20.5**	**20.6**	**20.6**

This page intentionally left blank.

Natural Resources, Parks & Recreation

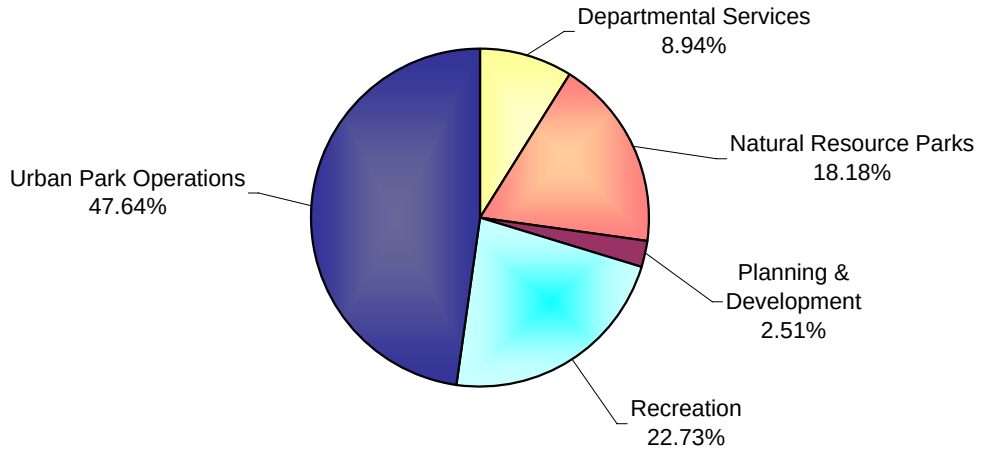
Expenditures: 17,196,102 **Revenues:** 1,155,721

FTEs 283.8

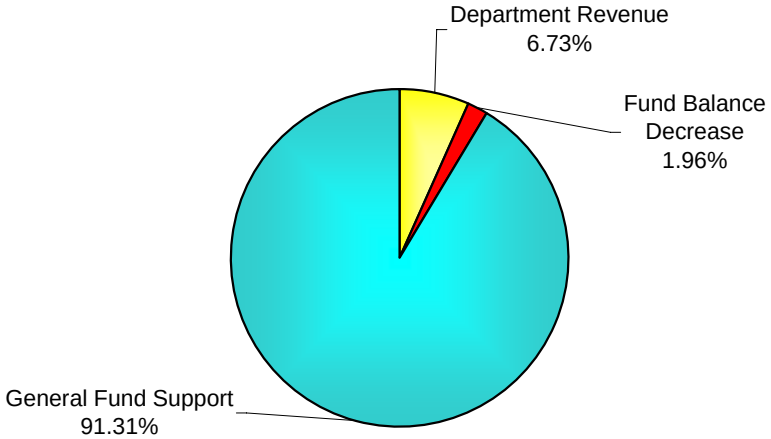
Function Statement: Manage Pima County natural resources, urban parks, and recreational programs. Lead community efforts to conserve the Sonoran Desert and enhance the urban environment. Provide quality recreation, education, and leisure activities.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: NATURAL RESOURCES, PARKS & RECREATION

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
DEPARTMENTAL SERVICES	1,374,977	1,401,832	1,536,552
NATURAL RESOURCE PARKS	2,163,237	2,566,237	3,126,351
PLANNING & DEVELOPMENT	167,111	217,444	432,003
RECREATION	2,815,905	3,205,725	3,909,011
URBAN PARK OPERATIONS	6,671,630	7,512,399	8,192,185
Total Expenditures	**13,192,860**	**14,903,637**	**17,196,102**
Funding by Source			
Revenues			
DEPARTMENTAL SERVICES	266,888	213,325	72,000
NATURAL RESOURCE PARKS	450,552	418,425	563,746
PLANNING & DEVELOPMENT	86,077	77,600	77,600
RECREATION	329,234	231,100	303,350
URBAN PARK OPERATIONS	182,822	154,500	139,025
Total Revenues	**1,315,573**	**1,094,950**	**1,155,721**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(273,705)**	**284,836**	**337,050**
General Fund Support	**12,150,992**	**13,523,851**	**15,703,331**
Total Program Funding	**13,192,860**	**14,903,637**	**17,196,102**
Staffing (FTEs) by Program			
DEPARTMENTAL SERVICES	20.0	18.0	18.0
NATURAL RESOURCE PARKS	33.9	35.3	39.2
PLANNING & DEVELOPMENT	10.0	11.0	11.0
RECREATION	77.4	83.6	97.0
URBAN PARK OPERATIONS	105.6	113.9	118.6
Total Staffing (FTEs)	**246.9**	**261.8**	**283.8**

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION
Program: DEPARTMENTAL SERVICES

Function

Provide management, leadership, and strategic and master planning for a very large parks and natural resource system. 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. 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, 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

- Manage/complete grant projects on time
- 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
- Process invoices within 5 days
- Ensure the department meets its budget

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Grant projects completed on time	90%	95%	100%
Parks and recreation centers with wireless DSL service	1	3	5
Average number of days to process an invoice	15	8	5

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	946,642	1,012,757	1,178,865
SUPPLIES AND SERVICES	415,526	335,277	302,389
CAPITAL OUTLAY	12,809	53,798	55,298
Total Program Expenditures	**1,374,977**	**1,401,832**	**1,536,552**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	(1,111)	0	2,000
MISCELLANEOUS	267,999	213,325	0
Operating Revenue Sub-Total	**266,888**	**213,325**	**2,000**
MISCELLANEOUS	0	0	70,000
Special Programs Revenue Sub-Total	**0**	**0**	**70,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**(21,000)**
General Fund Support	**1,108,089**	**1,188,507**	**1,485,552**
Total Program Funding	**1,374,977**	**1,401,832**	**1,536,552**
Program Staffing (FTEs)	**20.0**	**18.0**	**18.0**

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION
Program: DEPARTMENTAL SERVICES

Supplemental Packages Approved

Supplemental Package B - CIP/Park Projects First Quarter FY 07/08 - is associated with this program. Partial funding of this package provides for operations and maintenance for new facilities at Foothills Park and Dan Felix Memorial Park, the new Flowing Wells Community Center, the new Mount Lemmon Community Center, and a trails, trailhead, and cultural resource property crew. The package requested a total of $1,272,926 in expenditures ($654,041 for personal services, $374,785 for supplies and services, and $244,100 for capital) and $33,000 of revenue. Data presented on the preceding page includes $2,000 of 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 a specific program.

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION
Program: NATURAL RESOURCE PARKS

Function

Manage, maintain, protect, and educate the public about natural resource areas, mountain parks, open space lands, and cultural resource lands.

Description of Services

Manage and protect mountain parks, natural preserves, special use areas, trails, trailheads, open space, and cultural resource sites. Develop an invasive species management program.

Program Goals and Objectives

- Increase the level of public participation in environmental education programs
- Document new open space properties
- Develop new management plans for open space properties
- Routinely monitor and maintain non urban trail system and associated trail heads
- Monitor and provide operations and maintenance support for new cultural resource lands

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Environmental education program participants	19,983	23,000	25,000
Miles of trails maintained	20	66	86
Acres of park, ranch, open space, and cultural resource lands maintained	166,658	175,000	185,000
Comprehensive management plans completed	2	10	8

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,261,593	1,327,679	1,678,422
SUPPLIES AND SERVICES	700,654	1,176,558	1,312,929
CAPITAL OUTLAY	200,990	62,000	135,000
Total Program Expenditures	**2,163,237**	**2,566,237**	**3,126,351**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	134,126	170,075	150,000
MISCELLANEOUS	48,371	42,400	52,400
Operating Revenue Sub-Total	**182,497**	**212,475**	**202,400**
INTEREST	2,589	0	0
MISCELLANEOUS	257,230	200,000	300,000
Special Programs Revenue Sub-Total	**259,819**	**200,000**	**300,000**
INTERGOVERNMENTAL	8,236	5,950	61,346
Grant Revenue Sub-Total	**8,236**	**5,950**	**61,346**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(189,867)**	**241,050**	**183,050**
General Fund Support	**1,902,552**	**1,906,762**	**2,379,555**
Total Program Funding	**2,163,237**	**2,566,237**	**3,126,351**
Program Staffing (FTEs)	**33.9**	**35.3**	**39.2**

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION
Program: NATURAL RESOURCE PARKS

Supplemental Packages Approved

Supplemental Package B - CIP/Park Projects First Quarter FY 07/08 - is associated with this program. Partial funding of this package provides for operations and maintenance for new facilities at Foothills Park and Dan Felix Memorial Park, the new Flowing Wells Community Center, the new Mount Lemmon Community Center, and a trails, trailhead, and cultural resource property crew. The package requested a total of $1,272,926 in expenditures ($654,041 for personal services, $374,785 for supplies and services, and $244,100 for capital) and $33,000 of revenue. Data presented on the preceding page includes $240,595 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 a specific program.

Supplemental Package I - Open Space O&M Team - is associated with this program. Partial funding of this package provides for maintenance of structures, other improvements, and land on open space properties. The package requested a total of $413,912 in expenditures ($154,322 for personal services, $130,590 for supplies and services, and $129,000 for capital). Data presented on the preceding page includes $122,456 in expenditures.

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION
Program: PLANNING & DEVELOPMENT

Function

Manage and implement various planning, design, and construction projects which include Capital Improvement Program (CIP)/Bond and a number of grant funded capital projects. This responsibility includes the management of professional consultant and construction contracts and the development of related intergovernmental agreements and grants.

Description of Services

Plan, design, and develop trails, open space, and land use considerations. Administer and manage the CIP and various other funded capital projects.

Program Goals and Objectives

- Identify, establish, and complete CIP, Community Development Block Grants, and various other federal and state funded projects

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
CIP standards met	95%	100%	100%
Regulatory agency standards met	100%	100%	100%
Federal and state program standards met	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	215,630	118,962	121,330
SUPPLIES AND SERVICES	(55,221)	88,982	300,673
CAPITAL OUTLAY	6,702	9,500	10,000
Total Program Expenditures	**167,111**	**217,444**	**432,003**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	2,400	2,600	2,600
Operating Revenue Sub-Total	**2,400**	**2,600**	**2,600**
CHARGES FOR SERVICES	81,135	75,000	75,000
INTEREST	2,542	0	0
Special Programs Revenue Sub-Total	**83,677**	**75,000**	**75,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(83,677)**	**(25,000)**	**175,000**
General Fund Support	**164,711**	**164,844**	**179,403**
Total Program Funding	**167,111**	**217,444**	**432,003**
Program Staffing (FTEs)	**10.0**	**11.0**	**11.0**

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION
Program: RECREATION

Function

Operate community centers, swimming pools, art and leisure classes, fairs, a performing arts center, a boxing gym, and three shooting ranges.

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 nonprofit 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
- Plan for the future of recreation in Pima County
- Meet requirements of state, federal, and County regulations
- Ensure safety of all participants

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Recreation/community centers operated	16	17	19
Recreation/community center participants	210,681	220,000	250,000
Swimming pools operated	9	10	10
Aquatics program participants	122,465	130,000	130,000
Antique fairs participants	46,750	50,000	50,000
Shooting range users	11,399	14,000	14,000
Volunteer hours	17,218	20,000	22,000
Notices of significant regulatory violation	0	0	0
Notices of minor regulatory violation	1	0	0
Regulatory fines	$0	$0	$0
Staff safety training seminars held	3	3	3
Accidents reported within 2 days	90%	95%	95%
Serious injuries requiring ambulance	2	3	3

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	2,168,961	2,503,430	3,115,107
SUPPLIES AND SERVICES	636,354	630,871	717,804
CAPITAL OUTLAY	10,590	71,424	76,100
Total Program Expenditures	**2,815,905**	**3,205,725**	**3,909,011**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	316,229	227,100	299,350
MISCELLANEOUS	2,400	4,000	4,000
Operating Revenue Sub-Total	**318,629**	**231,100**	**303,350**
INTEREST	1,906	0	0
Special Programs Revenue Sub-Total	**1,906**	**0**	**0**
MISCELLANEOUS	8,699	0	0
Grant Revenue Sub-Total	**8,699**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION
Program: RECREATION

Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(161)**	**68,786**	**0**
General Fund Support	**2,486,832**	**2,905,839**	**3,605,661**
Total Program Funding	**2,815,905**	**3,205,725**	**3,909,011**
Program Staffing (FTEs)	**77.4**	**83.6**	**97.0**

Supplemental Packages Approved

Supplemental Package B - CIP/Park Projects First Quarter FY 07/08 - is associated with this program. Partial funding of this package provides for operations and maintenance for new facilities at Foothills Park and Dan Felix Memorial Park, the new Flowing Wells Community Center, the new Mount Lemmon Community Center, and a trails, trailhead, and cultural resource property crew. The package requested a total of $1,272,926 in expenditures ($654,041 for personal services, $374,785 for supplies and services, and $244,100 for capital) and $33,000 of revenue. Data presented on the preceding page includes $406,477 in expenditures and $26,000 of 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 a specific program.

Supplemental Package L - SESR & TMP Shooting Sports - is associated with this program. Partial funding of this package provides for a program manager devoted to shooting sports and associated supplies. The package requested a total of $208,682 in expenditures ($165,382 for personal services, $29,500 for supplies and services, and $13,800 for capital) and $30,000 of revenue. Data presented on the preceding page includes $80,889 in expenditures and $30,000 of revenue.

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION
Program: URBAN PARK OPERATIONS

Function

Manage, operate, and maintain Pima County's urban park system, river parks system (in partnership with the Pima County Regional Flood Control District), and trailheads. Manage and support the intergovernmental agreements with four school districts. Provide maintenance, repair, and construction support for all parks, facilities, open space properties and ranches, and cultural resource sites throughout Pima County. Coordinate and schedule the 85 ball fields, of which 58 are lighted, for sports leagues and special events. Develop and coordinate the division's industrial safety program and perform related work as required.

Description of Services

Manage, operate, and maintain 41 parks, with 85 ball fields (58 lighted) while scheduling and coordinating with various sports organizations using the ball fields. Provide skilled maintenance support for 14 recreation centers, various open space properties and ranches, natural resource parks and preserves, seven public swimming pools, various government and community buildings, and water works systems throughout Pima County (over 250 wells). Maintain the grounds of the downtown government complex. Develop, implement, and administer a comprehensive division safety program.

Program Goals and Objectives

- Prolong the life of equipment and facilities
- Respond to at least 85% of customer inquiries in one day
- Repair at least 75% of vandalized property within 72 hours

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Customer inquiries responded to within 1 work day	80%	80%	85%
Vandalized property repaired within 72 hours	70%	50%	75%
Urban parks operated and maintained	36	40	41
Lighted ball fields operated, maintained, and scheduled	45	51	58
Ball fields operated, maintained, and scheduled	78	84	85
Customer complaints average resolution time	2 days	3 days	2 days

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	4,157,427	4,953,324	5,305,686
SUPPLIES AND SERVICES	2,198,054	2,309,730	2,657,454
CAPITAL OUTLAY	316,149	249,345	229,045
Total Program Expenditures	**6,671,630**	**7,512,399**	**8,192,185**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	93,565	103,600	112,025
MISCELLANEOUS	89,257	50,900	27,000
Operating Revenue Sub-Total	**182,822**	**154,500**	**139,025**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**0**
General Fund Support	**6,488,808**	**7,357,899**	**8,053,160**
Total Program Funding	**6,671,630**	**7,512,399**	**8,192,185**
Program Staffing (FTEs)	**105.6**	**113.9**	**118.6**

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION
Program: URBAN PARK OPERATIONS

Supplemental Packages Approved

Supplemental Package B - CIP/Park Projects First Quarter FY 07/08 - is associated with this program. Partial funding of this package provides for operations and maintenance for new facilities at Foothills Park and Dan Felix Memorial Park, the new Flowing Wells Community Center, the new Mount Lemmon Community Center, and a trails, trailhead, and cultural resource property crew. The package requested a total of $1,272,926 in expenditures ($654,041 for personal services, $374,785 for supplies and services, and $244,100 for capital) and $33,000 of revenue. Data presented on the preceding page includes $182,087 in expenditures and $5,000 of 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 a specific program.

Supplemental Package C - CIP/Park Projects Second Quarter FY 07/08 - is associated with this program. Partial funding of this package provides for operations and maintenance of new soccer fields and other improvements at Rillito Park. The package requested a total of $140,420 in expenditures ($71,452 for personal services, $21,968 for supplies and services, and $47,000 for capital) and $1,200 of revenue. Data presented on the preceding page includes $55,135 in expenditures and $1,200 of revenue.

Supplemental Package D - CIP/Park Projects Third Quarter FY 07/08 - is associated with this program. Partial funding of this package provides for operations and maintenance of the new Robles Park. The package requested a total of $84,121 in expenditures ($26,881 for personal services, $29,740 for supplies and services, and $27,500 for capital). Data presented on the preceding page includes $31,006 in expenditures.

This page intentionally left blank.

Public Works Administration

Expenditures: 100,000 **Revenues:** 0

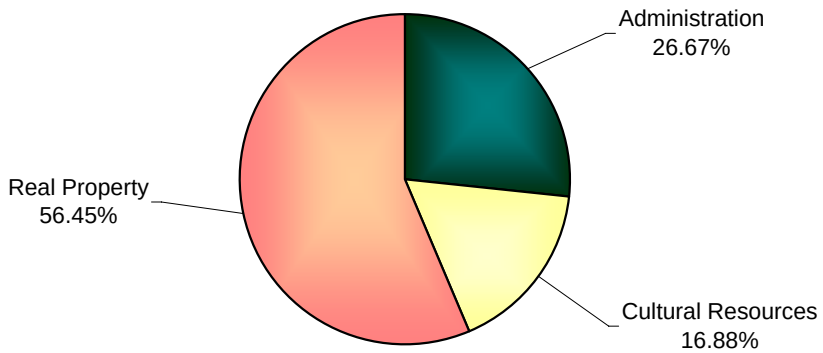
FTEs 37.5

Function Statement: Provide administrative services and cultural resources services and direct the real property function for the departments within the Public Works functional area.

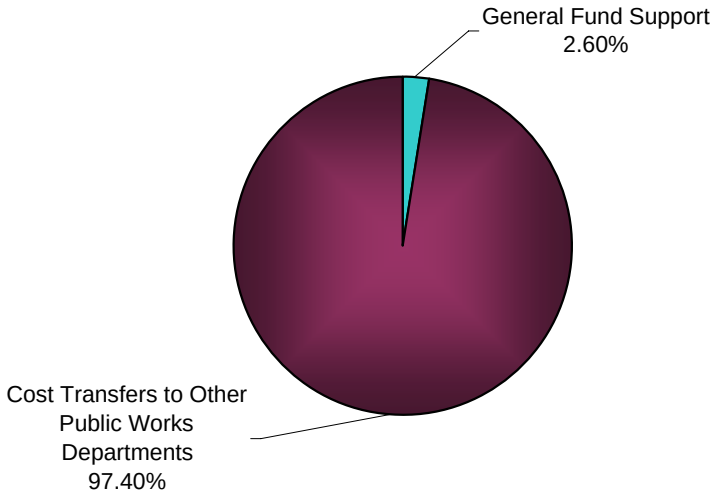
Mandates: None

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.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: PUBLIC WORKS ADMINISTRATION

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
ADMINISTRATION	2	0	0
CULTURAL RESOURCES	15,478	100,000	100,000
REAL PROPERTY	1	0	0
Total Expenditures	**15,481**	**100,000**	**100,000**
Funding by Source			
Revenues			
REAL PROPERTY	67	0	0
Total Revenues	**67**	**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	**15,414**	**100,000**	**100,000**
Total Program Funding	**15,481**	**100,000**	**100,000**
Staffing (FTEs) by Program			
ADMINISTRATION	6.0	7.5	9.0
CULTURAL RESOURCES	5.0	6.0	7.0
REAL PROPERTY	21.5	22.0	21.5
Total Staffing (FTEs)	**32.5**	**35.5**	**37.5**

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 administration, management, and planning to Real Property Services, Cultural Resources & Historic Preservation Services, Geographic Information Services, Capital Improvement Program, and all 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. Provide management and administrative support to regional planning efforts, the four County consortium, and sister region of Puerto Penasco, Mexico.

(Note: The program's expenditures will be allocated in full to the other departments in the Public Works functional area. Therefore, all budgeted expenditures will 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
- Coordinate and facilitate the collaboration between the Public Works departments
- Manage Public Works departments to measurable progress in providing professional, progressive, fiscally responsible, and timely services to Pima County
- Assist and coordinate regional development and planning efforts between Pima County and Cochise, Santa Cruz, and Pinal counties and Puerto Penasco, Mexico

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Each department's strategic plan and work plan updated annually and reviewed at mid-year	100%	100%	100%
Reports obtained from each department detailing activities related to providing progressive, fiscally responsible, and timely services	100%	100%	100%
Joint projects undertaken and completed	9	11	11

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
SUPPLIES AND SERVICES	(4,325)	0	0
CAPITAL OUTLAY	4,327	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)	**6.0**	**7.5**	**9.0**

Program Summary

Department: PUBLIC WORKS ADMINISTRATION
Program: CULTURAL RESOURCES

Function

Provide management, technical, and administrative services to all County departments and the public ensuring 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.

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 Cultural Resources and Open Space preservation

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Compliance actions for County projects	200	200	250
Compliance reviews for private development	200	200	300
Preservation bond funds expended	$3,000,000	$5,500,000	$5,500,000

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	143,089	100,000	100,000
SUPPLIES AND SERVICES	(133,704)	0	0
CAPITAL OUTLAY	6,093	0	0
Total Program Expenditures	**15,478**	**100,000**	**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	**15,478**	**100,000**	**100,000**
Total Program Funding	**15,478**	**100,000**	**100,000**
Program Staffing (FTEs)	**5.0**	**6.0**	**7.0**

Program Summary

Department: PUBLIC WORKS ADMINISTRATION
Program: REAL PROPERTY

Function

Direct and administer the real property function for Pima County departments.

Description of Services

Provide appraisal, acquisition, relocation, property management, and property disposal services to Pima County departments. License the use of County rights-of-way for encroachments and water 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Appraisals/Nominals per year	120	291	210
Acquisition agreements per year	250	270	205
Escrow closings per year	280	245	200
Percent compliance for insurance on licenses	62%	60%	62%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	173,082	0	0
SUPPLIES AND SERVICES	(179,883)	0	0
CAPITAL OUTLAY	6,802	0	0
Total Program Expenditures	**1**	**0**	**0**
Program Funding by Source			
Revenues			
MISCELLANEOUS	67	0	0
Operating Revenue Sub-Total	**67**	**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	**(66)**	**0**	**0**
Total Program Funding	**1**	**0**	**0**
Program Staffing (FTEs)	**21.5**	**22.0**	**21.5**

This page intentionally left blank.

Regional Flood Control District

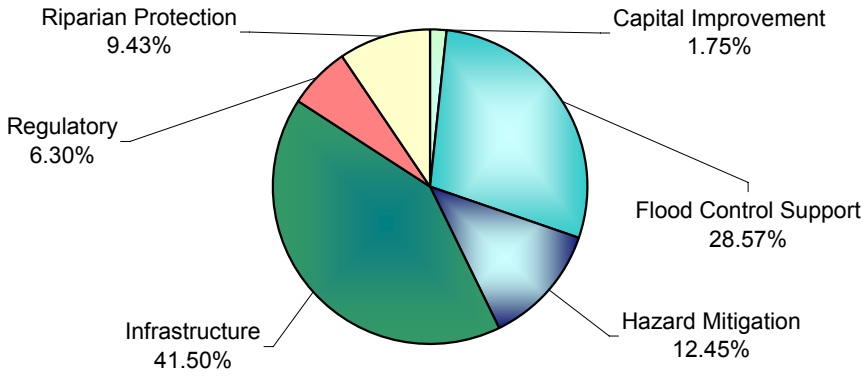
Expenditures: 17,074,685 **Revenues:** 30,098,208

FTEs 75.4

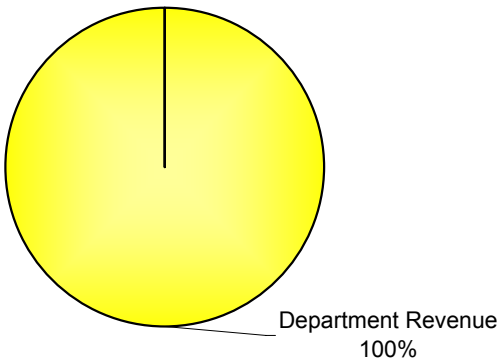
Function Statement: Protect public health, safety, and welfare by implementing structural flood control solutions and provide comprehensive nonstructural flood prevention services. Enhance natural floodplain characteristics and community environmental quality by preserving and protecting riparian habitat 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 Plan.

Mandates: ARS Title 11, Chapter 2: Board of Supervisors, Article 4: Powers and Duties; 11-257: Flood Water Control Works, Tax Levy; Title 48, Chapter 21: Flood Control Districts; and Pima County Code Title 16: Floodplain and Erosion Hazard Management

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: REGIONAL FLOOD CONTROL DISTRICT

Expenditures by Program	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
CAPITAL IMPROVEMENT	252,670	188,735	298,624
FLOOD CONTROL SUPPORT	4,768,328	3,785,418	4,878,731
HAZARD MITIGATION	0	0	2,126,386
INFRASTRUCTURE	1,081,716	1,365,500	7,084,841
REGULATORY	2,134,367	2,340,131	1,075,742
RIPARIAN PROTECTION	978,150	1,063,401	1,610,361
Total Expenditures	**9,215,231**	**8,743,185**	**17,074,685**
Funding by Source			
Revenues			
CAPITAL IMPROVEMENT	250	0	0
FLOOD CONTROL SUPPORT	20,314,781	22,788,193	25,433,208
INFRASTRUCTURE	569	0	4,500,000
RIPARIAN PROTECTION	2,357	5,000	165,000
Total Revenues	**20,317,957**	**22,793,193**	**30,098,208**
Net Operating Transfers In/(Out)	**(10,153,457)**	**(14,744,261)**	**(11,401,261)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(949,269)**	**694,253**	**(1,622,262)**
Total Program Funding	**9,215,231**	**8,743,185**	**17,074,685**
Staffing (FTEs) by Program			
CAPITAL IMPROVEMENT	13.5	14.0	9.0
FLOOD CONTROL SUPPORT	4.0	4.0	8.0
HAZARD MITIGATION	0.0	0.0	14.0
INFRASTRUCTURE	0.0	0.0	13.4
REGULATORY	28.5	30.0	18.0
RIPARIAN PROTECTION	14.8	15.0	13.0
Total Staffing (FTEs)	**60.8**	**63.0**	**75.4**

Program Summary

Department: REGIONAL FLOOD CONTROL DISTRICT
Program: CAPITAL IMPROVEMENT

Function

Manage the development and construction of Capital Improvement Projects (CIP) for the Flood Control District. This includes the initiation, planning, monitoring and control, execution, and closing of District's CIP.

Description of Services

Design and construct flood control improvements along the major watercourses, including bank protection, levee, detention basins, environmental restoration, and linear park improvements. Prepare feasibility studies/concept design reports for flood control projects including reports and studies to obtain federal and state funds and grants for flood control and environmental restoration projects. Participate with other agencies and departments for construction of major flood control and environmental restoration projects. Provide comprehensive review and monitoring of construction to ensure project quality and compliance with project specifications.

Program Goals and Objectives

- Initiate and deliver the Flood Control Bond Programs and other CIP projects, monitor the progress of each project and control the successful planning, design, construction, and closing of each project
- Implement and train division staff to develop constructible projects by utilizing value engineering to optimize design, monitor construction costs during design and construction, provide project specifications that assure quality and utilize proper procurement practices

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Percentage of bond projects completed on schedule and budget.	n/a	n/a	90%
Percentage of projects constructed within 5% of engineer's cost estimate.	n/a	n/a	75%
Percentage of 1997 bond projects completed.	82%	85%	90%
Percentage of 2004 bond projects completed.	10%	12%	15%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	333,285	402,015	438,381
SUPPLIES AND SERVICES	(102,135)	(245,080)	(148,157)
CAPITAL OUTLAY	21,520	31,800	8,400
Total Program Expenditures	**252,670**	**188,735**	**298,624**
Program Funding by Source			
Revenues			
MISCELLANEOUS	250	0	0
Operating Revenue Sub-Total	**250**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**252,420**	**188,735**	**298,624**
Total Program Funding	**252,670**	**188,735**	**298,624**
Program Staffing (FTEs)	**13.5**	**14.0**	**9.0**

Program Summary

Department: REGIONAL FLOOD CONTROL DISTRICT
Program: FLOOD CONTROL SUPPORT

Function

Direct, lead and support the district floodplain management and flood control activities in the incorporated and unincorporated areas of Pima County by maintaining a fiscally responsible, environmentally conscientious, and multi-objective approach to managing regional watercourses, floodplains, water resources, and riparian habitats.

Description of Services

Provide leadership, financial management, and personnel for district operations. Provide direction and set policies for short range and long range regional flood control planning. Provide administrative support services to procure, manage, and audit contracts and services for the district. Ensure district activities conform to federal and state laws, flood insurance standards, and floodplain management goals. Ensure the District meets the Federal Emergency Management Agency (FEMA) goals for local flood control activities and programs to prevent flood damage and mitigate potential flood hazards resulting in lower flood insurance rates to residents and businesses and making the community 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 in the county 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Maintain actual expenditures within 1% of budget	97%	97%	97%
Divisions that developed a one-year and five-year operating plan	97%	97%	97%
Percentage of projects with no discrepancies in schedule or budget	n/a	n/a	97%
FEMA's rating for Pima County	6	6	5
Percentage of savings on Flood Insurance premiums in Pima County	20%	20%	25%
Total Flood Insurance policies in Pima County	2,366	2,500	2,700

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,349,329	1,496,891	2,168,237
SUPPLIES AND SERVICES	3,381,369	2,258,527	2,710,494
CAPITAL OUTLAY	37,630	30,000	0
Total Program Expenditures	**4,768,328**	**3,785,418**	**4,878,731**
Program Funding by Source			
Revenues			
TAXES	19,821,655	22,664,193	25,112,708
INTERGOVERNMENTAL	0	2,500	0
CHARGES FOR SERVICES	4,321	1,500	100,000
INTEREST	327,053	100,000	200,000
MISCELLANEOUS	161,752	20,000	20,500
Operating Revenue Sub-Total	**20,314,781**	**22,788,193**	**25,433,208**
Net Operating Transfers In/(Out)	**(10,153,457)**	**(14,744,261)**	**(11,401,261)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(5,392,996)**	**(4,258,514)**	**(9,153,216)**
Total Program Funding	**4,768,328**	**3,785,418**	**4,878,731**
Program Staffing (FTEs)	**4.0**	**4.0**	**8.0**

Program Summary

Department: REGIONAL FLOOD CONTROL DISTRICT
Program: HAZARD MITIGATION

Function

Provide flood hazard mapping and information resources to protect Pima County residents from flooding and associated hazards. Conduct long-range planning services to promote wise and environmentally sound developments in and adjacent to flood hazard areas. Ensure compliance of federal, state, and local regulations for development projects impacting Pima County regional watercourses, floodplains, and riparian areas.

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, and respond to flood events. 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. Conduct comprehensive river and basin management studies and prepare financial program reports. Coordinate management of the Flood Insurance Rate Maps, the Community Rating System and flood hazard mitigation and emergency repair activities with FEMA. Provide the following core services: conduct and review flood insurance studies; review development plans for compliance; coordinate mapping changes flood hazard mitigation efforts with FEMA; participate in the National Flood Insurance Program and the Community Rating Systems; initiate flood education & awareness activities; identify, plan, and study needs; prepare plans or studies, develops scopes of works, and oversees work to completion; prepare annual report; and prepare Five Year Comprehensive Report.

Program Goals and Objectives

- Discourage development in flood and erosion hazard areas
- Encourage natural resource protection
- Continue participating in the Flood Insurance Program
- Identify cost-effective solutions to flood and erosion hazards
- Encourage interagency cooperation
- Meet or exceed state and federal requirements for preserving and protecting environmental resources, including those mandated by Threatened and Endangered Species Act and the Sonoran Desert Conservation Plan

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Percentage of development project plans that are received, logged in, and reviewed within time frame established by Pima County Development Services	n/a	70%	80%
Percentage of FEMA reviews received, logged in, and reviewed within a four-week period	n/a	n/a	50%
Percentage of floodplain residents that receive informational and/or educational materials, e.g. floodplain map change notices, educational brochures	n/a	20%	25%
Acres of watersheds studied annually to update flood hazard information	n/a	60,000	150,000
Linear miles of rivers studied and reviewed annually	n/a	25	50
Percentage of rezonings and plans that provide for natural washes and preserve floodplains	n/a	50%	60%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	0	0	942,128
SUPPLIES AND SERVICES	0	0	1,178,658
CAPITAL OUTLAY	0	0	5,600
Total Program Expenditures	**0**	**0**	**2,126,386**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**0**	**0**	**2,126,386**
Total Program Funding	**0**	**0**	**2,126,386**
Program Staffing (FTEs)	**0.0**	**0.0**	**14.0**

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

Inspect, construct, and maintain flood control facilities. Develop operation and maintenance plans for flood control infrastructure including emergency preparedness and incorporating environmentally sensitive solutions for flood control. Coordinate maintenance activities with external departments and agencies at the city, County, state, and federal levels.

Develop and maintain an Asset Management Program containing a complete inventory of all district flood control and related infrastructure including real property, bank protection, drainage ways, easements, and other flood conveyance structures. Develop plans for the operation and maintenance of the real property including coordination with other County departments and local and state agencies.

Program Goals and Objectives

- Provide inspection and maintenance of flood control improvements for the benefit of County residents that embody sound maintenance principles in a cost effective manner
- Establish data management procedures that provide support to the various programs within the District including data sources as well as geographic information data sources

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Percentage of district property inventoried in geographical information system (GIS) database	n/a	n/a	100%
Percentage of infrastructure assets inventoried in GIS database	n/a	n/a	75%
Number of assets inventoried	n/a	n/a	5,000
Percent of Subdivision Release of Assurance inspections completed within 10 days of request.	n/a	n/a	95%
Percent of infrastructure inventory inspected annually	n/a	n/a	33%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	104,605	0	1,152,166
SUPPLIES AND SERVICES	977,111	1,365,500	5,921,975
CAPITAL OUTLAY	0	0	10,700
Total Program Expenditures	**1,081,716**	**1,365,500**	**7,084,841**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	0	0	4,500,000
MISCELLANEOUS	569	0	0
Operating Revenue Sub-Total	**569**	**0**	**4,500,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**1,081,147**	**1,365,500**	**2,584,841**
Total Program Funding	**1,081,716**	**1,365,500**	**7,084,841**
Program Staffing (FTEs)	**0.0**	**0.0**	**13.4**

Program Summary

Department: REGIONAL FLOOD CONTROL DISTRICT
Program: REGULATORY

Function

Protect the health, safety, and welfare of Pima County residents by providing comprehensive compliance plan and customer service programs through a balanced, fiscally responsible, multi-objective approach to managing local and regional watercourses, floodplains, and riparian resources.

Description of Services

Ensure compliance with floodplain management regulations as required by federal and state laws and local mandates governing floodplains. Implement a regulatory permitting and compliance program to provide information and outreach services explaining floodplain requirements. Review applications, plans, and engineering studies for conformance with standards and requirements and issuing permits if acceptable. Perform site investigations in order to verify that improvements were constructed in compliance and initiate enforcement activities for construction not in compliance. Conduct hydrologic and hydraulic studies. Interface with other governmental agencies, instill public awareness, and respond to flood events. Provide comprehensive planning and review of flood control infrastructure constructed by private development.

Program Goals 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 and Erosion Hazard Management Ordinance
- Provide floodplain management plans that embody sound engineering principles and preserve natural resources
- Provide consistent and comprehensive information regarding flood and erosion hazards, and impacts to riparian areas in order to assist in creating awareness of the issues, and promote development with the least impact within these areas

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Number of Flood Hazard Information Sheets completed	5,750	4,400	4,500
Number of outreach events to inform residents about flood hazards	5	5	5
Number of well trained staff, as determined are Certified Floodplain Managers	9	11	11
Percent of Floodplain Use Permit applications initially reviewed within 15 business days (either approved or comment letter)	n/a	n/a	80%
Percent of complaints responded to within 10 business days	n/a	n/a	80%
Percentage of completed elevation certificates returned	n/a	n/a	90%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,442,520	1,567,513	953,590
SUPPLIES AND SERVICES	668,447	755,118	110,202
CAPITAL OUTLAY	23,400	17,500	11,950
Total Program Expenditures	**2,134,367**	**2,340,131**	**1,075,742**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**2,134,367**	**2,340,131**	**1,075,742**
Total Program Funding	**2,134,367**	**2,340,131**	**1,075,742**
Program Staffing (FTEs)	**28.5**	**30.0**	**18.0**

Program Summary

Department: REGIONAL FLOOD CONTROL DISTRICT
Program: RIPARIAN PROTECTION

Function

Enhance floodplain characteristics and ecosystem functions by preserving, protecting, and restoring the natural resources within Pima County, including those activities mandated by federal, state, and local regulations as well as activities that fulfill the mission set forth by the Pima County Board of Directors in the Sonoran Desert Conservation Plan (SDCP), as it pertains to riparian and water resource protection.

Description of Services

Manage and administer the riparian protection elements of the SDCP and the Floodplain and Erosion Hazard Management Ordinance (Floodplain Ordinance) through coordination, review, and enforcement of land use improvement plans for both private and public development. Oversee the planning, design, construction and maintenance of riparian habitat/ecosystem restoration projects. Evaluate and make recommendations on properties for flood-prone, riparian habitat, and open space acquisition. Manage Regional Flood Control District (RFCD) property including unique high value riparian preserves. Participate with other governmental and nongovernmental entities on riparian area conservation and management. Administer the biological inventory of riparian and aquatic ecosystems. Assist in the development of the SDCP, the Multi-Species Conservation Plan, and the Section 10 Permit, including oversight of the SDCP Science Technical Advisory Committee and the Science Commission.

Administer the ownership inventory of surface water, groundwater, and effluent credits. Determine water needs for RFCD riparian habitat areas and ecosystem restoration projects. Participate with other County departments, governmental agencies, and nongovernmental entities on water needs, availability, and conservation. Review and comment on possible water resource impacts of a proposed development. Identify concerns surrounding water usage and availability and develop policies that help to address these issues. Oversee the planning, design, construction, operation, and maintenance of groundwater recharge projects. Maintain, operate, and expand the Automated Local Evaluation In Real Time (ALERT) system to ensure rainfall and stream flow is accurately measured and the data is collected and assessed in real-time. Monitor rainfall and stream flow runoff to determine potential flooding and coordinate with appropriate emergency response agencies during significant events.

Program Goals and Objectives

- Support and ensure compliance with Floodplain Ordinance and the SDCP as it applies to floodplains, riparian habitat and RFCD property
  . Develop, regulate, and enforce riparian measures that serve to preserve and protect valued ecosystem habitat
  . Evaluate and make recommendations on potential acquisition of flood-prone, riparian, and open space land
  . Assist in the development and implementation of the SDCP, the MSCP, and the Section 10 permit application
- Preserve, protect, and restore riparian habitat and ecosystem function
  . Manage RFCD property in a manner that protects and enhances natural resources using appropriate environmental sensitivity means
  . Plan, design, construct, and maintain cost effective high valued riparian habitat ecosystem restoration projects
  . Work with other governmental and nongovernmental entities on riparian area conservation and management
- Maintain and operate an integrated flood warning and emergency response system in cooperation with the National Weather Service, Pima County Office of Emergency Management, and the state
  . Monitor rainfall and runoff to determine probability of flooding
  . Maintain, operate and expand ALERT to ensure the system functions properly
  . Provide timely storm related information and system analysis to County personnel and others emergency response agencies

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Percentage of riparian habitat mitigation plan permits inspected annually for regulatory compliance based on permits issued.	n/a	5%	8%
Acres of riparian habitat preserved or restored annually.	n/a	100	100
Percentage of non-functional ALERT field site sensors repaired or replaced within two weeks, weather and hardware permitting.	95%	95%	95%
Number of flood preparedness emergency planning briefings and/or exercises held annually with emergency response personnel and agencies.	3	3	3

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	661,497	612,441	822,295
SUPPLIES AND SERVICES	283,653	370,410	687,366
CAPITAL OUTLAY	33,000	80,550	100,700
Total Program Expenditures	**978,150**	**1,063,401**	**1,610,361**

Program Summary

Department: REGIONAL FLOOD CONTROL DISTRICT
Program: RIPARIAN PROTECTION

Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	2,157	0	0
MISCELLANEOUS	200	5,000	165,000
Operating Revenue Sub-Total	**2,357**	**5,000**	**165,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**975,793**	**1,058,401**	**1,445,361**
Total Program Funding	**978,150**	**1,063,401**	**1,610,361**
Program Staffing (FTEs)	**14.8**	**15.0**	**13.0**

This page intentionally left blank.

Solid Waste Management

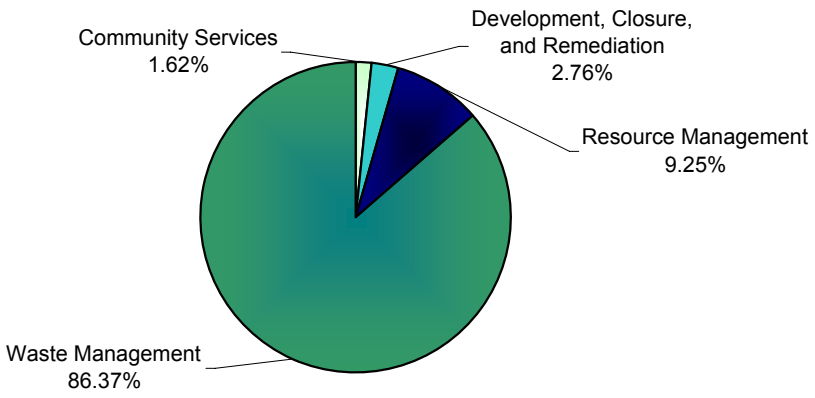
Expenditures: 8,561,778 **Revenues:** 6,977,400

FTEs 53.0

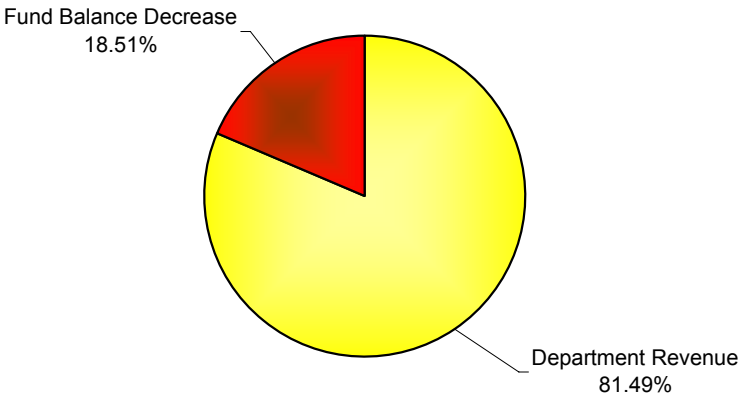
Function Statement: Provide efficient and environmentally responsible solid waste facilities for the people of Pima County. Manage and operate the solid waste disposal and transfer facilities necessary for the safe and sanitary disposal of solid waste generated within its jurisdiction.

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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
COMMUNITY SERVICES	255,305	323,453	138,537
DEVELOPMENT, CLOSURE, AND REMEDIATION	69,339	41,711	236,065
RESOURCE MANAGEMENT	667,886	861,574	791,870
WASTE MANAGEMENT	5,278,903	7,241,657	7,395,306
Total Expenditures	**6,271,433**	**8,468,395**	**8,561,778**
Funding by Source			
Revenues			
RESOURCE MANAGEMENT	143,150	40,000	45,000
WASTE MANAGEMENT	5,790,127	7,083,000	6,932,400
Total Revenues	**5,933,277**	**7,123,000**	**6,977,400**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**338,156**	**1,345,395**	**1,584,378**
Total Program Funding	**6,271,433**	**8,468,395**	**8,561,778**
Staffing (FTEs) by Program			
RESOURCE MANAGEMENT	14.0	12.8	11.0
WASTE MANAGEMENT	38.5	39.8	42.0
Total Staffing (FTEs)	**52.5**	**52.6**	**53.0**

An outside consultant performed an audit of the County's Solid Waste program. This audit projects an operating loss for the program in fiscal year 2007/08. In response to this report the Board of Supervisors has taken some actions affecting the solid waste operations, and may take further actions next fiscal year. However in order to prevent a deficit in fiscal year 2007/08, $500,000 is being reserved in the Contingency Fund to cover losses that exceed the department's available fund balance.

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, Board of Supervisors clean up requests, 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Community Service clean ups performed	51	22	20
Complaints received regarding community clean ups	0	3	0
Annual Community Service report prepared	yes	yes	yes
Illegal dumping sites investigated	625	625	625
Illegal waste removed from public lands (tons)	80	80	80

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	30,858	64,509	5,344
SUPPLIES AND SERVICES	224,447	258,944	133,193
Total Program Expenditures	**255,305**	**323,453**	**138,537**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**255,305**	**323,453**	**138,537**
Total Program Funding	**255,305**	**323,453**	**138,537**
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. Remediation includes investigation, design, and construction for remedial activities associated with waste sites.

Description of Services

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, and remediation services capability
- Plan and manage the development, expansion, closure, and required remediation at County landfills

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Monthly waste data tracking completed	yes	yes	yes
Landfill forecasts updated semi-annually	yes	yes	yes
Facilities re-permitted	1	1	2
Facilities expanded	0	2	2
Groundwater wells and gas probes monitored	22	44	44

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	12,647	6,392	1,950
SUPPLIES AND SERVICES	56,692	35,319	234,115
Total Program Expenditures	**69,339**	**41,711**	**236,065**
Program Funding by Source			
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**69,339**	**41,711**	**236,065**
Total Program Funding	**69,339**	**41,711**	**236,065**
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. Project 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 activities
- Manage financial, staffing, and administrative resources
- Project equipment funding and request replacement

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Invoices prepared by 7th of each month	100%	100%	100%
Equipment plan updated	yes	yes	yes
Long range staffing plan updated	yes	yes	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	541,694	337,072	227,391
SUPPLIES AND SERVICES	106,868	512,502	523,479
CAPITAL OUTLAY	19,324	12,000	41,000
Total Program Expenditures	**667,886**	**861,574**	**791,870**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	5,518	0	5,000
INTEREST	124,896	40,000	40,000
MISCELLANEOUS	12,736	0	0
Operating Revenue Sub-Total	**143,150**	**40,000**	**45,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**524,736**	**821,574**	**746,870**
Total Program Funding	**667,886**	**861,574**	**791,870**
Program Staffing (FTEs)	**14.0**	**12.8**	**11.0**

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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Arizona Department of Environmental Quality inspections passed	100%	100%	100%
Accidents resulting in lost time	2	0	0
Landfills operated	4	4	4
Transfer stations operated	2	2	2
Rural collection centers operated	13	14	14
Waste tonnage handled	172,072	178,000	218,000
Tire tonnage recycled	12,895	16,000	12,000
Other materials tonnage recycled	2,531	1,600	2,000

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	1,762,990	1,954,165	2,168,027
SUPPLIES AND SERVICES	3,490,186	5,253,492	5,050,779
CAPITAL OUTLAY	25,727	34,000	176,500
Total Program Expenditures	**5,278,903**	**7,241,657**	**7,395,306**
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	4,417,155	5,682,000	5,418,500
MISCELLANEOUS	100,576	101,000	93,000
Operating Revenue Sub-Total	**4,517,731**	**5,783,000**	**5,511,500**
INTERGOVERNMENTAL	1,136,454	1,200,000	1,200,000
CHARGES FOR SERVICES	108,755	100,000	130,000
INTEREST	18,794	0	90,900
MISCELLANEOUS	8,393	0	0
Special Programs Revenue Sub-Total	**1,272,396**	**1,300,000**	**1,420,900**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(511,224)**	**158,657**	**462,906**
Total Program Funding	**5,278,903**	**7,241,657**	**7,395,306**
Program Staffing (FTEs)	**38.5**	**39.8**	**42.0**

Transportation

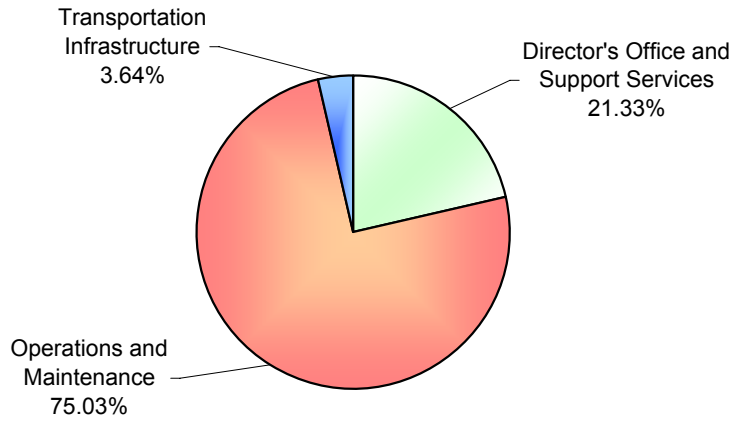
Expenditures: 47,337,071 **Revenues:** 67,688,523

FTEs 425.9

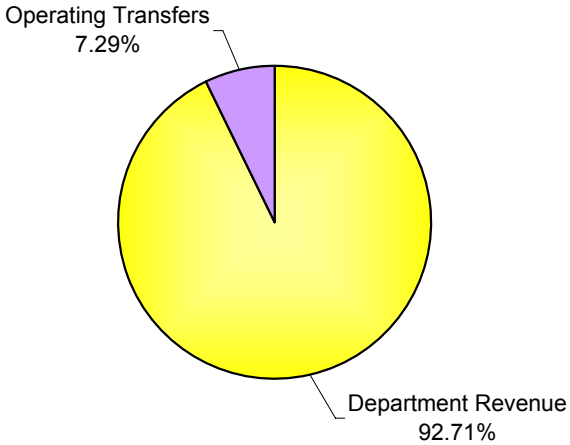
Function Statement: Provide for the safe and efficient movement of people and goods. Maintain and rehabilitate Pima County's street and highway system. Review and regulate new developments relative to regional transportation plan considerations. Plan, design, and implement all transportation capital 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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
DIRECTOR'S OFFICE AND SUPPORT SVCS	6,818,395	9,972,180	10,098,301
SYSTEMS, OPERATIONS AND MAINTENANCE	31,342,246	28,919,289	35,516,931
TRANSPORTATION INFRASTRUCTURE	1,175,029	2,542,465	1,721,839
Total Expenditures	**39,335,670**	**41,433,934**	**47,337,071**
Funding by Source			
Revenues			
DIRECTOR'S OFFICE AND SUPPORT SVCS	59,491,552	60,656,425	64,257,867
SYSTEMS, OPERATIONS AND MAINTENANCE	1,282,358	1,327,507	2,335,656
TRANSPORTATION INFRASTRUCTURE	1,546,365	735,000	1,095,000
Total Revenues	**62,320,275**	**62,718,932**	**67,688,523**
Net Operating Transfers In/(Out)	**(24,895,542)**	**(32,807,845)**	**(21,472,048)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**1,910,937**	**11,522,847**	**1,120,596**
Total Program Funding	**39,335,670**	**41,433,934**	**47,337,071**
Staffing (FTEs) by Program			
DIRECTOR'S OFFICE AND SUPPORT SVCS	76.6	75.2	80.9
SYSTEMS, OPERATIONS AND MAINTENANCE	231.1	234.6	239.5
TRANSPORTATION INFRASTRUCTURE	109.8	106.9	105.5
Total Staffing (FTEs)	**417.5**	**416.7**	**425.9**

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, 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 reimbursement 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 and lead the department's annual budget development process
  . Provide the most current and complete financial data for the County's Capital Improvement Plan
- 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 within the divisions throughout the year
- 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Percentage of very good or excellent ratings, as measured in the annual Internal Customer Survey	80%	80%	80%
Number of constituent inquiries and concerns received	3,800	3,850	4,200
Percentage of constituent inquiries and concerns responded to or resolved within 24 hours of receipt	88%	89%	89%
Number of technical assistance and /or environmental documents reviewed annually	n/a	282	100
Percentage of introduced bills having an impact on the department that receive divisional review and are reported in writing to the Chief Deputy County Administrator	100%	100%	100%
Percentage of quarterly financial data updates provided to the County's CIP unit within 4 weeks of obtaining the quarterly actual expenditures	100%	100%	100%
Percentage of employees with an approved training and development plan on September 30 of each year	100%	100%	100%
Percentage of invoices processed within 5 business days of receipt	100%	100%	100%
Percentage of budget unit requests submitted on time	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	3,214,668	3,902,365	4,069,925
SUPPLIES AND SERVICES	3,574,536	5,986,415	6,005,876
CAPITAL OUTLAY	29,191	83,400	22,500
Total Program Expenditures	**6,818,395**	**9,972,180**	**10,098,301**

Program Summary

Department: TRANSPORTATION
Program: DIRECTOR'S OFFICE AND SUPPORT SVCS

Program Funding by Source			
Revenues			
LICENSES & PERMITS	40,110	20,000	36,000
INTERGOVERNMENTAL	57,238,471	60,137,025	63,522,267
CHARGES FOR SERVICES	384,081	50,000	180,000
INTEREST	737,645	300,000	400,000
MISCELLANEOUS	612,606	149,400	119,600
MEMO REVENUE	376,422	0	0
Operating Revenue Sub-Total	**59,389,335**	**60,656,425**	**64,257,867**
INTEREST	102,217	0	0
Special Programs Revenue Sub-Total	**102,217**	**0**	**0**
Net Operating Transfers In/(Out)	**(24,895,542)**	**(32,807,845)**	**(21,472,048)**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(27,777,615)**	**(17,876,400)**	**(32,687,518)**
Total Program Funding	**6,818,395**	**9,972,180**	**10,098,301**
Program Staffing (FTEs)	**76.6**	**75.2**	**80.9**

Program Summary

Department: TRANSPORTATION
Program: SYSTEMS, OPERATIONS AND MAINTENANCE

Function

Operate and maintain a safe and efficient transportation system including roadway infrastructure, several traffic control systems, bicycle and pedestrian facilities, Ajo airport, transit services, and geographic information 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 planning, design, and construction of projects that exceed the scope of pavement preservation (surface treatments), yet do not reach the scope of the traditional CIP definition. Provide drainage maintenance services under assignment from the Flood Control District. Install and maintain active traffic control systems (signing, striping, signals, and street lighting) to 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 (PAG). Establish necessary safety projects, develop scope and program of projects, and manage design and construction of projects using funding and priorities from the Arizona Department of Transportation's DOT-57 program, the PAG Regional Transportation Authority (RTA) program, and traffic impact fees. Develop safety projects for potential 2008 GO bond program. 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. Provide Internet-related GIS technical support to all County departments.

Program Goals and Objectives

- Investigate, study, and respond to inquiries from internal and external customers in a timely manner 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 (wireless signal communication system, previous component of Countywide emergency signal preempt system has been completed with signal power supply back-up system underway in fiscal year 2006/07 and will be expanded as funding is available)
- Make Pima County roads safer to drive on
  . Reduce fatal accidents on Pima County roadway system
  . Coordinate engineering and enforcement functions through monthly meetings with Sheriff's Operations Bureau
  . Perform detailed crash reports for all critical and fatal crashes and perform follow up improvements as resources permit
  . Provide annual update to Safety Management System report
- 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	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Percentage of internal customers rating geographic information services as good or excellent	95%	95%	95%
Percentage of very good or excellent ratings, as measured in the annual Internal Customer Survey for engineering information services	100%	100%	100%
Number of GIS projects completed (includes Sonoran Desert Conservation Plan projects)	700	850	900
Number of sections of GIS parcel land base rectified to digital orthophotos	75	125	150
Percentage of very good or excellent ratings, as measured in the annual Internal Customer Survey for maintenance services	80%	80%	80%
Percentage of routine roadway maintenance activities performed by established cycle times	80%	80%	80%
Percentage of roadways receiving annual surface treatments	4%	4%	4%

Program Summary

Department: TRANSPORTATION
Program: SYSTEMS, OPERATIONS AND MAINTENANCE

Number of neighborhood improvement plans implemented each year	10	10	10
Number of preventive maintenance and unscheduled field service calls on the traffic signal system	950	580	650
Number of sign item actions per sign installer	2,000	2,000	1,500
Number of total road tube volume/speed counts collected	1,250	1,250	1,250
Percentage of very good or excellent ratings, as measured in the annual Internal Customer Survey for planning and funding services	95%	95%	95%
Ratio of complaints received per passenger	.00025	.00020	.00020
Percentage of target dates achieved for each open automation plan project	91%	92%	92%
Annual targeted minimum grant funding secured for bicycle/pedestrian facilities and safety programs	$1,500,000	$1,500,000	$1,500,000

Program Expenditures by Object	**FY2005/2006 Actual**	**FY2006/2007 Adopted**	**FY2007/2008 Adopted**
PERSONAL SERVICES	10,387,787	11,336,961	11,403,365
SUPPLIES AND SERVICES	19,450,256	16,267,428	23,559,195
CAPITAL OUTLAY	1,504,203	1,314,900	554,371
Total Program Expenditures	**31,342,246**	**28,919,289**	**35,516,931**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	1,129,754	1,281,707	2,309,156
CHARGES FOR SERVICES	13,585	10,100	10,000
MISCELLANEOUS	139,019	35,700	16,500
Operating Revenue Sub-Total	**1,282,358**	**1,327,507**	**2,335,656**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**30,059,888**	**27,591,782**	**33,181,275**
Total Program Funding	**31,342,246**	**28,919,289**	**35,516,931**
Program Staffing (FTEs)	**231.1**	**234.6**	**239.5**

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 all funds received. 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 in addition to 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 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

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Percentage of planned project completions based on fiscal year adopted budget	n/a	n/a	85%
Percentage of planned expenditures to fiscal year adopted budget	n/a	n/a	85%
Construction start dates within 180 days of adopted baseline schedule	n/a	n/a	80%
Percentage of very good or excellent ratings, as measured in the annual External Customer Survey for subdivision/permit inspection services	85%	85%	75%
Percentage of projects completed by proposed due date as agreed upon by both parties	85%	85%	80%
Percentage of independent assurance samples that achieves scores of 3 or greater	90%	90%	85%
Percentage of right-of-way encroachments sucessufully resolved prior to legal action	100%	90%	80%
Number of negative findings from certification acceptance inspections and other audits	0	0	0
Total dollars spent on roadway construction	$22,000,000	$30,000,000	$20,000,000
Percentage of employees with an approved training and development plan on September 30 of each year	100%	100%	100%
Percentage of very good or excellent ratings, as measured in the annual Internal Customer Survey for design services	83%	85%	85%
Percentage of project Notice to Proceed dates achieved annually as per the CIP 5-year plan or approved through variance reporting	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	2,630,227	3,917,660	2,103,352
SUPPLIES AND SERVICES	(1,575,424)	(1,575,485)	(564,513)
CAPITAL OUTLAY	120,226	200,290	183,000
Total Program Expenditures	**1,175,029**	**2,542,465**	**1,721,839**

Program Summary

Department: TRANSPORTATION
Program: TRANSPORTATION INFRASTRUCTURE

Program Funding by Source			
Revenues			
LICENSES & PERMITS	327,709	275,000	275,000
CHARGES FOR SERVICES	1,204,832	460,000	820,000
MISCELLANEOUS	13,824	0	0
Operating Revenue Sub-Total	**1,546,365**	**735,000**	**1,095,000**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**(371,336)**	**1,807,465**	**626,839**
Total Program Funding	**1,175,029**	**2,542,465**	**1,721,839**
Program Staffing (FTEs)	**109.8**	**106.9**	**105.5**

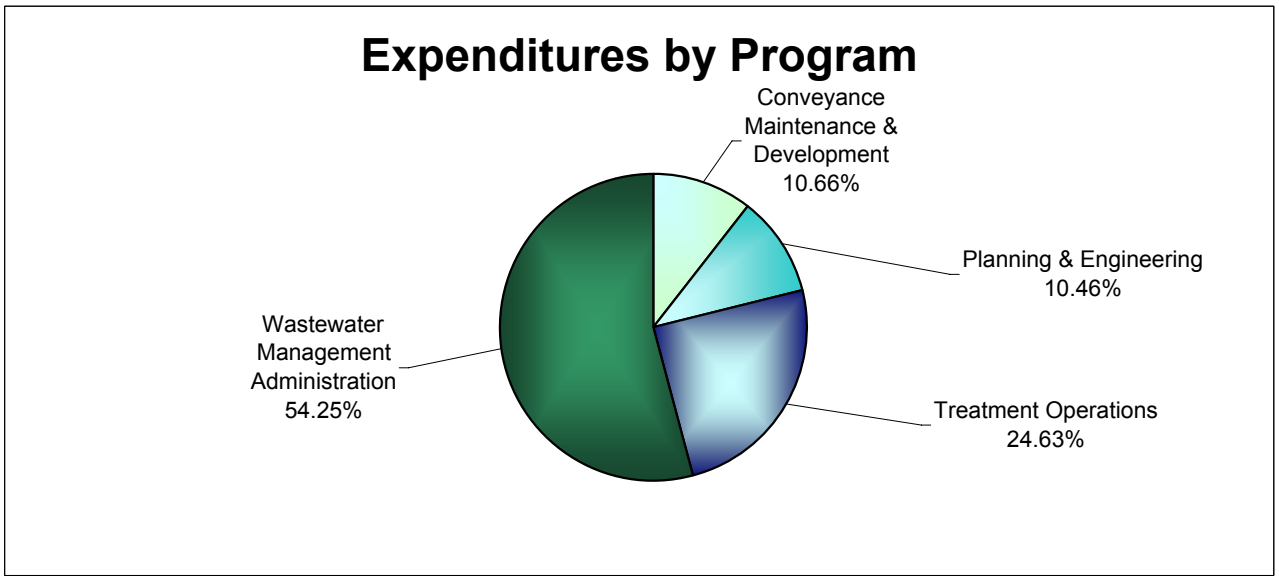
Wastewater Management

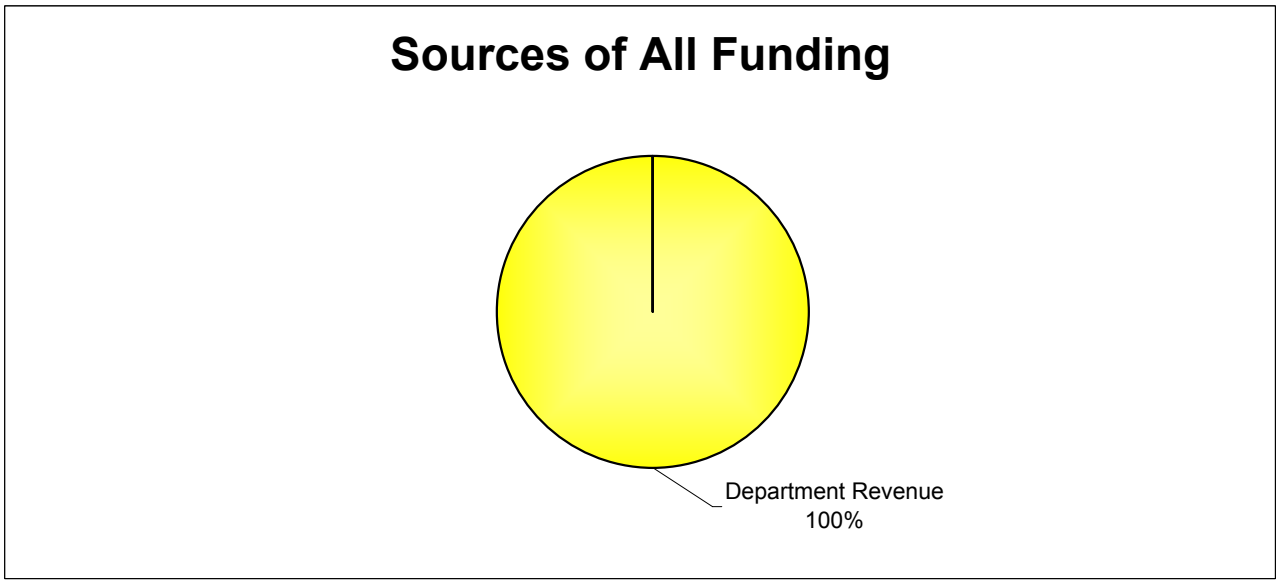
Expenditures: 125,254,174 **Revenues:** 129,530,336

FTEs 583.7

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; Title 14, 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	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
CONVEYANCE MAINTENANCE & DEVELOPMENT	8,822,571	11,958,271	13,350,713
PLANNING & ENGINEERING	5,342,452	7,529,569	13,098,441
RESEARCH GRANTS	606,419	149,936	0
TREATMENT OPERATIONS	23,485,809	28,523,109	30,844,620
WASTEWATER MANAGEMENT ADMINISTRATION	43,820,813	59,032,788	67,960,400
Total Expenditures	**82,078,064**	**107,193,673**	**125,254,174**
Funding by Source			
Revenues			
CONVEYANCE MAINTENANCE & DEVELOPMENT	7,855	0	0
PLANNING & ENGINEERING	1,050,543	0	0
RESEARCH GRANTS	582,488	149,936	0
TREATMENT OPERATIONS	(54,721)	0	0
WASTEWATER MANAGEMENT ADMINISTRATION	120,753,821	124,188,117	129,530,336
Total Revenues	**122,339,986**	**124,338,053**	**129,530,336**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**1,085,658**	**33,500,000**	**50,000,000**
Fund Balance Decrease/(Increase)	**(41,347,580)**	**(50,644,380)**	**(54,276,162)**
Total Program Funding	**82,078,064**	**107,193,673**	**125,254,174**
Staffing (FTEs) by Program			
CONVEYANCE MAINTENANCE & DEVELOPMENT	129.5	142.8	145.3
PLANNING & ENGINEERING	65.8	75.3	82.0
RESEARCH GRANTS	2.0	0.5	0.0
TREATMENT OPERATIONS	202.0	217.3	221.0
WASTEWATER MANAGEMENT ADMINISTRATION	132.5	134.8	135.4
Total Staffing (FTEs)	**531.8**	**570.7**	**583.7**

Federal funding of the Arid West Quality Research Program ended on April 30, 2007 and information on this page for Research Grants is for historical purposes only.

Program Summary

Department: WASTEWATER MANAGEMENT
Program: CONVEYANCE MAINTENANCE & DEVELOPMENT

Function

Provide the community with an environmentally sound, effective, and efficient sanitary sewage conveyance system.

Description of Services

Provide inspection services to repair, rehabilitate and/or construct sanitary sewage collection, conveyance, treatment, disposal or reuse, and odor control facilities in compliance with federal, state, and local regulatory requirements; including National Pollution Discharge Elimination System (NPDES), 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. Provide mapping and records services. 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 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)
- Operate the sanitary sewage conveyance system (gravity sewers and pumping systems) effectively, efficiently, and in compliance with federal and state mandates and regulations
- Maintain an effective vector control program by providing treatment applications to 50% of the conveyance system manholes
- Respond efficiently and effectively to requests for mapping, sewer records, connection information, and engineering records not available on the Internet
- Respond efficiently to requests for flow monitoring, system capacity, and other information

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Public sanitary sewerage overflows	82	100	85
Conveyance system miles serviced	2,309	2,500	2,700
Vector control program completed	yes	yes	yes
Information request responses	31,225	28,000	30,000
Meter flow requests fulfilled	191	210	225

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	5,842,921	7,927,509	8,289,252
SUPPLIES AND SERVICES	2,559,168	3,995,962	4,739,962
CAPITAL OUTLAY	420,482	34,800	321,499
Total Program Expenditures	**8,822,571**	**11,958,271**	**13,350,713**
Program Funding by Source			
Revenues			
MISCELLANEOUS	7,855	0	0
Operating Revenue Sub-Total	**7,855**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**8,814,716**	**11,958,271**	**13,350,713**
Total Program Funding	**8,822,571**	**11,958,271**	**13,350,713**
Program Staffing (FTEs)	**129.5**	**142.8**	**145.3**

Program Summary

Department: WASTEWATER MANAGEMENT
Program: PLANNING & ENGINEERING

Function

Develop and implement the Capital Improvement Program (CIP) of the department, including initial project concepts, design, and completion of construction.

Description of Services

Develop and implement long range facility plans (metro and non-metro). Research, monitor, review, and follow environmental policy that may effect system operations and facility planning. Provide project development engineering design and oversight of consultant design efforts, coordinate cultural and real property needs for CIP projects, provide project planning, project management, CIP over-site/coordination, and construction management services. Provide Blue Stake location services. Manage system models, rehabilitation projects, system design standards, and other special projects of a technical nature. Prepare intergovernmental agreements. Coordinate Wastewater Management Advisory Committee. Represent the department with wastewater industry and research groups.

Program Goals and Objectives

- Develop, initiate, manage, and complete CIP Projects
- Review CIP projects twice each month
- Update the biennial Metropolitan Area Facility Plan
- Assist with the updating of the annual financial plan (CIP components)
- Respond to Blue Stake location requests within 48 hours as required by law
- Update the biennial Non-Metropolitan Area Facility Plan

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
CIP project expenses	$18.5m	$41.9m	$93.4m
Value of design and construction contracts initiated	$33.8m	$70m	$80-$110M
CIP project review sessions held	24	24	24
Wastewater Management Advisory Committee meetings held	10	10	10
Metropolitan Area Facility Plan updated	yes	n/a	yes
Non-Metropolitan Area Facility Plan updated	yes	n/a	yes
Financial plan updated	yes	n/a	yes
Blue Stake locates performed	99,000	105,000	110,000
Blue Stake locate requests responded to on time	100%	100%	100%

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	3,735,828	5,048,224	5,089,963
SUPPLIES AND SERVICES	(2,808,742)	2,445,265	7,950,778
CAPITAL OUTLAY	4,415,366	36,080	57,700
Total Program Expenditures	**5,342,452**	**7,529,569**	**13,098,441**
Program Funding by Source			
Revenues			
MISCELLANEOUS	60,272	0	0
Operating Revenue Sub-Total	**60,272**	**0**	**0**
INTERGOVERNMENTAL	906,953	0	0
INTEREST	(45)	0	0
MISCELLANEOUS	83,363	0	0
Special Programs Revenue Sub-Total	**990,271**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**4,291,909**	**7,529,569**	**13,098,441**
Total Program Funding	**5,342,452**	**7,529,569**	**13,098,441**
Program Staffing (FTEs)	**65.8**	**75.3**	**82.0**

Program Summary

Department: WASTEWATER MANAGEMENT
Program: RESEARCH GRANTS

Function

Conduct the Arid West Water Quality Research Project. (Note: Federal funding of the Arid West Quality Research Program ended on April 30, 2007 and information on this page is for historical purposes only.

Description of Services

Manage scientific research on appropriate water quality criteria, standards, and uses for the arid west. Disseminate scientific research findings to regulated community and regulators at local, state, tribal, and federal levels.

Program Goals and Objectives

- Improve the scientific basis for the regulation of water quality

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Research studies conducted	4	4	n/a
Scientific/regulatory meetings held	1	1	n/a
Request for proposals prepared and advertised	2	1	n/a
Requests for reimbursement submitted	6	6	n/a
Presentations of research results at conferences	n/a	11	n/a

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	83,761	28,886	0
SUPPLIES AND SERVICES	517,896	121,050	0
CAPITAL OUTLAY	4,762	0	0
Total Program Expenditures	**606,419**	**149,936**	**0**
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	528,751	142,439	0
INTEREST	33	0	0
MISCELLANEOUS	53,704	7,497	0
Grant Revenue Sub-Total	**582,488**	**149,936**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**23,931**	**0**	**0**
Total Program Funding	**606,419**	**149,936**	**0**
Program Staffing (FTEs)	**2.0**	**0.5**	**0.0**

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.

Description of Services

Operate and maintain wastewater treatment facilities to treat over 60 million gallons of sanitary sewage daily, including associated biosolid facilities. Permit, inspect, sample, and enforce the approved industrial pretreatment program. Implement the EPA mandated industrial pretreatment program. 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 93%
- 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)

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Cubic feet of methane converted to energy	92 million	125 million	153 million
Gallons of wastewater treated	24.514 billion	25.343 billion	27.827 billion
Exceed biochemical oxygen demand removal rate	93%	93%	93%
No discharge interference or upset at POTW	yes	yes	yes

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	10,254,417	12,292,525	12,423,333
SUPPLIES AND SERVICES	12,632,657	16,191,334	18,298,687
CAPITAL OUTLAY	598,735	39,250	122,600
Total Program Expenditures	**23,485,809**	**28,523,109**	**30,844,620**
Program Funding by Source			
Revenues			
MISCELLANEOUS	(54,721)	0	0
Operating Revenue Sub-Total	**(54,721)**	**0**	**0**
Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**0**	**0**	**0**
Fund Balance Decrease/(Increase)	**23,540,530**	**28,523,109**	**30,844,620**
Total Program Funding	**23,485,809**	**28,523,109**	**30,844,620**
Program Staffing (FTEs)	**202.0**	**217.3**	**221.0**

Program Summary

Department: WASTEWATER MANAGEMENT
Program: WASTEWATER MANAGEMENT ADMINISTRATION

Function

Direct department operations and short and long term financial planning. Provide administrative support services for the department. Provide technical and regulatory compliance services for wastewater treatment facilities. 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 system development funds (SDF) for capital projects, monitor expenses, and allocate and reconcile funds. 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. Record and monitor annual depreciation charges related to fixed assets, debt service costs of current bonds and outstanding loans, and department revenue. Operate a state licensed laboratory to test samples for regulatory compliance. Collect samples and prepare requisite reports and submittals in accordance with federal and state permit requirements.

Program Goals and Objectives

- Allocate system development funds (SDF)
- Comply with CIP Bond implementation plans
- Provide administrative, revenue collection, financial, and personnel services
- Develop and implement financial plans that sustain the operating and capital improvement budgets
- Reduce the introduction of kitchen grease into the sanitary sewer system through a proactive public education program
- Provide assurance that federal and state permit reporting requirements for wastewater treatment facilities are met
- Obtain 34,000 quality assured regulatory compliance samples for the environmental laboratory

Program Performance Measures	FY2005/2006 Actual	FY2006/2007 Estimated	FY2007/2008 Planned
Delinquency rate of sewer user accounts	1.75%	1.75%	1.75%
Personnel action forms processed	583	633	683
Invoices processed	1,874	1,224	750
Long term debt financing obtained	$1,085,658	$50,000,000	$50,000,000
System development funds allocated	Quarterly	Quarterly	Quarterly
Number of sewer accounts serviced	246,821	250,523	255,534
Customer inquiries promptly responded to	n/a	17,500	17,850
Change Orders (Synergen as of April 1, 2006)	176	751	600
Pending Resolution Issues (Synergen)	237	892	700
Permit reporting requirements met	100%	100%	100%
Regulatory compliance samples obtained	21,560	26,000	34,164

Program Expenditures by Object	FY2005/2006 Actual	FY2006/2007 Adopted	FY2007/2008 Adopted
PERSONAL SERVICES	7,912,050	8,841,945	8,937,699
SUPPLIES AND SERVICES	35,469,892	49,729,933	58,644,891
CAPITAL OUTLAY	438,871	460,910	377,810
Total Program Expenditures	**43,820,813**	**59,032,788**	**67,960,400**
Program Funding by Source			
Revenues			
LICENSES & PERMITS	17,191	20,000	5,000
CHARGES FOR SERVICES	103,984,114	103,359,317	112,053,936
FINES AND FORFEITS	41,715	58,800	58,800
INTEREST	1,783,919	400,000	2,312,600
MISCELLANEOUS	319,146	350,000	100,000
MEMO REVENUE	14,607,736	20,000,000	15,000,000
Operating Revenue Sub-Total	**120,753,821**	**124,188,117**	**129,530,336**

Program Summary

Department: WASTEWATER MANAGEMENT
Program: WASTEWATER MANAGEMENT ADMINISTRATION

Net Operating Transfers In/(Out)	**0**	**0**	**0**
Other Funding Sources	**1,085,658**	**33,500,000**	**50,000,000**
Fund Balance Decrease/(Increase)	**(78,018,666)**	**(98,655,329)**	**(111,569,936)**
Total Program Funding	**43,820,813**	**59,032,788**	**67,960,400**
Program Staffing (FTEs)	**132.5**	**134.8**	**135.4**

Supplemental Packages Approved

Supplemental Package B - Revenue Enhancement - is associated with this program. Approval of this package provides $3,524,388 in additional revenue from increased sewer user fees. Data on the previous page includes $3,524,388 in revenues.

SUPPLEMENTAL INFORMATION SUMMARY

Page

Glossary of Terms and Acronyms 15-2
Super Department Listing 15-18
Pima County Budget Policies 15-22
Pima County Debt Policies and Practices 15-32
Pima County Bonding Disclosure, Accountability & Implementation 15-36
Long Term Debt Service Schedules 15-43
Valuation Of Property For Taxing Purposes In Arizona 15-52
Components of Arizona's Property Tax System 15-53
Full Cash Values by Class: 2003 - 2007 15-54
Limited Values by Class: 2003 - 2007 15-55
Assessment Ratios by Class: 2003 - 2007 15-56
Secondary Net Assessed Values by Class: 2003 - 2007 15-57
Primary Net Assessed Values by Class: 2003 - 2007 15-58
Property Tax Levies And Collections - Ten Year History 15-59
Property Tax Rates-Direct and Overlapping Governments - Ten Year History 15-60
Pima County Population, Cities & Towns, and Unincorporated Areas: 1992 - 2006 15-61
Pima County Population Projections Compared with Arizona, Maricopa County and Other Counties: 2000 - 2006, 2010, 2020, 2030, 2040, 2050 15-62
Pima County Population & Employment - Ten Year History 15-63
Addresses & Telephone Numbers 15-64

GLOSSARY OF TERMS AND ACRONYMS

Account - An individual item of expenditure or revenue used in line item budgeting, e.g., books, out-of-state travel, overtime, court fees, interest.

Accounting Method (Accrual Basis & Modified Accrual Basis) - Under the accrual method, revenues are recognized when they are earned, and expenses are recognized when they are incurred. The budgets of the proprietary funds are presented using the accrual basis. Under a modified accrual method, revenues are recognized when they are measurable and available to finance expenditures. Expenditures, on the other hand, are generally recognized when incurred. (Exceptions to this policy are principal and interest expenditures on general long term debt which are budgeted either when due, or in period 12 (June), if the due date falls early in the subsequent fiscal year.) The budgets of the governmental funds are presented on a modified accrual basis.

Activity - An effort of a department that contributes to the achievement of a program objective. The smallest operational element of a strategic budget, organized as follows:

- Program
- Service
- Activity

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 fourteenth day before the day on which the Board levies taxes (which, in turn, must be done on or before the third Monday in August each year).

AFCAP - Actual Full Cost Allocation Plan - The plan that identifies the costs of support services provided by the central service departments of Pima County to its operating departments and special revenue, internal service, and enterprise fund departments. The AFCAP for a given fiscal year is based on the actual expenditures of the prior fiscal year. The plan is prepared annually by the Financial Control & Reporting Division of the Department of Finance and Risk Management.

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 Funds. The County Attorney's fund includes funds held for other local law enforcement agencies. Racketeering is defined as any illegal act committed for financial gain.

Appropriation - A legal authorization granted by the County Board of Supervisors to make expenditures/expenses and to incur obligations for specific purposes during a fiscal year.

ARS - Arizona Revised Statutes - The revision and codification of the laws of the state of Arizona of a general or public nature and enacted into law as the Arizona Revised Statutes, Laws 1955, Third Special Session, Chapter 3.

ASRS - Arizona State Retirement System - A defined benefit plan as described in section 414(j) of the Internal Revenue Code that provides retirement and other benefits to state employees and employees of participating state political subdivisions not covered by one of the Public Safety Personnel Retirement System (PSPRS) plans. Most Pima County employees are members of the ASRS.

Assessed Valuation - An annual determination of the just or fair value of real estate or other property by the County Assessor 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 2003–2007" in this section.

Base Budget - The Financial Planning System contains packages A through Z. Package A refers to a department's Base or Target Budget, or for non-General Fund departments, the level of operating expenditures/expenses which can be supported by a department's current financial resources. The base budget is the prior year's budget adjusted for known financial changes, such as the annualization of approved prior year supplemental packages and prior year salary and benefit adjustments.

Board of Deposit - The Board of Supervisors, sitting as the Board of Deposit, designates the servicing bank for the deposits of state and County monies. ARS §35-325 specifies the requirements and procedures which govern the conduct of this board.

Bond - A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date in the future (called the maturity date), together with periodic interest at a specific rate.

Bond Implementation Ordinances - Ordinances Nos. 1997-35, 1997-80, 2004-18, 2006-29 that schedule the sale of bonds authorized by Pima County voters in the May and November 1997 bond elections, the May 2004 bond election, and the May 2006 bond election. These ordinances also establish basic parameters as to how the County will program capital improvements funded with bond revenues. Compliance with these restrictions is governed by Truth in Bonding ordinances, which provide specific guidance on bonding disclosure, accountability, and implementation.

Bond Principal - The face value of a written promise to pay a specified sum of money at a specified date(s) in the future, called the maturity date(s).

Budget - A financial plan consisting of an estimate of proposed expenditures/expenses 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 planned salary compensation, and approved department supplemental packages, where the exact timing or details of the project are not yet determined.

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.

Capital Project - Construction, remodeling, infrastructure, or other projects costing $100,000 or more that are part of the Capital Improvement Program (CIP).

Capital Project Expenditures - Expenditures for construction, remodeling, infrastructure, or other projects costing $100,000 or more that are part of the CIP.

Capital Projects Fund - A fund used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Funds).

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 prior year carryovers within the Contingency department. All carryovers must be approved by the County Administrator.

CDBG - Community Development Block Grant - Housing and Urban Development block grant funds to be used for increasing available housing 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 47 percent surcharge on all traffic fines collected. The state treasurer administers the funds and allocates them among different agencies such as law enforcement, courts, and health services.

Classification - A title and code assigned to a grouping of similar 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 following departments: Community & Economic Development Administration; Community Development & Neighborhood Conservation; Community Resources, the 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 - 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 Prior Year Carryovers, General Contingency (unreserved), Budget Stabilization, Tax Reduction/Debt Retirement, and General Fund Reserve.

COP - Certificates of Participation - Form of financing for capital projects whereby the projects financed serve as collateral for investors. Investors purchase a share of the revenue from a lease arrangement.

CORP - Corrections Officer Retirement Plan - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to various state and municipal corrections/detention employees, county detention and juvenile detention officers, and non-uniformed county sheriff department employees whose primary duties require direct contact with inmates. The CORP is administered by the Public Safety Personnel Retirement System (PSPRS).

Cost Allocation Plan - The documents identifying, accumulating, and allocating or developing billing rates based on the allowable cost of services provided by a governmental unit to its departments. Pima County uses an Internal Cost Allocation Plan to recover indirect costs from Enterprise Funds, Internal Service Funds, and some Special Revenue Funds. The County recovers indirect costs based on a combination of actual costs and usage information from prior fiscal years. Pima County uses a second Cost Allocation Plan to recover indirect costs from federal grant programs. This plan is prepared following federal guidelines specified in Circular A-87.

Cost Center - The lowest financial organization unit. Each center is identified by a unique seven-digit 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 and Risk Management, 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, 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 set 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.

Economic Estimates Commission - Commission mandated under the Arizona Constitution to establish each year an aggregate expenditure limitation from local revenues for counties, cities and towns, community college districts, and local school districts.

EORP - Elected Officials' Retirement Plan - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to state and county elected officials, supreme court justices, superior court and court of appeals judges, and full-time superior court commissioners. The EORP is administered by the Public Safety Personnel Retirement System (PSPRS).

Enterprise Fund - A 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.

Excise Tax - A tax imposed by federal, state, or local governments on the sale or consumption of specific goods or services. In its broadest meaning, an excise tax is similar to a sales tax, which typically levies a fixed percentage tax on the monetary value of goods or services when purchased by consumers. Title 42, Chapter 6, Article 3, of the Arizona Revised Statutes allows the voters in most Arizona counties to enact countywide jail facilities, capital projects, and transportation excise taxes. More than twenty years ago, the County approved a 1 percent tax (now 6 percent) on the rental of hotel/motel rooms in the unincorporated area of the County, and in May 2006 voters approved the Regional Transportation Authority's countywide 0.5 percent transportation excise tax. Upon the unanimous vote of the Board of Supervisors, the County is allowed by statute to enact up to a 0.5 percent general county excise tax. At this time, Pima County does not impose such an excise tax. (Also see Sales Tax and Transaction Privilege Tax.)

Exemption from Property Taxes - The Arizona Constitution exempts property held by federal, state, or local governments and educational, charitable, and religious nonprofit organizations from property tax. 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 changes in spending to adjustments for inflation, deflation, and population growth.

Expense - Charges incurred (whether paid immediately or unpaid) for Proprietary Funds.

Facilities Renewal Fund - A fund established, subject to annual appropriation, to provide resources for the on-going need to repair and rehabilitate existing, aging County buildings.

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 - Federal Medical Assistance Percentage - The share of each state's Medicaid program paid by the federal government. The share runs from a minimum of 50% to a maximum of 83%, and is determined by the per capita income of each state.

FMS - Financial Management System - Computerized central data system that performs the County's accounting and financial reporting functions.

Forecast - A projection of future revenues and/or expenses based on historical and current economic, financial, and demographic 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 per fiscal year, i.e., one FTE represents 26 pay periods per fiscal year times 80 hours per pay period for 2,080 hours per fiscal year.

Full Cash Value - The appraised value of a property approximating the "market value" of the property. The Full Cash Value is used to determine the Secondary Net Assessed Value which is then used to levy Secondary Property Taxes.

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.

Fund - A system of accounts that segregates all financial transactions for restricted or designated uses by a government entity. The fund categories used by Pima County are the General Fund, Special Revenue Funds, Capital Projects Fund, Debt Service Fund, Enterprise Funds, and Internal Service Funds. (Also see individual fund definitions.)

Fund Balance - The difference between the assets and liabilities of governmental funds. Governmental funds include the General Fund, Special Revenue Funds, Capital Projects Fund, and Debt Service Fund.

FY - Fiscal Year - A 12-month period 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.

GASB - Government Accounting Standards Board - An independent, rule making body that establishes and improves standards of financial accounting and reporting for state and local governments. It is recognized as the official source of generally accepted accounting principles for state and local governments. Organized in 1984, GASB is the successor to the National Council on Governmental Accounting, whose standards remain in force unless amended or superseded by the GASB.

General Fund - The General Fund is used to account for all financial resources except those accounted for in other funds. The General Fund is the County's principal financing vehicle for general government services and is funded largely by primary property tax revenue and state shared sales tax revenue.

General Fund Reserve - An amount of money held to cover expenses associated with unforeseen events. The reserve is a contingency expense budgeted at about five percent of general fund revenues in accordance with the recommendations of the GFOA. Such a reserve is looked upon favorably by bond underwriters. This has the effect of lowering the interest rates on bonds sold by the County.

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 Fund, and Debt Service Fund.

Grants - Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

HCBS - Home and Community Based Services - 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.

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.

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.

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.

Hotel/Motel Bed Tax - See Transient Lodging Excise Tax.

HSA - Health Savings Account - A tax-exempt trust or custodial savings account set up by an employee to pay or reimburse current and future qualified medical expenses. Enacted under provisions of the Internal Revenue Code, it is an alternative to traditional health insurance. An employee must be covered by a high deductible health plan and can contribute tax-free earnings to the HSA each year up to set limits. The necessary minimum deductible and maximum contribution levels are indexed for inflation over time.

HURF - Highway User Revenue Fund - Funds allocated by the state 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 FY 1996/97, 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.

Improvement District - A special taxing district that is established by the Board of Supervisors, at the request of the property owners within a specific area, for the purpose of installing local public improvements and distributing the cost of the improvements among the property owners within the district based upon the benefit derived.

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, wireless radio services, and telecommunications is named Information Technology.)

Information Technology Enhancement Fund - A fund established to provide a source of funding for various specific information technology projects designated during the County's budget process.

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.

JALE - Justice & Law Enforcement - 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 - A property classification defined by the State Legislature and used to establish various Assessment Ratios to be applied to the Full Cash Value and the Limited Value of a property to determine both the Primary Net Assessed Value and Secondary Net Assessed Value of taxable property. Legal Class is determined by the use of the property.

Levy - Imposition of taxes and/or special assessments for the support of government activities.

Levy Limitation - The annual growth rate of the Primary Property Tax Levy is limited to two percent plus the percentage growth of the physical tax base. The levy 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 modification to the property, it is the greater of: (1) the previous year's Limited Property Value increased by 10%; or, (2) 25% of the difference between the current year's Full Cash Value and the previous year's Limited Property Value. If there has been a change in use or a substantial change made to the property, the Limited Property Value is determined by using the average percentage that the Limited Property Value comprises of the Secondary Property Value of like properties in the area. The Limited Property Value can never exceed the Secondary Property 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.

MWBE - Minority & Women-owned Business Enterprises - Businesses owned and operated by women or minorities. It is the policy of Pima County government to ensure full and equitable economic opportunities to persons or businesses that compete for business with Pima County government, including minority-owned business enterprises (MBE) and woman-owned business enterprises (WBE); the goal being to encourage and support business growth and success. The Pima County Minority and Women-owned Business Enterprise Program is a narrowly tailored remedial plan intended to correct identified disparities.

NAI - Net Assets Impact - A term applicable to proprietary funds describing a change in retained earnings. Prior to a GASB rule change, the term Net Retained Earnings Impact (NREI) was used. The concept is similar to the philosophy of NFI, as applied to other funds.

NAV - Net Assessed Value - The assessed value less the exceptions and exemptions allowed by the state constitution and statutes.

NFI - Net Fund Impact - Defined as total revenues for the fiscal year, plus net operating transfers, and 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.

NGFI - Net General Fund Impact - The same as NFI, applicable to the General Fund.

Object - A collection of accounts grouped and assembled by general type. For budgeting purposes, expenditure/expense objects are: Personal Services, Supplies, Services and Other Charges, Capital, Debt Service, and Other Financing Sources. Revenue objects are: Taxes, Special Assessment, Licenses & Permits, Intergovernmental, Charges for Services, Fines & Forfeits, Interest, and Miscellaneous.

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 Fund. Grant revenues are not considered operating revenues.

Operating Transfers - The movement of cash or assets from a fund that has the resources to a fund that will use them. Operating transfers “in” or “out” are not considered “revenues” or “expenses.”

Outside Agencies - A group of organizations that are not associated with nor allocated to any particular Pima County department. 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.

PAG - Pima Association of Governments - A nonprofit council of governments serving as the regional planning agency 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.

Part Time Employee - A person who occupies a position that provides employment for less than 80 hours per pay period.

PCIHS - Pima County Integrated Health Care System - Diverse set of payer and provider operations including: 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.

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, quality, and efficiency.

Performance Measure - A quantitative measure or qualitative assessment of how well a department has met or will meet its goals and objectives. Performance measures summarize the relationship between inputs and outputs in achieving outcomes with respect to effectiveness, efficiency, and quality. Performance measures demonstrate what the program service outputs are, what the expected quality levels are for these outputs, and what productivity is expected from expended 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 is required to have his property declared as secured property. Secured property is taxed at the same time and in the same way as real property. Much of the equipment and the buildings of mines and utilities are secured personal property. Unsecured personal property is usually moveable property that is not exempted by the Arizona Constitution. Business equipment and mobile homes are the most common types of unsecured personal property. The Assessor must include in the assessment roll of property in the County an estimate of the value of unsecured personal property.

Personal Services - All costs of compensating Pima County employees including salaries and employee benefit costs such as Pima County contributions for retirement, social security, health, dental, life and workers' compensation insurance.

Pima County Attorney Investigator Retirement Plan - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to Pima County Attorney Investigators. The plan is part of and is administered by the Public Safety Personnel Retirement System (PSPRS).

Pima County Sheriffs Retirement Plan - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to Pima County Sheriff's Department uniformed and other select department personnel. The plan is part of and is administered by the Public Safety Personnel Retirement System (PSPRS).

PNAV - Primary Net Assessed Value - Determined by multiplying the Limited Property Value by 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.

Position Control System - Mainframe based position tracking system, sometimes referred to by the acronym PCON.

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 by the Primary Tax Rate. The Primary Property Tax is used by the County, schools, cities, and towns 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.

Program - A group of closely related activities and services provided by an organization within the County. Programs produce some type of measurable result. The activities or services can be mandatory or discretionary. The activities or services also can have different funding sources (e.g., General Fund support, grants, Special Revenue Funds, etc.).

Program Budget - A budget that organizes revenues and expenditures according to Program output rather than departmental consumption, as in a line item budget, perhaps crossing standard organizational lines (youth program, for example).

Program Budgeting - A budget methodology that relates appropriations to goals. Budget developers practicing this approach strive to appropriate funds for goal-oriented units.

Property Tax Oversight Commission - A commission authorized by the Arizona Legislature to oversee the constitutional and statutory limitations on primary property tax levies of the counties, cities and towns, and community college districts.

Property Tax Rate Stabilization Fund - A special revenue fund established to provide for future stabilization of the primary and combined property tax rates. Financial resources are provided by operating transfers from the General Fund.

Proposition 100 - Prop. 100 - A state initiative passed by voters in November 2006 which amended Article 2, Section 22 of the Arizona Constitution to prevent persons who have entered or remain illegally in the United States from being eligible for bail should they be charged with a criminal offense under Arizona law that would allow the person to be released on bail.

Proposition 101 - Prop. 101 - A state initiative passed by voters in November 2006 which amended Article 9, Section 19 of the Arizona Constitution by changing the base year for the primary property tax levy limit of each county, city, town, and community college district. The base year changed from tax year 1980 to tax year 2005. The proposition was initiated by the Arizona legislature to reduce any excess levying capacity that the jurisdictions had built up over the years. The approval of the proposition by the voters reduced Pima County's primary property tax levy limit from $277,200,000 in tax year 2005 to $256,100,000 in 2006. In tax year 2006 Pima County's actual primary property tax levy was $248,469,882.

Proposition 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.

Proposition 204 County Hold-Harmless - Prior to the implementation of Proposition 204, counties were paying for eligibility and medical liability costs. When the state assumed these costs as part of Proposition 204, it made three changes in county financing to generate funds. It reduced Disproportionate Share Hospital payments and created two new county contributions – the Uncompensated Care contribution and the AHCCCS Administration Cost contribution. While all of these changes resulted in a total net gain for some counties, they also created a total net loss for others. In order to ensure that counties did not suffer a net loss as a result of the implementation of Proposition 204, the state enacted County Hold-Harmless payments. These payments were begun in fiscal year 2002/03 and have remained unchanged through fiscal year 2007/08.

Proprietary Funds - Funds used to account for the County's ongoing activities that are similar to those found in the private sector. Proprietary funds include the County's Enterprise and Internal Service funds.

PSPRS - Public Safety Personnel Retirement System - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to public safety personnel who are regularly assigned hazardous duty in the employ of the state of Arizona or a political subdivision thereof, including Pima County. Pima County public safety personnel are covered by the Pima County Sheriffs Retirement Plan or the Pima County Attorney Investigator Retirement Plan. In addition, the PSPRS also administers the Corrections Officer Retirement Plan (CORP) and the Elected Officials' Retirement Plan (EORP).

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, Regional 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 leasing space in an RV park or mobile home park for less than 12 months. An owner paying personal property tax on a vehicle instead of a vehicle license tax and who leases a space for longer than 12-months is exempt. The tax was imposed by the Board of Supervisors sitting as the Board of Directors of the County Stadium District.

Regular Employee - An employee who is employed full time, part time, or variable time on a continuous and continuing basis.

Retirement Plans - Eligible Pima County employees are members of and receive retirement and other benefits from one of five retirement plans: Arizona State Retirement System (ASRS), Corrections Officer Retirement Plan (CORP), Elected Officials' Retirement Plan (EORP), Pima County Attorney Investigator Retirement Plan, or Pima County Sheriffs Plan. The Public Safety Personnel Retirement System administers all retirement plans except the ASRS. Each of the five retirement plans covering Pima County employees is described in the glossary.

Revenues - Monies received as income. It includes such items as tax payments, fees for specific services, receipts from other governments, fines, interest income, etc.

Revised Budget - A department's authorized budget, as modified during the fiscal year, by the Board of Supervisors via the Budget Amendment Process.

RTA – Regional Transportation Authority – Created in 2004, the RTA is a public body authorized by ARS §48-5301 through §48-5315 to identify multi-modal transportation priorities and design projects to meet needs under the Regional Transportation Plan. Members include Pima County, Marana, Oro Valley, Pascua Yaqui Tribe, Sahuarita, South Tucson, Tohono O'odham Nation, Tucson, the Pima Association of Governments, and the Arizona State Transportation Board. Projects developed under the Regional Transportation Plan are funded by a 20-year countywide transportation excise tax approved by voters in May 2006. The excise tax rate on most purchases taxed under Arizona law is 0.5 percent, including the leasing of commercial real property, and is commonly referred to as the "half-cent RTA sales tax."

Sales Tax - A tax imposed by state and local governments on the purchase of certain taxable goods and services. The tax is typically a fixed percentage of the monetary value of the good or service and is paid at the time the final consumer purchases the good or service. Items or materials purchased by businesses for resale are generally exempt from sales tax, as the tax will be imposed at the time the final consumer purchases the good or service. (Also see Excise Tax and Transaction Privilege Tax.)

SCAAP - State Criminal Alien Assistance Program - A federal program that provides reimbursement to states and other jurisdictions that incurred correctional officers' salary costs for detaining criminal illegal aliens.

SDCP - Sonoran Desert Conservation Plan - A comprehensive regional conservation and urban planning effort initiated in 1998 and adopted by the Board of Supervisors in 2001 to protect and enhance the natural and cultural environment of Pima County. Led by a steering committee, with extensive participation by the public, the scientific community, and many County departments, the Sonoran Desert Conservation Plan focuses on critical and sensitive habitat conservation, historic and cultural preservation, and riparian protection. The Sonoran Desert Conservation Plan represents the community's long term strategy for the coexistence of Pima County's natural and urban environments, while upholding and giving the broadest application to the ecosystem protection goals of the Endangered Species Act.

Secondary Property Tax - Generally, a property tax approved by 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 Regional Flood Control District, Library District, Debt Service and a state-mandated, 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.

Sewer Revenue Bonds - Bonds issued by Pima County for Wastewater Management capital improvement projects that are pledged to be repaid from sewer user fees and/or sewer connection fees instead of being repaid from secondary property tax revenue.

SNAV - Secondary Net Assessed Value - 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.

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 Regional Flood Control District, Employment & Training, the County Free Library, the Stadium District, Environmental Quality, Solid Waste Management, and various departmental programs.

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.

Street & Highway Revenue Bonds - Transportation bonds issued for the purpose of constructing street and highway projects. They are secured by state shared gasoline tax revenue collections in the state of Arizona Highway User Revenue Fund (HURF). Debt service on these bonds is paid from the County's share of HURF funding received through the Transportation Department.

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.

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 for 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 that will be required to meet the . . . public expense . . . for the current fiscal year."

Transaction Privilege Tax - Arizona's version of a sales or excise tax. The seller is responsible for paying the entire amount of the tax due based on the gross taxable proceeds or gross taxable income of the business. The seller may include the tax in the purchase price or absorb the tax itself; however, in practice the tax is typically passed on to the consumer. Many types of transactions such as the purchase of unprepared food for consumption at home, prescription drugs and medical equipment, and most services are exempt from the tax under Arizona law.

Transient Lodging Excise Tax - A special tax levied on individuals who secure accommodations in any hotel, motel, or other organization that offers accommodations located in any jurisdiction which does not levy a municipal occupational license tax. Receipts from Pima County's transient lodging excise tax are distributed to the Stadium District (34%), the Economic Development Special Revenue Fund (16%), and to the Metropolitan Tucson Convention & Visitors Bureau for tourism promotion (50%).

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.

UPHH at Kino Campus - University Physicians Healthcare Hospital at Kino Campus - The hospital, formerly known as Kino Community Hospital, that is operated by University Physicians Healthcare under a 25 year lease with the County that began on June 16, 2004.

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 Shared Vehicle License Tax – 44701.)

WIFA - Water Infrastructure Finance Authority - An independent state agency authorized to finance the construction, rehabilitation and/or improvement of drinking water, wastewater, wastewater reclamation, and other water quality facilities/projects. Generally, WIFA offers borrowers below market interest on loans for one hundred percent of eligible project costs.

Workforce Investment Act (WIA) of 1998 – The act that requires states to streamline and consolidate their training systems by creating a "one stop" approach for the delivery of services. The WIA replaced the Job Training Partnership Act and established a new workforce development program for the nation.

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 products or benefits 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 budgeted costs are monitored and analyzed.

SUPER DEPARTMENT LISTING FOR FISCAL YEAR 2007/2008

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
		5270000	CO ATTY C.O.T. CONSUMER PROTECTION
		8300000	COUNTY ATTORNEY GRANTS
1700	COUNTY ADMINISTRATOR		
		1700000	COUNTY ADMINISTRATOR
		5150000	FACILITIES RENEWAL FUND
		5530000	SPACE ACQUISITION FUND
		8350000	COUNTY ADMINISTRATOR GRANTS
1710	ELECTIONS		
		1710000	ELECTIONS
1850	NON DEPARTMENTAL		
		0400000	IMPROVEMENT DISTRICTS
		1850000	NON DEPARTMENTAL
		3290000	GENERAL GOVERNMENT REVENUES
		3300000	CONTINGENCY
		3340000	GENERAL FUND DEBT SERVICE
		5370000	EMPLOYEE BENEFIT LIABILITY FUND
		5372000	PROPERTY TAX RATE STABILIZATION FUND
		5800000	DEBT SERVICE
1900	FACILITIES MANAGEMENT		
		1900000	FACILITIES MANAGEMENT
		5520000	PUBLIC WORKS BUILDING
		7210000	PARKING GARAGES

SUPER DEPARTMENT LISTING FOR FISCAL YEAR 2007/2008

Super Department		Department	
2000	FINANCE & RISK MANAGEMENT		
		2000000	FINANCE
		5510000	IMPROVEMENT DISTRICTS FORMATION FUND
		8050000	RISK MANAGEMENT
		8060000	MOUNT LEMMON FIRE
2320	INFORMATION TECHNOLOGY		
		2320000	INFORMATION TECHNOLOGY
		5373000	IT ENHANCEMENT FUND
		8020000	COMMUNICATIONS
2500	INSTITUTIONAL HEALTH		
		2500000	INSTITUTIONAL HEALTH
2600	INDIGENT DEFENSE		
		2600000	INDIGENT DEFENSE
		5120000	INDIGENT DEFENSE FILL THE GAP
		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
		5381000	COURT AUTOMATION FUND
		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
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
2970	COMMUNITY & ECONOMIC DEVELOPMENT ADMIN		
		2970000	COMMUNITY & ECONOMIC DEVELOPMENT ADMIN

SUPER DEPARTMENT LISTING FOR FISCAL YEAR 2007/2008

Super Department		Department	
3000	JUVENILE COURT		
		3000000	JUVENILE COURT
		5090000	JUVENILE TITLE IV-E
		5240000	JUVENILE VICTIM RESTITUTION
		5390000	JUVENILE PROBATION SERVICES
		8600000	JUVENILE COURT GRANTS
3250	FORENSIC SCIENCE CENTER		
		3250000	FORENSIC SCIENCE CENTER
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

SUPER DEPARTMENT LISTING FOR FISCAL YEAR 2007/2008

Super Department		Department	
4300	TREASURER		
		4300000	TREASURER
		5560000	TAXPAYER INFORMATION FUND
4610	TRANSPORTATION		
		4610000	TRANSPORTATION
4810	PUBLIC HEALTH		
		4810000	PUBLIC HEALTH
		8400000	PUBLIC HEALTH GRANTS
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
		8290000	COUNTY FREE LIBRARY GRANTS
6020	STADIUM DISTRICT		
		6020000	STADIUM DISTRICT
6030	ECONOMIC DEVELOPMENT & TOURISM		
		6030000	ECONOMIC DEVELOPMENT & TOURISM
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		
		3740000	GRAPHIC SERVICES DESIGN
		8010000	GRAPHIC SERVICES PRODUCTION
W000	WASTEWATER MANAGEMENT		
		W000000	WASTEWATER MANAGEMENT
		8780000	WASTEWATER GRANTS
		W600000	WASTEWATER SYSTEM DEVELOPMENT FUND
		W700000	WASTEWATER CONSTRUCTION FUND

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.

AUG 3 1999

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.

OCT 2 6 1999

PIMA COUNTY, ARIZONA
BOARD OF SUPERVISORS POLICY

Subject:	Policy Number	Page
Tax Reduction and Debt Retirement Fund	D 22.4	1of1

Purpose

The purpose of this policy is to establish a Pima County Tax Reduction and Debt Retirement Fund to be used to reduce cash flow borrowing as well as reduce or offset property tax rate increases that would otherwise be required to retire long term deficits within the County or fund other one-time expenditures necessary to provide for the health, safety or welfare of County residents.

Policy

There is established a Pima County Tax Reduction and Debt Retirement Fund. The Fund consists of unrestricted monies specifically budgeted or transferred to the Fund by the Board of Supervisors.

Monies to be considered by the Board for potential budgeting or transfer to the Fund shall include:

1. Unanticipated reimbursements for previously provided services.
2. Unbudgeted revenues from newly implemented fee schedules.
3. Unbudgeted revenue sharing or cost savings resulting from actions of the state or federal government.
4. Proceeds from the sale of County assets.
5. Unbudgeted monetary judgments in favor of the County.

The minimum target balance for the Fund is five million dollars and may be increased by recommendation of the County Administrator and approval by the Board.

The Fund shall be used by the Board of Supervisors in adopting the annual operating budget for the County to reduce the amount of countywide taxes that would otherwise be necessary to be levied.

Expenditures and uses of the Fund may include:

1. Fiscal stabilization by supplementing revenues during economic downturns. Such use shall include a plan to implement appropriate budgetary and financial management changes to accommodate the new, constrained economic environment.
2. Retiring outstanding long and/or short term debt.
3. Reduction of cash flow borrowing.
4. Funding of one-time capital purchases with cash to avoid incurring debt, as long as sufficient reserves remain to ensure financial stability.
5. Funding of outstanding but otherwise unfunded liabilities of the County including liabilities associated with major County assets.

The County Administrator shall include within the annual Recommended Budget recommendations consistent with this policy for allocations to and expenditures from the Fund. During a Fiscal Year the County Administrator may recommend to the Board that monies identified by this policy be transferred into the Fund.

OCT 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

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 $50,000,000, and as of June 30, 2007, 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, 2008 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.

In 1997, voters approved $257,000,000 of general obligation bonds. Per Pima County Board of Supervisors Ordinance No. 1997-35 (*Bond Improvement Plan,* as amended*),* the term of this debt is to be not longer than 15 years, and the secondary property tax rate required to pay off the debt is to be maintained at or below $1.00 per $100 of assessed valuation. For fiscal year 2006/07, the secondary tax rate was $0.7150 per $100 of assessed valuation, and will be reduced to $0.6850 for fiscal year 2007/08.

A special bond election was held on May 18, 2004 approving additional general obligation bonds in the amount of $582,250,000. Per Pima County Board of Supervisors Ordinance No. 2004-18 (*Bond Implementation Plan,* as amended), the term of the general obligation bond debt is to 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. Again, as stated above, for fiscal year 2006/07, the secondary tax rate was $0.7150 per $100 of assessed valuation, and will be reduced to $0.6850 for fiscal year 2007/08.

On May 16, 2006, voters approved another $54,000,000 of general obligation bonds for the construction of psychiatric care facilities. Per Pima County Board of Supervisors Ordinance No. 2006-29 (*Bond Implementation Plan),* the term of this debt is to be not longer than 15 years, and the secondary property tax rate required to pay off all general obligation bond debt service is to be maintained at or below $0.7150 per $100 of assessed valuation. For fiscal year 2006/07, the secondary tax rate was $0.7150 per $100 of assessed valuation, and will be reduced to $0.6850 for fiscal year 2007/08.

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. 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 incur 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 on $105 million of voter approved debt was premised on annual increases in Wastewater Management user fees of approximately five percent and increases in connection fees of approximately 12 percent. Fee increases under this ordinance were as follows:

	User Fees	Connection Fees
Fiscal Year 1999/2000	5.3%	11%
Fiscal Year 2000/01	5%	11%
Fiscal Year 2001/02	3.8%	12%
Fiscal Year 2002/03	5%	12%
Fiscal Year 2003/04	-	12%
Fiscal Year 2004/05	4%	6%

Additional sewer revenue bonds in the amount of $150,000,000 were approved in the special bond election held on May 18, 2004. Per Pima County Board of Supervisors Ordinance No. 2004-18, user fees can increase as much as eight percent and connection fees can increase as much as 12 percent as a result of the new issuance. Actual increases were eight percent and 10 percent, respectively.

Per Pima County Ordinance No. 2006-52, user fees increase as much as six percent on August 11, 2006 and an additional six percent on January 1, 2007. Per Pima County Ordinance No. 2006-51, connection fees can increase as much as six percent on August 11, 2006 and an additional six percent on January 1, 2007. These increases were implemented as approved.

In fiscal year 2007/08 connection fees will increase by 12 percent in six percent increments on July 1, 2007 and January 1, 2008. User fee increases were not approved.

Transportation revenue bonds, authorized in the November 1997 bond election, are repaid with Highway User Revenue Fund (HURF) revenues. Arizona Revised Statute § 11-378 requires specific ratios between HURF revenues and debt service payments. Aggregate debt service payments budgeted for fiscal year 2007/08 are within the statutory requirements.

Certificates of Participation – 2007. On February 6, 2007, the Board of Supervisors approved financing for the acquisition of the Bank of America Plaza in conjunction with the Justice Building Project and the Jackson Learning Center Project. Accordingly, Pima County issued $30,320,000 principal amount of Certificates of Participation. These certificates are scheduled to be repaid by the General Fund over a fifteen year term.

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 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 that benefit all properties in the district. Improvement District loans may be approved to finance the improvements and property owners are assessed their portion of the debt over a period of years. Pima County generally issues these loans for not more than a ten-year period.

Other Districts. There are many other special taxing or assessment districts throughout the County; however, Pima County has limited, or no, involvement with their operations or their specific debt programs. These districts include, but are not limited to: fire districts, and irrigation districts.

Public Authorities. Certain public authorities can be created by Pima County but are considered separate and autonomous from the County. Due to the autonomy of such authorities, any debt issued by the authorities is not considered debt of the County. An authority so created by Pima County is the Industrial Development Authority (IDA). The IDA has issued a wide variety and substantial number of bonds and notes for the purpose of economic development. The County considers the debt issued by the IDA no commitment debt.

Lease Purchase Contracts. As a practical matter, a lease purchase contract is a financing mechanism with all the characteristics of debt. The payment of principal and interest is subject to annual appropriation out of operating monies and cannot utilize the secondary property tax. Authorization to enter into a lease purchase contract is based on the County's own policies and procedures on entering into contracts.

Loans Payable. Several federal and state agencies are authorized to provide below-market rate loans to government jurisdictions to assist in developing infrastructure that is required to comply with federal laws, or to provide bridge loans until other funds become available. Pima County has entered into five 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 created the Highway Extension/Expansion Loan Program (HELP), a financing mechanism established under the provisions of the National Highway System Designation Act of 1995. Pima County has 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, and cannot exceed five years, per Arizona Revised Statute § 11-251(45).

CHAPTER 3.06

BONDING DISCLOSURE, ACCOUNTABILITY AND IMPLEMENTATION

Sections:

3.06.010 Intent.
3.06.020 Bond implementation plan.
3.06.030 Advance publication of bond implementation plan.
3.06.040 Pima County bond advisory committee: Capital planning, program and implementation review.
3.06.050 Conservation acquisition commission.
3.06.060 Monitoring and reporting on sold bonds.
3.06.070 Substantial modification of an adopted bond implementation plan.
3.06.080 Coordination with other capital planning of the county and region, and applicability to county bond projects 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.

C. That the implementing political subdivision agrees to a provision requiring compliance with federal arbitrage regulations.

D. 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.

E. 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)

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
2008	$40,255,000	$15,972,488	$56,227,488
2009	33,660,000	17,185,005	50,845,005
2010	33,080,000	15,660,955	48,740,955
2011	30,740,000	14,049,475	44,789,475
2012	31,355,000	12,602,375	43,957,375
2013	32,005,000	11,129,175	43,134,175
2014	30,360,000	9,631,975	39,991,975
2015	28,015,000	8,206,325	36,221,325
2016	28,355,000	6,887,706	35,242,706
2017	28,940,000	5,578,775	34,518,775
2018	25,660,000	4,232,175	29,892,175
2019	26,535,000	3,098,825	29,633,825
2020	21,785,000	1,953,950	23,738,950
2021	11,845,000	942,250	12,787,250
2022	7,000,000	350,000	7,350,000
TOTALS	**$409,590,000**	**$127,481,454**	**$537,071,454**

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, 2008 is as follows:

	6% Limitation	15% Limitation
Secondary Net Assessed Valuation	$8,236,498,616	$8,236,498,616
Debt Limit	494,189,917	1,235,474,792
General Obligation Bonds Outstanding	(409,590,000)	(409,590,000)
Assets Available for Principal	5,264,125	5,264,125
Debt Applicable to Limit	(404,325,875)	(404,325,875)
Legal Debt Margin Available	$89,864,042	$831,148,917

Legal Debt Margin Percentage:		
General Obligation Bonds Outstanding	$ 409,590,000	= 4.97%
Secondary Net Assessed Valuation	$ 8,236,498,616	

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
2008	$745,000	$60,995	$805,995
2009	725,000	30,450	755,450
TOTALS	**$1,470,000**	**$91,445**	**$1,561,445**

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, 2008 is as follows:

	5% Limitation
Secondary Net Assessed Valuation	$7,429,624,521
Debt Limit	371,481,226
Flood Control GO Bonds Outstanding	(1,470,000)
Legal Debt Margin Available	$370,011,226

Legal Debt Margin Percentage:		
Flood Control GO Bonds Outstanding	$ 1,470,000	= 0.02%
Secondary Net Assessed Valuation	$ 7,429,624,521	

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
2008	$11,745,000	$6,309,251	$18,054,251
2009	13,881,667	6,433,138	20,314,805
2010	14,386,667	5,858,311	20,244,978
2011	14,946,667	5,218,908	20,165,575
2012	15,531,667	4,551,988	20,083,655
2013	9,696,667	3,882,630	13,579,297
2014	10,046,667	3,467,483	13,514,150
2015	10,416,667	3,037,813	13,454,480
2016	10,821,667	2,592,817	13,414,484
2017	11,251,667	2,078,658	13,330,325
2018	11,701,667	1,591,087	13,292,754
2019	8,681,667	1,080,292	9,761,959
2020	9,016,667	741,958	9,758,625
2021	3,751,667	388,938	4,140,605
2022	3,856,667	237,841	4,094,508
2023	1,666,662	83,333	1,749,995
TOTALS	**$161,400,000**	**$47,554,446**	**$208,954,446**

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
Series 2007	$56,936,526	$19,330,859
Series 2008	$58,637,523	$20,314,805

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 2007/2008 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
2008	$2,714,000	$113,611	$2,827,611
2009	1,000,000	61,180	1,061,180
TOTALS	**$3,714,000**	**$174,791**	**$3,888,791**

Summary of Debt Service Fund Expenditures

Long Term Debt:	
General Obligation Bonds (GOB)	$56,227,488
Flood Control GOB	805,995
Transportation Revenue Bonds	18,054,251
Transportation HELP Loans	2,827,611
Total Long Term Debt	$77,915,345
Fiscal and Other Charges	30,000
Total Budgeted Debt Service Expenditures	**$77,945,345**

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
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	**$26,547,000**	**$6,929,405**	**$33,476,405**

Note:
This table does not include $5,600 of fiscal charges budgeted each fiscal year.

LONG TERM DEBT

Special Assessment Obligations

Payment Source

Special assessment obligations 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 requirement for the County to further secure the special assessment obligations 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 obligations are made from assessments received in the Improvement Districts Special Revenue Fund.

Debt Service Requirements

The debt service requirements on special assessment obligations are summarized below.

	PRINCIPAL	INTEREST	TOTAL
2008	$405,578	$117,184	$522,762
2009	405,578	90,375	495,953
2010	405,578	60,662	466,240
2011	405,578	30,948	436,526
2012	201,134	8,045	209,179
TOTALS	**$1,823,446**	**$307,214**	**$2,130,660**

Legal Debt Margin

There is no legal debt margin for special assessment obligations.

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
2008	$5,721,589	$2,615,114	$8,336,703
2009	5,955,046	2,422,506	8,377,552
2010	6,316,650	2,200,458	8,517,108
2011	7,604,514	1,948,065	9,552,579
2012	7,891,095	1,666,783	9,557,878
2013	6,936,540	1,397,141	8,333,681
2014	6,032,549	1,161,060	7,193,609
2015	6,272,401	937,312	7,209,713
2016	6,490,415	705,223	7,195,638
2017	6,747,808	464,471	7,212,279
2018	1,148,367	322,742	1,471,109
2019	1,186,378	284,102	1,470,480
2020	1,225,647	244,183	1,469,830
2021	1,266,216	202,943	1,469,159
2022	1,308,128	160,337	1,468,465
2023	1,351,427	116,322	1,467,749
2024	1,396,159	70,849	1,467,008
2025	1,442,372	23,871	1,466,243
TOTALS	**$76,293,301**	**$16,943,482**	**$93,236,783**

Legal Debt Margin

There is no legal debt margin for loans payable.

LONG TERM DEBT

Sewer Revenue Bonds

Payment Source

Payments for principal and interest on sewer revenue bonds are made from user charges received in the Wastewater Management Enterprise Fund.

Debt Service Requirements

The debt service requirements on sewer revenue bonds are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2008	$10,683,333	$6,852,039	$17,535,372
2009	10,983,333	6,381,948	17,365,281
2010	10,323,333	5,872,344	16,195,677
2011	10,643,333	5,408,976	16,052,309
2012	11,728,333	4,911,472	16,639,805
2013	11,223,333	4,362,348	15,585,681
2014	12,253,333	3,822,831	16,076,164
2015	13,583,333	3,233,233	16,816,566
2016	5,623,333	2,574,179	8,197,512
2017	5,738,333	2,293,012	8,031,345
2018	5,858,333	2,006,096	7,864,429
2019	5,983,333	1,735,273	7,718,606
2020	6,118,333	1,455,981	7,574,314
2021	6,258,333	1,170,953	7,429,286
2022	6,403,338	876,315	7,279,653
2023	3,220,000	571,500	3,791,500
2024	3,385,000	426,600	3,811,600
2025	3,550,000	291,200	3,841,200
2026	3,730,000	149,200	3,879,200
TOTALS	**$147,290,000**	**$54,395,500**	**$201,685,500**

Legal Debt Margin

There is no legal debt margin for sewer revenue bonds.

LONG TERM DEBT

Certificates of Participation

Payment Source

Payments for principal and interest on certificates of participation are made from the General Fund.

Debt Service Requirements

The debt service requirements on certificates of participation are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2008	$1,245,000	$1,666,598	$2,911,598
2009	1,545,000	1,363,524	2,908,524
2010	1,610,000	1,298,500	2,908,500
2011	1,675,000	1,234,100	2,909,100
2012	1,740,000	1,167,100	2,907,100
2013	1,810,000	1,097,500	2,907,500
2014	1,890,000	1,020,575	2,910,575
2015	1,970,000	940,250	2,910,250
2016	2,065,000	841,750	2,906,750
2017	2,170,000	738,500	2,908,500
2018	2,280,000	630,000	2,910,000
2019	2,395,000	516,000	2,911,000
2020	2,515,000	396,250	2,911,250
2021	2,640,000	270,500	2,910,500
2022	2,770,000	138,500	2,908,500
TOTALS	**$30,320,000**	**$13,319,647**	**$43,639,647**

Legal Debt Margin

There is no legal debt margin for certificates of participation.

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 tax is based on the *net assessed values* of the property. The *net assessed 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 19.7 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 13.7 percent.

Endnotes

[1] See Full Cash Values By Class: 2003-2007.

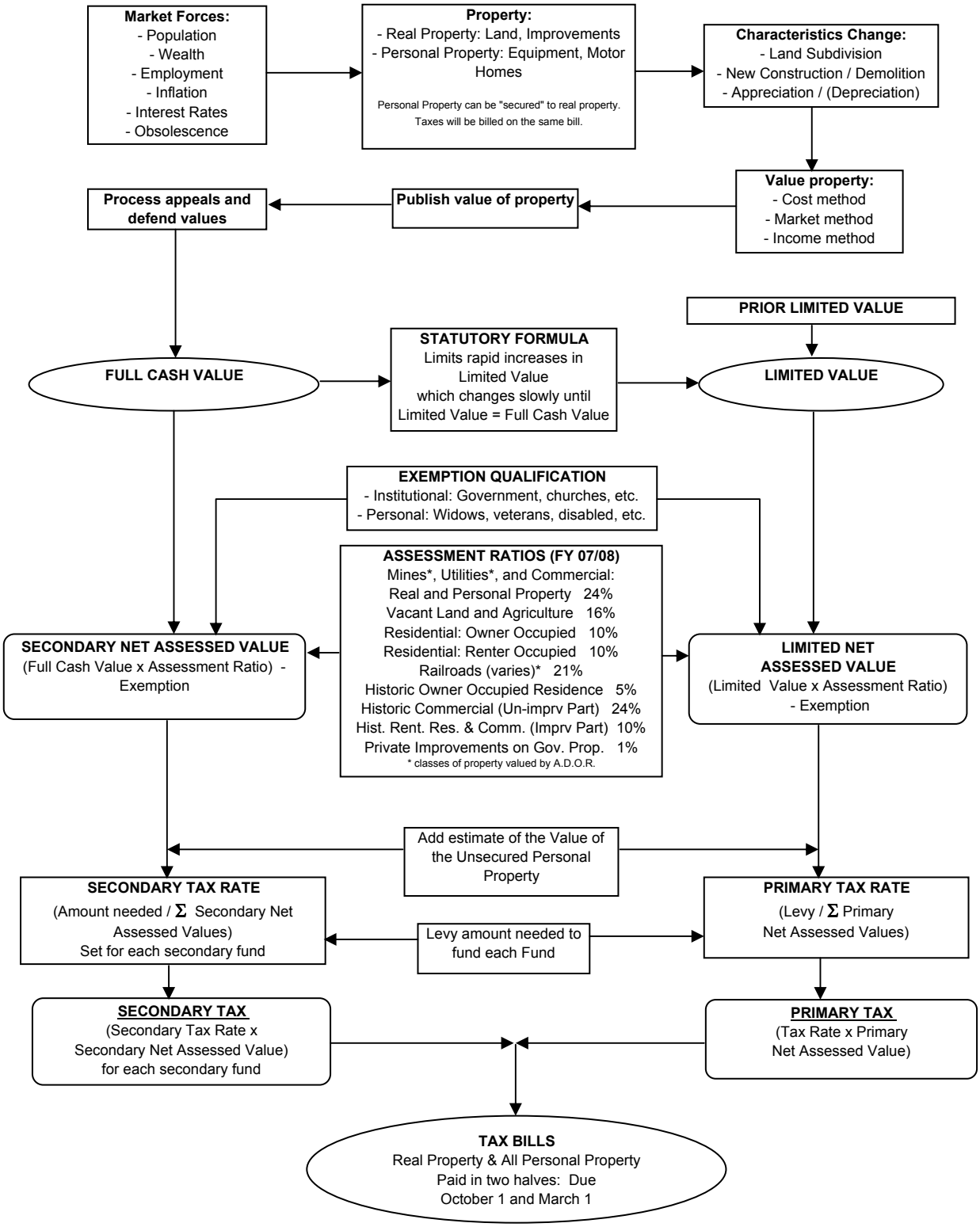
[2] See Limited Values By Class: 2003-2007.

[3] See Assessment Ratios By Class: 2003-2007.

[4] See Secondary Net Assessed Values By Class: 2003-2007.

[5] See Primary Net Assessed Values By Class: 2003-2007.

COMPONENTS OF ARIZONA'S PROPERTY TAX SYSTEM



FULL CASH VALUE BY CLASS FOR TAX YEARS 2003-2007

Legislative Class	2003 Amount	2003 % of Total	2004 Amount	2004 % of Total	2005 Amount	2005 % of Total	2006 Amount	2006 % of Total	2007 Amount	2007 % of Total
I. 1-11,13 Commercial, Mines & Utilities	5,681,096,641	12.79%	5,831,044,716	12.03%	5,994,693,213	11.45%	6,950,042,918	11.60%	7,980,507,691	11.07%
I. 11-12. Commercial & Telecommunications P.P.	1,695,593,877	3.82%	1,718,637,105	3.55%	1,764,108,957	3.37%	1,761,090,145	2.94%	1,958,512,717	2.72%
All Class I Property	7,376,690,518	16.61%	7,549,681,821	15.57%	7,758,802,170	14.83%	8,711,133,063	14.55%	9,939,020,408	13.78%
II. R. Vacant Land / Agricultural R.E.	6,303,294,736	14.19%	6,565,270,413	13.54%	6,745,162,627	12.89%	7,981,879,531	13.33%	9,234,110,084	12.81%
II. P. Vacant Land / Agricultural P.P.	27,368,011	0.06%	25,069,720	0.05%	27,031,454	0.05%	37,142,434	0.06%	37,620,096	0.05%
All Class II Property	6,330,662,747	14.25%	6,590,340,133	13.60%	6,772,194,081	12.94%	8,019,021,965	13.39%	9,271,730,180	12.86%
III. Residential, Owner Occupied	25,875,787,513	58.25%	29,140,441,666	60.11%	31,774,365,704	60.71%	36,150,457,238	60.36%	44,330,385,822	61.48%
IV. Residential, Renter Occupied	4,527,003,155	10.19%	4,859,819,622	10.03%	5,592,245,273	10.69%	6,531,605,677	10.91%	7,980,929,834	11.07%
V. Railroads	47,824,412	0.11%	44,043,338	0.09%	48,322,833	0.09%	47,272,238	0.08%	39,171,996	0.05%
VI. Historic Owner Occupied Residential	261,812,512	0.59%	280,010,199	0.58%	383,791,820	0.73%	425,092,608	0.71%	532,947,112	0.74%
VII. Historic Commercial	1,322,486	0.00%	1,482,314	0.00%	3,624,325	0.01%	3,553,067	0.01%	4,878,364	0.01%
VIII. Historic Rental Residential	2,061,613	0.00%	1,885,735	0.00%	1,764,736	0.00%	2,093,141	0.00%	2,257,492	0.00%
IX. Possessory Interests	n/a	n/a	6,832,222	0.01%	n/a	n/a	n/a	n/a	n/a	n/a
All Property	44,423,164,956		48,474,537,050		52,335,110,942		59,890,228,997		72,101,321,208	
Percent Change from Previous Year	8.06%		9.12%		7.96%		14.44%		20.39%	

Sources: Pima County Clerk of the Board of Supervisors' "Abstract by Legislative Class," for all years.

LIMITED VALUES BY CLASS FOR TAX YEARS 2003-2007

Legislative Class	2003 Amount	2003 % of Total	2004 Amount	2004 % of Total	2005 Amount	2005 % of Total	2006 Amount	2006 % of Total	2007 Amount	2007 % of Total
I. 8-11, 13. Commercial, Mines & Utilities R. P.	5,410,281,490	12.60%	5,661,172,864	12.11%	5,854,154,644	11.56%	6,497,342,049	11.51%	7,308,652,785	11.36%
I. 11-12. Commercial & Telecommunications P.P.	1,693,654,077	3.95%	1,728,331,100	3.70%	1,763,660,346	3.48%	1,760,303,077	3.12%	1,946,962,701	3.03%
All Class I Property	7,103,935,567	16.55%	7,389,503,964	15.81%	7,617,814,990	15.05%	8,257,645,126	14.63%	9,255,615,486	14.38%
II. R. Vacant Land / Agricultural R.E.	5,746,624,285	13.39%	6,014,295,914	12.86%	6,156,354,847	12.16%	6,704,647,742	11.88%	7,443,253,638	11.57%
II. P. Vacant Land / Agricultural P.P.	27,536,277	0.06%	25,276,104	0.05%	27,016,510	0.05%	37,119,347	0.07%	37,502,194	0.06%
All Class II Property	5,774,160,562	13.45%	6,039,572,018	12.92%	6,183,371,357	12.21%	6,741,767,089	11.95%	7,480,755,832	11.63%
III. Residential, Owner Occupied	25,499,721,235	59.40%	28,413,619,617	60.77%	31,190,803,007	61.60%	34,974,190,615	61.97%	40,161,510,519	62.41%
IV. Residential, Renter Occupied	4,258,343,717	9.92%	4,602,322,299	9.84%	5,227,374,538	10.32%	6,023,851,910	10.67%	6,951,475,037	10.80%
V. Railroads	44,662,755	0.10%	38,620,427	0.08%	44,836,516	0.09%	45,063,416	0.08%	35,902,186	0.06%
VI. Historic Owner Occupied Residential	244,141,200	0.57%	260,703,135	0.56%	362,391,142	0.72%	390,389,319	0.69%	456,856,689	0.71%
VII. Historic Commercial	911,027	0.00%	1,090,101	0.00%	3,123,821	0.01%	3,118,137	0.01%	3,557,985	0.01%
VIII. Historic Rental Residential	1,860,881	0.00%	1,723,628	0.00%	1,551,843	0.00%	1,764,740	0.00%	1,984,944	0.00%
IX. Possessory Interests	n/a	n/a	6,853,705	0.01%	n/a	n/a	n/a	n/a	n/a	n/a
All Property	$42,927,736,944		$46,754,008,894		$50,631,267,214		$56,437,790,352		$64,347,658,678	
Percent Change From Previous Year	7.56%		8.91%		8.29%		11.47%		14.02%	

Sources: Pima County Clerk of the Board of Supervisors' "Abstract by Legislative Class," for all years.

ASSESSMENT RATIOS BY CLASS FOR TAX YEARS 2003-2007

Legislative Class	2003	2004	2005	2006	2007
I. 1-13 Commercial, Mines, Utilities R.P. & P.P.	25.00%	25.00%	25.00%	24.50%	24.00%
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	20.00%	21.00%	21.00%	22.00%	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	13.31%	13.10%	12.94%	12.85%	12.65%
Weighted Average Assessment Ratio of Primary	13.24%	13.09%	12.93%	12.78%	12.66%

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 2003-2007

Legislative Class	2003 Amount	2003 % of Total	2004 Amount	2004 % of Total	2005 Amount	2005 % of Total	2006 Amount	2006 % of Total	2007 Amount	2007 % of Total
I. 8-11, 13. Commercial, Mines & Utilities R. P.	1,418,748,334	27.17%	1,453,945,172	25.87%	1,495,463,905	24.71%	1,702,480,070	24.78%	1,914,895,588	23.29%
I. 11-12. Commercial & Telecommunications P.P.	414,095,241	7.93%	413,203,951	7.35%	422,402,374	6.98%	409,755,652	5.96%	452,579,359	5.51%
All Class I Property	1,832,843,575	35.10%	1,867,149,123	33.22%	1,917,866,279	31.69%	2,112,235,722	30.74%	2,367,474,947	28.80%
II. R. Vacant Land / Agricultural R.E.	341,819,546	6.55%	363,250,951	6.46%	387,348,663	6.40%	473,541,124	6.89%	601,487,673	7.32%
II. P. Vacant Land / Agricultural P.P.	4,016,095	0.08%	3,400,515	0.06%	3,616,738	0.06%	5,175,675	0.08%	5,765,884	0.07%
All Class II Property	345,835,641	6.63%	366,651,466	6.52%	390,965,401	6.46%	478,716,799	6.97%	607,253,557	7.39%
III. Residential, Owner Occupied	2,567,153,305	49.17%	2,877,594,368	51.20%	3,154,764,574	52.14%	3,592,188,566	52.29%	4,410,687,100	53.66%
IV. Residential, Renter Occupied	452,292,430	8.66%	484,955,731	8.63%	555,380,099	9.18%	652,713,510	9.50%	797,586,456	9.70%
V. Railroads	9,564,876	0.18%	9,249,102	0.16%	10,147,793	0.18%	10,399,898	0.15%	8,226,125	0.10%
VI. Historic Owner Occupied Residential	13,044,386	0.25%	13,929,007	0.25%	21,284,455	0.35%	23,153,379	0.34%	28,455,813	0.35%
VII. Historic Commercial	330,622	0.01%	370,579	0.01%	375,773	0.01%	338,267	0.00%	486,086	0.01%
VIII. Historic Rental Residential	206,162	0.00%	188,575	0.00%	165,666	0.00%	209,316	0.00%	225,751	0.00%
IX. Possessory Interests	n/a	n/a	68,323	0.00%	n/a	n/a	n/a	n/a	n/a	n/a
	$5,221,270,997		$5,620,156,274		$6,050,950,040		$6,869,955,457		$8,220,395,835	
Percent Change From Previous Year	7.98%		7.64%		7.67%		13.54%		19.66%	

Sources: Pima County Clerk of the Board of Supervisors' "Abstract by Legislative Class," for all years.

PRIMARY NET ASSESSED VALUE FOR TAX YEARS 2003-2007

Legislative Class	2003 Amount	2003 % of Total	2004 Amount	2004 % of Total	2005 Amount	2005 % of Total	2006 Amount	2006 % of Total	2007 Amount	2007 % of Total
I. 8-11, 13. Commercial, Mines & Utilities R. P.	1,351,067,500	26.90%	1,411,647,857	26.08%	1,460,588,573	24.97%	1,591,573,968	24.61%	1,754,175,478	23.86%
I. 11-12. Commercial & Telecommunications P.P.	413,589,302	8.23%	411,943,870	7.61%	422,290,221	7.22%	409,562,820	6.33%	449,896,362	6.12%
All Class I Property	1,764,656,802	35.14%	1,823,591,727	33.69%	1,882,878,794	32.19%	2,001,136,788	30.94%	2,204,071,840	29.97%
II. R. Vacant Land / Agricultural R.E.	277,199,827	5.52%	298,890,167	5.52%	319,532,991	5.46%	354,488,545	5.48%	422,738,665	5.75%
II. P. Vacant Land / Agricultural P.P.	4,043,019	0.08%	3,432,956	0.06%	3,614,344	0.06%	5,173,230	0.08%	5,746,900	0.08%
All Class II Property	281,242,846	5.60%	302,323,123	5.59%	323,147,335	5.52%	359,661,775	5.56%	428,485,565	5.83%
III. Residential, Owner Occupied	2,529,622,089	50.37%	2,805,801,628	51.84%	3,096,602,265	52.94%	3,474,658,680	53.73%	3,995,335,563	54.33%
IV. Residential, Renter Occupied	425,444,257	8.47%	459,238,565	8.48%	519,000,732	8.87%	601,941,408	9.31%	694,636,372	9.45%
V. Railroads	8,932,551	0.18%	8,110,288	0.15%	9,415,670	0.16%	9,913,949	0.15%	7,539,464	0.10%
VI. Historic Owner Occupied Residential	12,161,790	0.24%	12,971,322	0.24%	18,057,463	0.31%	19,440,158	0.30%	22,745,061	0.31%
VII. Historic Commercial	227,790	0.00%	272,526	0.01%	299,793	0.01%	272,282	0.00%	318,730	0.00%
VIII. Historic Rental Residential	186,089	0.00%	172,365	0.00%	146,766	0.00%	176,476	0.00%	198,493	0.00%
IX. Possessory Interests	n/a	n/a	68,536	0.00%	n/a	n/a	n/a	n/a	n/a	n/a
All Property	$5,022,474,214		$5,412,550,080		$5,849,548,818		$6,467,201,516		$7,353,331,088	
Percent Change From Previous Year	7.56%		7.77%		8.07%		10.56%		13.70%	

Sources: Pima County Clerk of the Board of Supervisors' "Abstract by Legislative Class," for all years.

PROPERTY TAX LEVIES AND COLLECTIONS - 10 YEAR HISTORY

(in thousands)

Fiscal Year	Original Real Property Tax Levy	Tax Roll Corrections	Adjusted Levy	Collected through June 30th End of Tax Fiscal Year[1]		Collected through June 30, 2006[1]	
				Amount	Percent of Original Levy	Amount	Percent of Adjusted Levy
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	-1,553	178,997	172,330	95.4%	179,489	100.3%
1999-00	201,925	-1,167	200,758	192,409	95.3%	200,970	100.1%
2000-01	214,642	-974	213,668	204,424	95.2%	213,578	100.0%
2001-02	228,477	-1,023	227,454	218,192	95.5%	227,178	99.9%
2002-03	241,416	-1,013	240,403	231,619	95.9%	240,285	100.0%
2003-04	260,570	-867	259,703	250,929	96.3%	259,625	100.0%
2004-05	281,172	-502	280,670	271,841	96.7%	280,813	100.1%
2005-06	302,127	-97	302,030	292,019	96.7%	292,019	96.7%

Source: Pima County Comprehensive Annual Financial Report, June 30, 2006.

[1] 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]
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
2006/07	4.5985	0.3746	0.3675	0.0000	0.0000	1.2515	1.2257	0.2383	0.1200
2007/08	4.3253	0.3446	0.3975	0.0000	0.0000	1.1845	1.1321	0.2258	0.1000

(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, $226.00 in 2005/06, $251.00 in 2006/07, and $265.00 in 2007/08.

PIMA COUNTY POPULATION
CITIES & TOWNS AND
UNINCORPORATED AREAS: 1992 - 2006[1]

	Incorporated Towns & Cities		Unincorporated Pima County		Total Pima County	
Year	Population	Annual % Change	Population	Annual % Change	Population	Annual % Change
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	585,660	2.77%	325,500	1.51%	911,160	2.31%
2004	599,095	2.29%	332,740	2.22%	931,835	2.27%
2005	615,515	2.74%	342,120	2.82%	957,635	2.77%
2006	629,175	2.22%	352,105	2.92%	981,280	2.47%

[1] Sources: Pima Association of Governments, *Population Estimates, 1980 – 2005*, for population from 1992 through 2000 and the Arizona Department of Economic Security, Research Administration, Population Statistics Unit, *Population Estimates for Arizona's Counties, Incorporated Places and Balance of County*, for population from 2001 through 2006.
Note: Population numbers are as of July 1 of the indicated year.

POPULATION ESTIMATES & PROJECTIONS
PIMA COUNTY COMPARED WITH
ARIZONA, MARICOPA COUNTY AND OTHER COUNTIES
FOR YEARS 2000 - 2006, 2010, 2020, 2030, 2040, 2050

	Arizona	Pima County		Maricopa County		Other Counties	
Year	Population	Population	% of State	Population	% of State	Population	% of State
2000	5,130,632	843,746	16.45%	3,072,149	59.88%	1,214,737	23.68%
2001	5,319,785	870,610	16.37%	3,192,125	60.00%	1,257,050	23.63%
2002	5,470,720	890,545	16.28%	3,296,250	60.25%	1,283,925	23.47%
2003	5,642,725	911,160	16.15%	3,406,170	60.36%	1,325,395	23.49%
2004	5,845,250	931,835	15.94%	3,537,630	60.52%	1,375,785	23.54%
2005	6,077,740	957,635	15.76%	3,681,300	60.57%	1,438,805	23.67%
2006	6,305,210	981,280	15.56%	3,792,675	60.15%	1,531,255	24.29%
2010	6,999,810	1,070,723	15.30%	4,217,427	60.25%	1,711,660	24.45%
2020	8,779,567	1,271,912	14.49%	5,276,074	60.09%	2,231,581	25.42%
2030	10,347,543	1,442,420	13.94%	6,207,980	59.99%	2,697,143	26.07%
2040	11,693,553	1,585,983	13.56%	7,009,664	59.94%	3,097,906	26.49%
2050	12,830,829	1,709,026	13.32%	7,661,423	59.71%	3,460,380	26.97%

Source for year April 1, 2000, census population: *Tables DP-1. Profile of General Demographic Characteristics: 2000*, for Arizona, Maricopa, and Pima Counties, U. S. Census Bureau.

Source for July 1, 2001, to July 1, 2006, *Population Estimates for Arizona's Counties, Incorporated Places and Balance of County*, Arizona Department of Economic Security, Research Administration, Population Statistics Unit.

Source for July 1, 2010, to July 1, 2050, population projections: *Arizona State and County Projections 2006-2055*, Arizona Department of Economic Statistics, Research Administration, Population Statistics Unit, March 31, 2006.

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
1997	784,784	370,400	3.3%	2,200	20,600	27,600	193,700	68,300
1998	802,501	378,300	2.9%	2,100	20,600	28,400	201,500	68,700
1999	824,852	389,200	3.2%	1,900	22,100	30,300	209,000	70,100
2000	848,385	393,700	3.7%	1,800	22,900	32,900	216,100	73,300
2001	870,610	395,500	4.3%	1,800	22,700	33,000	213,100	73,800
2002	890,545	399,300	5.7%	1,500	22,500	30,500	213,400	74,900
2003	911,160	404,600	5.3%	1,100	22,900	28,600	216,800	75,700
2004	931,835	417,600	4.6%	1,300	24,000	28,400	226,400	76,900
2005	957,635	418,800	4.4%	1,400	25,700	28,300	234,200	77,100
2006	981,280	431,000	4.0%	1,600	28,100	28,800	244,500	76,800

Sources: Calendar year employment and unemployment rate information from U.S. Department of Labor, Bureau of Labor Statistics.
Population for 1997 through 2000 is from Pima Association of Governments, *Population Estimates, 1980 - 2005*. Estimates for 2001 through 2006 are from the Arizona Department of Economic Security, Research Administration, Population Statistics Unit, *Population Estimates for Arizona's Counties, Incorporated Places and Balance of County.*

PIMA COUNTY GOVERNMENT
ADDRESSES & TELEPHONE NUMBERS

NOTE: Area Code is 520 for all areas. City, State & ZIP Code is Tucson, AZ 85701 unless otherwise noted.

County Operator		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 & Risk Management	Tom Burke	130 W. Congress St, 10th Fl	740-3030
Forensic Science Center	Dr. Bruce O. Parks	2825 E. District St Tucson, AZ 85714	243-8600
Human Resources	Gwyn Hatcher	150 W. Congress St, 4th Fl	740-8672
Information Technology	Bill Glasner	150 W. Congress St, 5th Fl	740-8308
Procurement	George Widugiris	130 W. Congress St, 3rd Fl	740-8161
Recorder	F. Ann Rodriguez	115 N. Church Ave, 1st Fl	740-4350
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 Development & Neighborhood Conservation	Margaret Kish	2797 E. Ajo Way Tucson, AZ 85713	243-6745
Community Resources	Kate O'Rielly	2500 E. Ajo Way Tucson, AZ 85713	434-1011
Community Services, Employment & Training	Art Eckstrom	2797 E. Ajo Way Tucson, AZ 85713	243-6741
Economic Development & Tourism	Tom Moulton	33 N. Stone Ave, 7th Fl	243-7353
County Free Library	Nancy Ledeboer	101 N. Stone Ave, 4th Fl	791-4391
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

PIMA COUNTY GOVERNMENT
ADDRESSES & TELEPHONE NUMBERS

NOTE: Area Code is 520 for all areas. City, State & ZIP Code is Tucson, AZ 85701 unless otherwise noted.

Justice & Law Enforcement

Clerk of the Superior Court	Patricia A. Noland	110 W. Congress St, 1st Fl	740-3201
Constables	Vince Roberts, Admin Constable	32 N. Stone Ave, 1st Fl	740-5442
County Attorney	Barbara LaWall	32 N. Stone Ave, 14th Fl	740-5622
Indigent Defense	Isabel Garcia, Legal Defender	32 N. Stone Ave, 8th Fl	740-5775
Indigent Defense	Robert J. 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 Jan E. Kearney	110 W. Congress St, 4th Fl	740-3155

Medical Services

Institutional Health	Felipe Lundin	3950 S. Country Club Rd, Ste 300 Tucson, AZ 85714	243-7830
Pima Health System & Services	Karen Fields	3950 S. Country Club Rd, Ste 400 Tucson, AZ 85714	243-8385
Public Health	Dennis W. Douglas	3950 S. Country Club Rd, Ste 100 Tucson, AZ 85714	243-7735

Public Works

Capital Projects	Don Spiece	33 N. Stone Ave, 7th Fl	243-7160
Development Services	Carmine DeBonis, Jr.	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	740-3703
Fleet Services	Frank Samaniego	1301 S. Mission Rd Tucson, AZ 85713	740-2619
Graphic Services	Susan Beebe	17 E. Pennington, 1st Fl	205-8303
Natural Resources, Parks & Recreation	Rafael Payan	3500 W. River Rd Tucson, AZ 85741	877-6209
Public Works Admin	John Bernal	130 W. Congress St, 10th Fl	740-8480
Regional Flood Control District	Suzanne Shields	97 E Congress, 3rd Fl	243-1800
Solid Waste Management	Ursula Kramer	150 W. Congress St, 1st Fl	740-3352
Transportation	Priscilla Cornelio	201 N. Stone Ave, 3rd Fl	740-6340
Wastewater Management	Michael Gritzuk	201 N. Stone Ave, 8th Fl	740-6549

This page intentionally left blank.