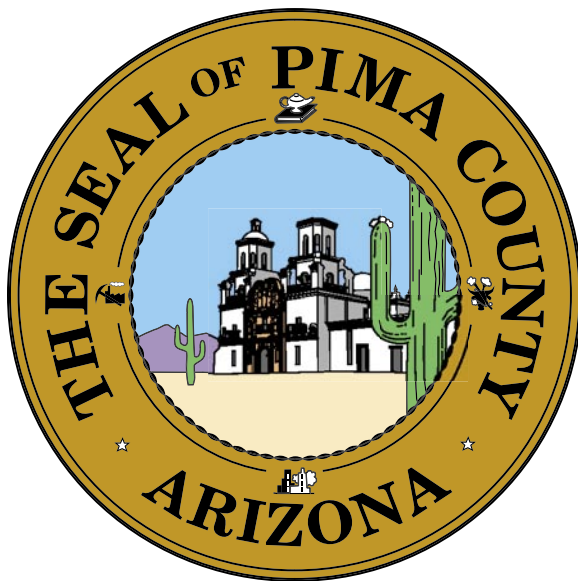


Pima County

Arizona

Adopted Budget

Fiscal Year 2008/2009



**PIMA COUNTY, ARIZONA**

**ADOPTED BUDGET**

**FISCAL YEAR 2008/2009**

**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**

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## PREFACE

The Fiscal Year 2008/2009 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 2008/09 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 2008/09.

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.




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# MEMORANDUM

---

Date: August 25, 2008

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

From: C.H. Huckelberry  
County Administrator 

Re: Fiscal Year 2008/09 Adopted Budget

---

Transmitted herewith is the budget for fiscal year 2008/09, as adopted by the Board on June 17, 2008. This document provides the detail for the fiscal year 2008/09 budget, which totals \$1,377,529,268 in expenditures and \$1,193,145,076 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 and Economic Development, Justice and 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 2007/08 budget document received the Distinguished Budget Presentation Award from the Government Finance Officers Association. This is the tenth consecutive year the County's budget has been so recognized.

CHH/jj



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Pima County**

**Arizona**

For the Fiscal Year Beginning

**July 1, 2007**

President

Executive Director

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, 2007.

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

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

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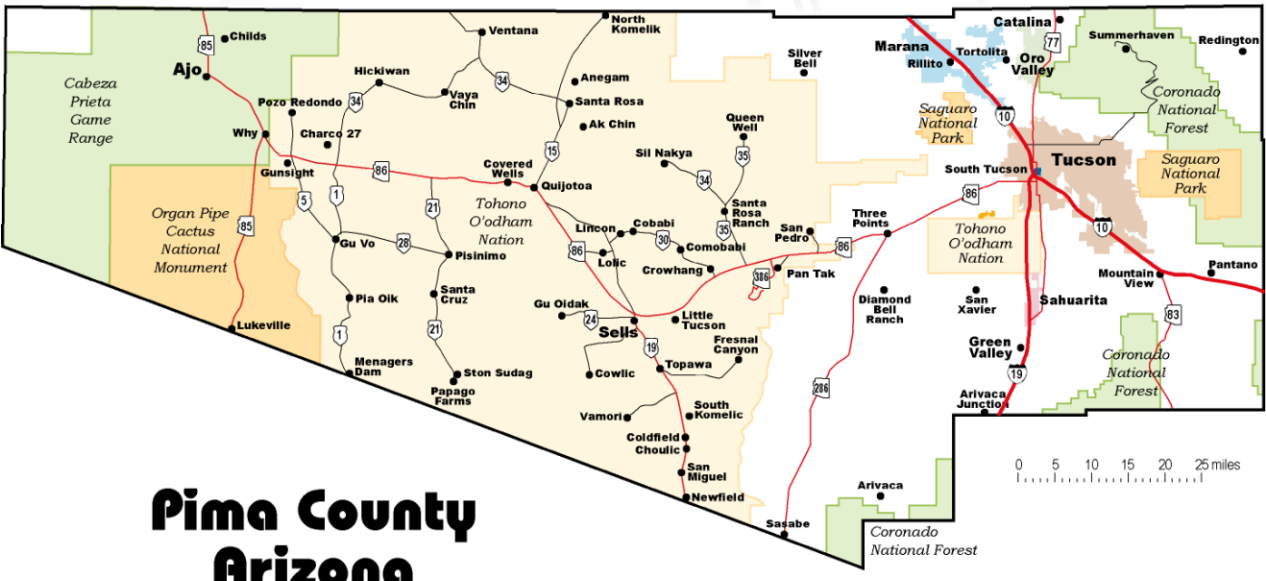
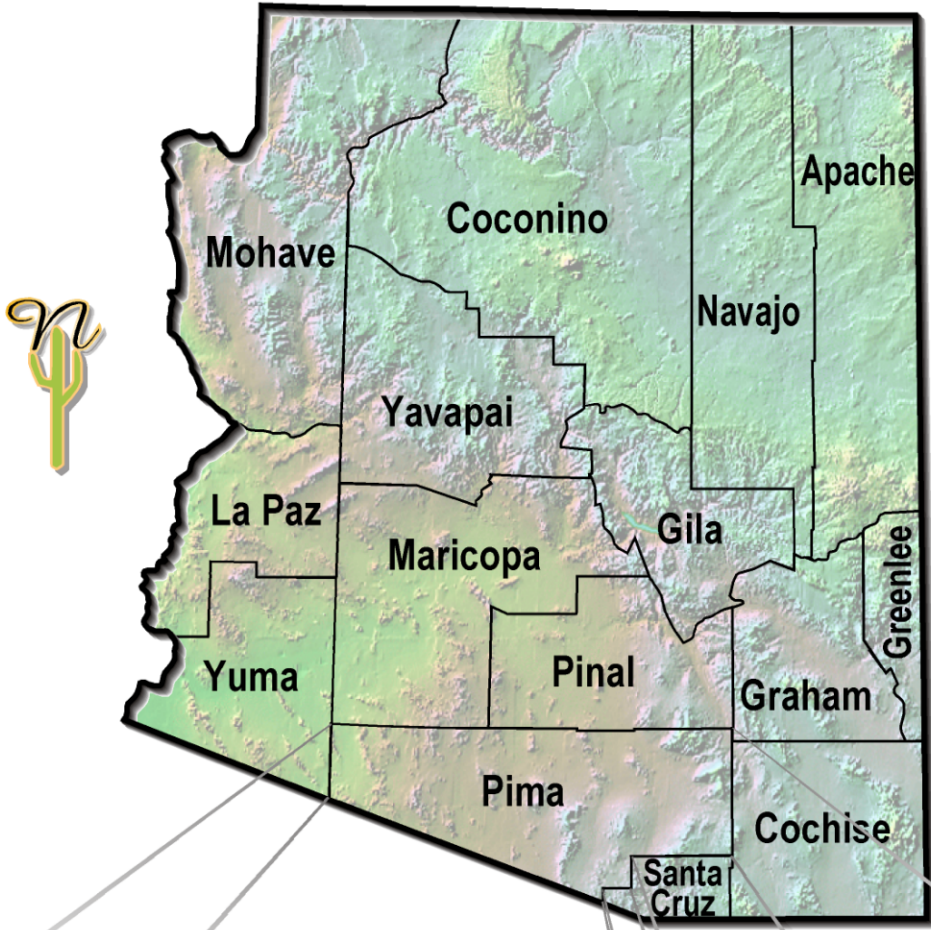
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# Pima County Arizona

Map provided by: Pima Association of Governments

## PIMA COUNTY CHARACTERISTICS

Pima County, the second largest of the four original counties, was created in 1864 and included 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 metropolitan Tucson and the unincorporated areas to the west and southwest of Tucson, and a foreign trade zone encompassing 468 acres on six sites in the metropolitan Tucson area. 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

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

<sup>1</sup> Source: National Climate Data Center 1971-2000 Monthly Normals.

<sup>2</sup> 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 metropolitan Tucson 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 United States. Interstate 19 comes from Nogales and the border with Mexico and ends where it connects with Interstate 10 in Tucson.

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

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

Pima County has several small airports, an international airport and an Air Force base. The international airport, located on the south side of Tucson, serves as the major air terminal for southeastern Arizona. Eleven 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 wages for each employee in a calendar year. 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**

	<u>1970</u>	<u>1980</u>	<u>1990</u>	<u>2000</u>
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**

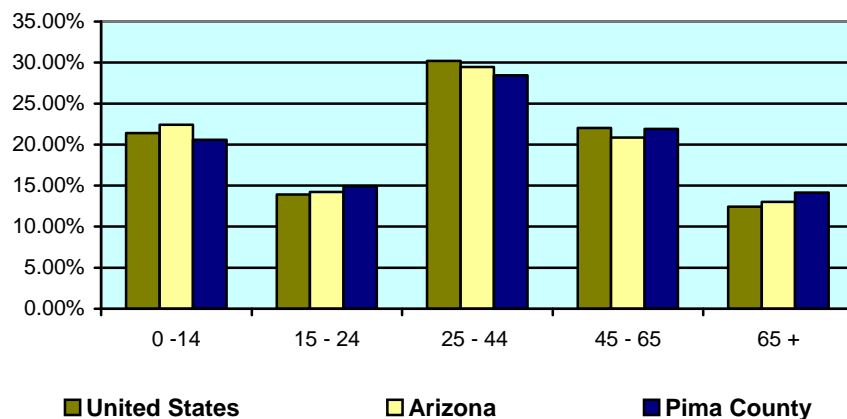
Average Annual Compounded Rate of Change

	<u>1970 - 1980</u>	<u>1980 - 1990</u>	<u>1990 - 2000</u>
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

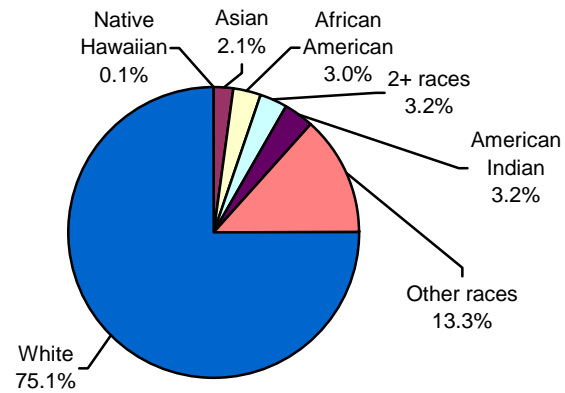


Source: Bureau of the Census, 2000 Census.

**POPULATION DIVERSITY**

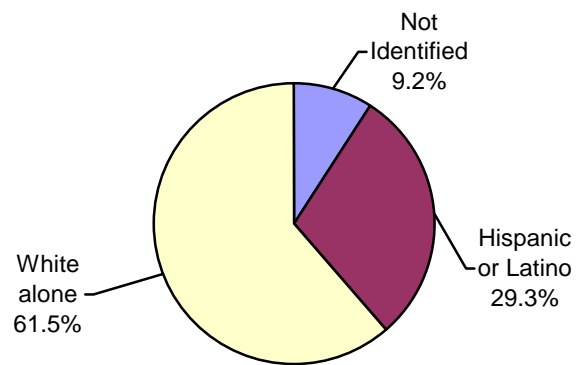
Racial Mix

(PERCENT OF TOTAL POPULATION, 2000)



White & Hispanic/Latino

(PERCENT OF TOTAL WHITE POPULATION, 2000)



Source: Bureau of the Census, 2000 Census.

Source: Bureau of the Census, 2000 Census.

**EMPLOYMENT CHARACTERISTICS**

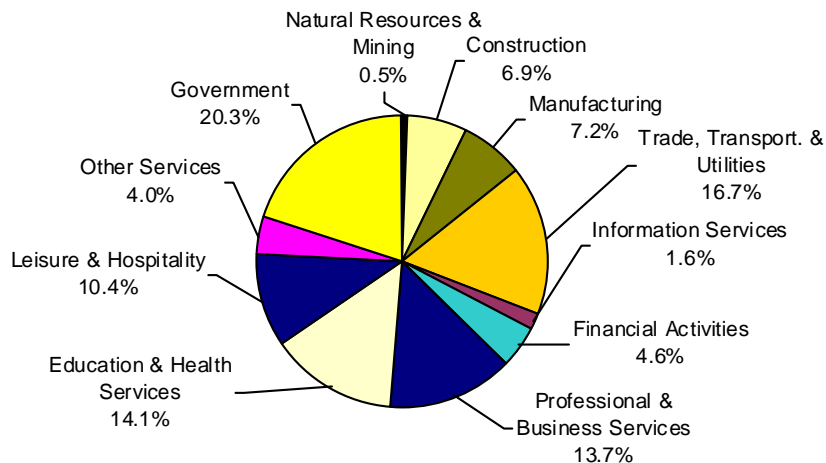
**UNEMPLOYMENT RATES**

	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
Pima County	5.7%	5.3%	4.6%	4.4%	3.9%	3.7%
Arizona	6.0%	5.7%	4.9%	4.6%	4.1%	3.8%
United States	5.8%	6.0%	5.5%	5.1%	4.6%	4.6%

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

**EMPLOYMENT BY INDUSTRY**

Percent of Non-Farm Employment, 2007



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

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

<u>Employer</u>	<u>Employment Sector</u>	<u>Employees</u>	
		<u>2006</u>	<u>2007</u>
Raytheon Missile Systems	Manufacturing	11,184	12,515
State of Arizona	Government	9,927	10,754
University of Arizona	Government (College Ed.)	10,354	10,535
Pima County <sup>1</sup>	Government	8,131	8,397
Tucson Unified School District	Government (Ed. K-12)	7,419	8,018
Davis-Monthan Air Force Base	Government (Military)	8,233	7,701
City of Tucson <sup>1</sup>	Government	5,848	6,031
Freeport-McMoRan Copper & Gold	Mining	4,900	5,840
Wal-Mart Stores	Trade (Retail)	5,625	5,805
Carondelet Health Network	Services (Health)	4,319	4,766
University Medical Center	Services (Health)	3,094	3,304
TMC Health Care	Services (Health)	3,474	3,038
United States Border Patrol	Government	2,763	2,975
Tohono O'odham Nation	Government	3,825	2,725
Sunnyside Unified School District	Government (Ed. K-12)	2,690	2,685
Pima Community College	Government (College Ed.)	2,211	2,325
Fry's Food Stores	Trade (Grocery)	1,806	2,268
Asarco	Mining	1,950	2,185
Employer Solutions Group	Services (Business)	2,131	2,131
Northwest Health	Services (Health)	1,808	2,124
Amphitheater Unified School District	Government (Ed. K-12)	2,187	2,096
Citi	Services (Financial)	2,000	1,900

Source: *The Star 200 Directory*, published by *The Arizona Daily Star* (March 16, 2008) and *Pima County Budget Division*.

<sup>1</sup> Budgeted full-time equivalents reported for fiscal years 2006/07 and 2007/08.

**MAJOR MANUFACTURERS** (Manufacturers with 400 or more employees)

<u>Company</u>	<u>Type of Business</u>	<u>Employees</u>	
		<u>2006</u>	<u>2007</u>
Raytheon Missile Systems	Missile Manufacturing	11,184	12,515
IBM Storage System Division	Computer Systems	1,750	1,457
Honeywell Aerospace	Aircraft Electronic Systems	750	760
Ventana Medical Systems	Medical Equipment	580	681
Texas Instruments, Tucson	Operation Amplifiers	625	643
Bombardier Aerospace	Aircraft Maintenance	614	581
Universal Avionics Systems	Aircraft Electronic Systems	250	450

Source: *The Star 200 Directory*, published by *The Arizona Daily Star* (March 16, 2008).

**Pima County FY 2008/2009 Adopted Budget**

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

<u>Industry</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
Trade, Transportation & Utilities	54,400	55,100	57,900	59,600	62,700	63,900
Educational & Health Services	43,600	45,600	47,800	50,500	52,600	54,200
Professional & Business Services	41,500	41,200	43,400	45,900	49,700	52,300
Leisure & Hospitality	37,300	37,100	39,100	39,800	40,600	39,800
Manufacturing	30,500	28,600	28,400	28,300	28,100	27,500
Construction	22,500	22,900	24,000	25,700	27,900	26,400
Financial Activities	14,400	15,500	15,900	16,500	17,600	17,800
Information Services	7,900	7,500	7,600	7,200	6,800	6,000
Natural Resources & Mining	1,500	1,100	1,300	1,400	1,600	1,800
Other Services	14,500	14,500	14,700	14,700	15,800	15,500
Government	<u>74,900</u>	<u>75,700</u>	<u>76,900</u>	<u>77,100</u>	<u>76,300</u>	<u>77,900</u>
Total Non-Farm Employment	342,900	345,200	357,100	366,700	379,600	383,100

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, 2007**

<u>Occupations</u>	<u>Percent of Total</u>
Office & Administrative Support Occupations	18.6%
Sales & Related Occupations	9.5%
Food Preparation & Serving-Related Occupations	8.8%
Construction & Extraction Occupations	6.4%
Education, Training, & Library Occupations	6.3%
Healthcare Practitioners & Technical Occupations	5.4%
Transportation & Material Moving Occupations	5.1%
Management Occupations	5.0%
Production Occupations	4.2%
Installation, Maintenance, & Repair Occupations	4.1%
Business & Financial Operations Occupations	3.8%
Building & Grounds Cleaning & Maintenance Occupations	3.5%
Healthcare Support Occupations	3.4%
Architecture & Engineering Occupations	3.0%
Protective Service Occupations	2.9%
Personal Care & Service Occupations	2.7%
Computer & Mathematical Occupations	2.4%
Community & Social Services Occupations	1.7%
Life, Physical, & Social Science Occupations	1.2%
Arts, Design, Entertainment, Sports, & Media Occupations	1.1%
Legal Occupations	0.8%
Farming, Fishing, & Forestry Occupations	0.1%

Source: U.S. Department of Labor, Bureau of Labor Statistics, May 2007.

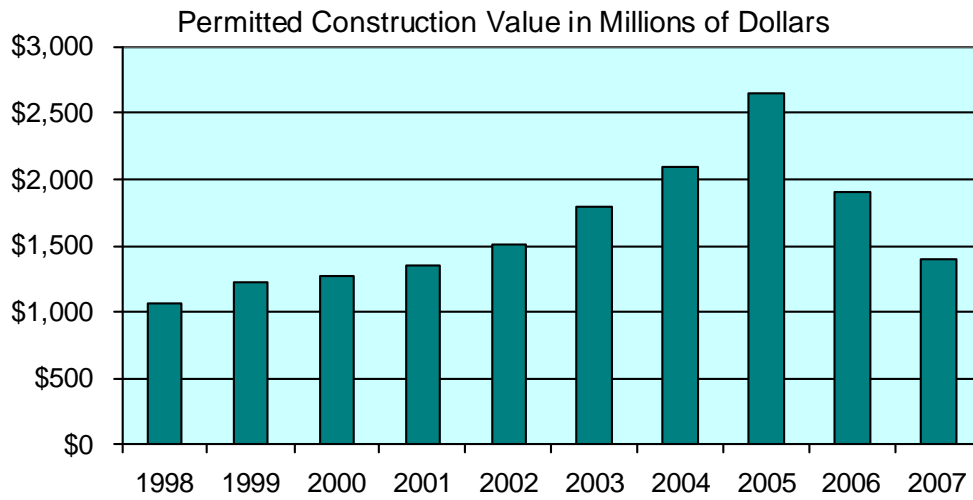
**NEW COMPANIES IN PIMA COUNTY** (New Companies announced between 2007 and June 2008)

<u>Company Name</u>	<u>Product or Service</u>	<u># of Jobs</u>
Computer Designs Inc.	Custom Thermoforming Manufacturer	25
Global Investment Recovery	Electronics Recycler	85
LifeCycle Logistics	Manufacturing	40
Target Fulfillment Center	Fulfillment Center for Internet Sales	900
Solon America Corporation	Photovoltaic Technology Manufacturing	140
Latitude Corporation	Precision Metal Manufacturing	50
Stanley, Inc.	Passport Processing Center	150
Schletter Inc.	Manufacturer of Solar Mounting Systems	15

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 Reclamation.

## 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 2008/09 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 2008/09, the following departments submitted budgets using the ZBB approach: Clerk of the Board; County Administrator; Institutional Health; Board of Supervisors; Solid Waste Management; Pima Health System & Services; Fleet Services; Clerk of the Superior Court; Superior Court.

Capital Improvement Budget

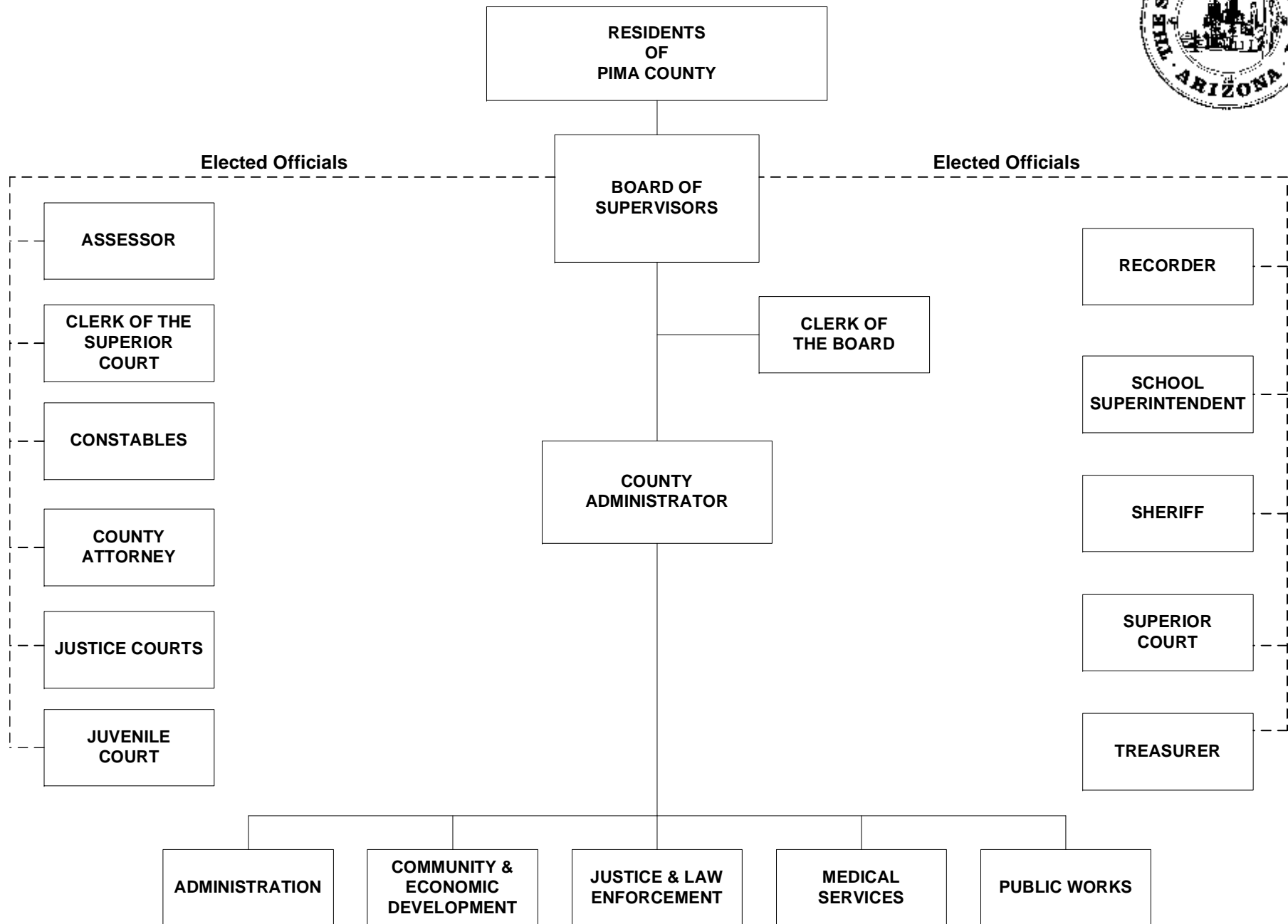
On an annual basis, the County Administrator's office prepares a five-year Capital Improvement Plan (CIP) and a one-year Capital Improvement Budget (CIB). A summary of capital improvement projects for fiscal year 2008/09-2012/13 and beyond is provided in the Summary Schedules section, and a capital improvement 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 2008/09 is provided below.

<b>October 2, 2007</b>	Financial Planning System (the budget system), released for early budgeting, year end projections and zero based budgeting
<b>November 5 – 8, 2007</b>	Budget training for department representatives
<b>November 5, 2007</b>	Base target budgets, assumptions, and other information are distributed to departments
<b>November 9, 2007</b>	Budget Guide and FPS Users Manual posted on the County website
<b>December 21, 2007</b>	Initial General Government Revenue Forecast
<b>February 5, 2008</b>	Budgets due to the Budget Division from departments
<b>February 19, 2008</b>	Zero Base Budgets due to the Budget Division from departments
<b>March 17 – 21, 2008</b>	County Administrator meets with department directors and managers
<b>March 24 – April 14, 2008</b>	County Administrator gives direction to the Budget Division
<b>April 24, 2008</b>	County Administrator submits Recommended Budget to the Board
<b>May 20, 2008</b>	Board of Supervisors Recommended Budget public hearings
<b>May 20, 2008</b>	Board of Supervisors Tentative Budget adoption
<b>June 17, 2008</b>	Board of Supervisors Final Budget adoption
<b>August 18, 2008</b>	Board of Supervisors adoption of the Levy of Taxes

# PIMA COUNTY ORGANIZATIONAL CHART



## LEGAL REQUIREMENTS

### COUNTY SPENDING LIMITATION

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

Arizona Revised Statute (ARS) § 42-17151, in effect, also mandates the adoption of a balanced budget for the County, as it requires *the governing body of each county shall fix, levy and assess the amount to be raised from primary 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.*

### TENTATIVE BUDGET PREPARATION AND PUBLICATION

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

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

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

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

## **FINAL BUDGET ADOPTION**

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

Copies of the Board of Supervisors' resolutions adopting the fiscal year 2008/09 budgets for Pima County, the County Free Library District, the Flood Control District, and the Stadium District are provided on pages 3-7 through 3-10.

## **BUDGET REVISIONS**

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

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

## **TRUTH IN TAXATION**

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

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

## ADOPTION OF TAX LEVY

ARS § 42-17151 specifies that on or before the third Monday in August the Board of Supervisors must fix, levy, and assess the amounts to be raised from primary property taxation and secondary property taxation. The Board must also designate the amounts to be levied for each purpose appearing in the adopted budget and determine and fix a primary property tax rate and the secondary 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 also 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 amounts for secondary tax levies adopted by the Board on or before the third Monday in August are based on actual property 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 2008/09 is provided on pages 3-11 through 3-23.

## PROPERTY TAX LEVY LIMITATION

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

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

**Secondary Property Tax Levy:** Secondary property tax levies allow the County to levy ad valorem property taxes for various specific purposes. For many years, Pima County has levied four secondary property taxes. ARS § 11-275 authorizes a tax levy on the secondary net assessed value of all real and personal property in the County for the purpose of retiring principal and paying interest on general obligation bonds. ARS § 48-807 mandates the Board of Supervisors levy a countywide Fire District Assistance Tax on the 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 and are not statutorily limited in how they may change from year to year. The Fire District Assistance Tax (FDAT) is somewhat of an exception, as 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.**

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**RESOLUTION NO. 2008 - 148**  
**PIMA COUNTY**  
**RESOLUTION FOR THE ADOPTION OF THE BUDGET**  
**FISCAL YEAR 2008/2009**

WHEREAS, in accordance with the provisions of A.R.S. §42-17101 et. seq., the Board of Supervisors did, on May 20, 2008, 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 17, 2008, 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 2008/2009.

Passed and adopted this 17th day of June, 2008.



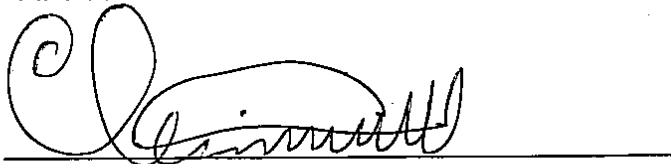
Chairman 6/17/08  
Pima County Board of Supervisors

ATTEST:



Clerk of the Board

APPROVED AS TO FORM:



Deputy County Attorney

**RESOLUTION NO. 2008 - LD 3**  
**PIMA COUNTY**  
**RESOLUTION FOR THE ADOPTION OF THE**  
**COUNTY FREE LIBRARY DISTRICT BUDGET FOR**  
**FISCAL YEAR 2008/2009**


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 20, 2008, 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 17, 2008, 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 2008/2009.


Passed and adopted this 17th day of June, 2008.

  
\_\_\_\_\_  
Chairman                      6/17/08  
Pima County Free Library District Board

ATTEST:

  
\_\_\_\_\_  
Clerk of the Board

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Deputy County Attorney

**RESOLUTION NO. 2008 - FC 5**  
**PIMA COUNTY**  
**RESOLUTION FOR THE ADOPTION OF THE**  
**FLOOD CONTROL DISTRICT BUDGET FOR**  
**FISCAL YEAR 2008/2009**


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 20, 2008, 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 17, 2008, 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 2008/2009.

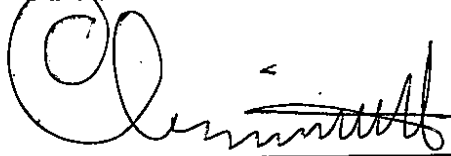
Passed and adopted this 17th day of June, 2008.

  
\_\_\_\_\_  
Chairman                      6/17/08  
Pima County Flood Control District Board

ATTEST:

  
\_\_\_\_\_  
Clerk of the Board

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Deputy County Attorney

**RESOLUTION NO. 2008 - SD 1**  
**PIMA COUNTY**  
**RESOLUTION FOR THE ADOPTION OF THE**  
**STADIUM DISTRICT BUDGET FOR**  
**FISCAL YEAR 2008/2009**


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 20, 2008, 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 17, 2008, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses, and

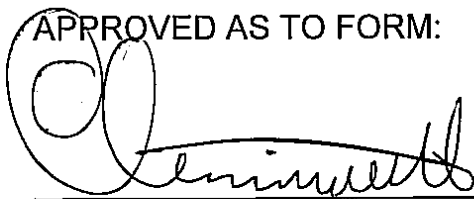
NOW, THEREFORE, BE IT RESOLVED, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced or changed by the same, are hereby adopted as the budget of the Pima County Stadium District for the Fiscal Year 2008/2009.

Passed and adopted this 17th day of June, 2008.

  
\_\_\_\_\_  
Chairman 6/17/08  
Pima County Stadium District Board

ATTEST:

  
\_\_\_\_\_  
Clerk of the Board

APPROVED AS TO FORM:  
  
\_\_\_\_\_  
Deputy County Attorney

**RESOLUTION NO. 2008 - 224**

**RESOLUTION OF THE PIMA COUNTY BOARD  
OF SUPERVISORS FOR THE LEVY OF TAXES  
FOR FISCAL YEAR 2008/2009**

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 20, 2008, 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 17, 2008, 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 2008/2009, and;

WHEREAS, pursuant to A.R.S. §42-17104, a meeting was held on June 17, 2008, 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. §15-393, 972, 991.01, 992, 993, 994, 995, 1022, 1461 and 1462; A.R.S. §42-17151; and A.R.S. §48-575, 719, 723, 806, 807, 955, 960, 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 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 City of Tucson 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 2008/2009 for the entities listed:

## PIMA COUNTY FISCAL YEAR 2008/09 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
<b>STATE OF ARIZONA:</b>			
State of Arizona Property Tax			
Primary	8,230,966,534	0	0.0000
<b>PIMA COUNTY:</b>			
Primary			
General Fund	8,230,966,534	279,136,768	3.3913
Secondary			
County Free Library	9,594,861,519	32,555,365	0.3393
Debt Service	9,594,861,519	58,048,912	0.6050
Fire District Assistance	9,594,861,519	3,943,488	0.0411
Flood Control District	8,684,571,743	25,489,218	0.2935
TOTAL PIMA COUNTY		399,173,751	4.6702
<b>UNORGANIZED SCHOOL DISTRICT TAX:</b>			
Primary	11,950,138	174,735	1.4622
<b>EDUCATION ASSISTANCE:</b>			
Primary	8,230,966,534	0	0.0000
<b>PIMA COMMUNITY COLLEGE:</b>			
Primary	8,230,966,534		
Primary		80,556,469	0.9787
ARS 42-16214.A.2 Payment of Refunds (Qwest Settlement)		466,886	0.0057
TOTAL PRIMARY		81,023,355	0.9844
Secondary	9,594,861,519		
Secondary		14,414,098	0.1502
ARS 42-16214.A.2 Payment of Refunds (Qwest Settlement)		88,072	0.0009
TOTAL SECONDARY		14,502,170	0.1511
TOTAL PIMA COMMUNITY COLLEGE		95,525,525	1.1355
<b>CENTRAL ARIZONA WATER CONSERVATION DISTRICT:</b>			
Ad Valorem Secondary	9,594,861,519	5,756,917	0.0600
Water Storage Secondary	9,594,861,519	3,837,945	0.0400
Ground Water Replenishment			
Category 1 (rate per acre-foot and usage of 866.18 acre-feet)		264,185	305.0000
Category 2 (rate per acre-foot and no usage)		0	266.0000
<b>CITY OF TUCSON:</b>			
Primary	3,378,331,185	10,915,388	0.3231
Secondary	3,895,581,900	24,814,860	0.6370
TOTAL CITY OF TUCSON		35,730,248	0.9601
<b>CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT:</b>			

## PIMA COUNTY FISCAL YEAR 2008/09 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
<b>CITY OF SOUTH TUCSON:</b>			
Primary	22,174,798	47,521	0.2143
<b>STREET LIGHTING IMPROVEMENT DISTRICTS:</b>			
Cardinal Estates	1,210,339	10,324	0.8530
Carriage Hills No. 1	3,051,931	7,776	0.2548
Carriage Hills No. 3	1,190,038	3,376	0.2837
Desert Steppes	1,989,866	4,544	0.2284
Hermosa Hills Estates	2,918,017	3,867	0.1325
Lakeside No. 1	2,482,501	6,070	0.2445
Littleton	2,232,239	18,923	0.8477
Longview Estates No. 1	3,124,547	8,310	0.2660
Longview Estates No. 2	3,660,423	9,527	0.2603
Manana Grande "B"	2,421,279	6,590	0.2722
Manana Grande "C"	3,158,494	10,856	0.3437
Midvale Park	6,015,858	9,733	0.1618
Mortimore Addition	5,212,161	32,204	0.6179
Oaktree No. 1	1,254,243	16,538	1.3186
Oaktree No. 2	956,539	13,788	1.4414
Oaktree No. 3	1,185,729	18,268	1.5407
Orange Grove Valley	1,747,035	6,420	0.3675
Peach Valley	737,749	3,698	0.5013
Peppertree	10,022,969	7,162	0.0715
Rolling Hills	7,369,256	15,463	0.2098
Salida del Sol	938,675	10,970	1.1687
<b>FIRE DISTRICTS:</b>			
Avra Valley	36,340,695		
Operations		1,090,221	3.0000
Bonds		28,527	0.0785
Total Avra Valley		1,118,748	3.0785
Corona de Tucson	57,652,659	1,493,146	2.5899
Drexel Heights	263,200,347		
Operations		6,316,808	2.4000
Bonds		736,961	0.2800
Total Drexel Heights		7,053,769	2.6800
Golder Ranch	572,677,682		
Operations		9,105,575	1.5900
Bonds		973,552	0.1700
Total Golder Ranch		10,079,127	1.7600
Green Valley	424,769,584	8,070,622	1.9000
Heritage Hills	78,678,923	1,500,014	1.9065
Hidden Valley	14,660,758	87,965	0.6000
La Canada	123,479,551	1,549,545	1.2549

## PIMA COUNTY FISCAL YEAR 2008/09 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
<b>FIRE DISTRICTS (continued):</b>			
Mt. Lemmon	11,067,365	359,689	3.2500
North Ranch/Linda Vista	68,828,175	1,500,041	2.1794
Northwest	1,205,607,329		
Operations		25,423,847	2.1088
Bonds		1,824,084	0.1513
Total Northwest		27,247,931	2.2601
Picture Rocks	41,431,868		
Operations		1,346,536	3.2500
Bonds		223,028	0.5383
Total Picture Rocks		1,569,564	3.7883
Rincon Valley	114,033,193		
Operations		2,345,435	2.0568
Bonds		484,983	0.4253
Total Rincon Valley		2,830,418	2.4821
Sabino Vista	37,645,874	312,574	0.8303
Sonoita-Elgin	5,086,228	76,293	1.5000
Tanque Verde Valley	15,494,244	195,305	1.2605
Three Points	41,069,142		
Operations		1,191,005	2.9000
Bonds		616,037	1.5000
Total Three Points		1,807,042	4.4000
Tucson Country Club Estates	21,649,755	96,818	0.4472
Why	1,147,802	29,983	2.6122
<b>HEALTH DISTRICTS:</b>			
Ajo-Lukeville Health District	15,434,993	115,762	0.7500
<b>TUCSON UNIFIED SCHOOL DISTRICT NO 1:</b>			
Primary	3,334,344,403		
Maintenance & Operation		163,639,620	4.9077
Unrestricted Capital		7,258,868	0.2177
Soft Capital		6,905,427	0.2071
Adjacent Ways		800,243	0.0240
TOTAL PRIMARY		178,604,158	5.3565
Secondary	3,866,798,844		
Class A Bond Interest and Redemption		35,578,416	0.9201
Class B Bond Interest and Redemption		11,186,649	0.2893
TOTAL SECONDARY		46,765,065	1.2094

## PIMA COUNTY FISCAL YEAR 2008/09 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
<b>MARANA UNIFIED SCHOOL DISTRICT NO 6:</b>			
Primary	788,663,104		
Maintenance & Operation		28,323,258	3.5913
Unrestricted Capital		370,672	0.0470
Soft Capital		1,058,386	0.1342
TOTAL PRIMARY		29,752,316	3.7725
Secondary	952,444,232		
Class A Bond Interest and Redemption		7,849,093	0.8241
Class B Bond Interest and Redemption		2,033,468	0.2135
Override Maintenance & Operation		6,394,711	0.6714
TOTAL SECONDARY		16,277,272	1.7090
<b>FLOWING WELLS UNIFIED SCHOOL DISTRICT NO. 8:</b>			
Primary	206,794,377		
Maintenance & Operation		8,350,150	4.0379
Soft Capital		385,672	0.1865
TOTAL PRIMARY		8,735,822	4.2244
Secondary	234,266,869		
Class A Bond Interest and Redemption		2,144,010	0.9152
Override Maintenance & Operation		2,639,953	1.1269
TOTAL SECONDARY		4,783,963	2.0421
<b>AMPHITHEATER UNIFIED SCHOOL DISTRICT NO. 10:</b>			
Primary	1,468,535,300		
Maintenance & Operation		46,938,794	3.1963
Soft Capital		2,359,936	0.1607
TOTAL PRIMARY		49,298,730	3.3570
Secondary	1,714,181,348		
Class A Bond Interest and Redemption		16,648,129	0.9712
Class B Bond Interest and Redemption		951,371	0.0555
Override Maintenance & Operation		8,145,790	0.4752
TOTAL SECONDARY		25,745,290	1.5019

## PIMA COUNTY FISCAL YEAR 2008/09 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
<b>SUNNYSIDE UNIFIED SCHOOL DISTRICT NO. 12:</b>			
Primary	434,350,373		
Maintenance & Operation		18,131,088	4.1743
Unrestricted Capital		1,312,607	0.3022
Soft Capital		540,766	0.1245
TOTAL PRIMARY		19,984,461	4.6010
Secondary	488,676,057		
Class A Bond Interest and Redemption		7,218,723	1.4772
Override Maintenance & Operation		8,418,422	1.7227
TOTAL SECONDARY		15,637,145	3.1999
<b>TANQUE VERDE UNIFIED SCHOOL DISTRICT NO. 13:</b>			
Primary	198,995,954		
Maintenance & Operation		6,256,035	3.1438
Unrestricted Capital		66,266	0.0333
Soft Capital		470,625	0.2365
Adjacent Ways		597	0.0003
TOTAL PRIMARY		6,793,523	3.4139
Secondary	238,433,926		
Class A Bond Interest and Redemption		1,300,657	0.5455
Override Maintenance & Operation		693,127	0.2907
Override Election K-3		281,590	0.1181
TOTAL SECONDARY		2,275,374	0.9543
<b>AJO UNIFIED SCHOOL DISTRICT NO. 15:</b>			
Primary	16,538,970		
Maintenance & Operation		686,417	4.1503
Unrestricted Capital		30,002	0.1814
Soft Capital		43,779	0.2647
TOTAL PRIMARY		760,198	4.5964
Secondary	18,351,185	0	0.0000

# PIMA COUNTY FISCAL YEAR 2008/09 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
<b>CATALINA FOOTHILLS UNIFIED SCHOOL DISTRICT NO. 16:</b>			
Primary	620,911,660		
Maintenance & Operation		20,316,230	3.2720
Unrestricted Capital		2,542,012	0.4094
Soft Capital		2,818,318	0.4539
TOTAL PRIMARY		25,676,560	4.1353
Secondary	717,980,579		
Class A Bond Interest and Redemption		8,454,939	1.1776
Class B Bond Interest and Redemption		2,149,634	0.2994
Override Maintenance & Operation		2,264,511	0.3154
Override Election K-3		674,902	0.0940
Override Capital Outlay		600,232	0.0836
TOTAL SECONDARY		14,144,218	1.9700
<b>VAIL UNIFIED SCHOOL DISTRICT NO. 20:</b>			
Primary	433,249,110		
Maintenance & Operation		13,951,488	3.2202
Unrestricted Capital		1,177,138	0.2717
Soft Capital		1,145,944	0.2645
Adjacent Ways		988,241	0.2281
TOTAL PRIMARY		17,262,811	3.9845
Secondary	521,676,519		
Class A Bond Interest and Redemption		1,463,824	0.2806
Class B Bond Interest and Redemption		2,260,946	0.4334
Override Maintenance & Operation		4,369,041	0.8375
TOTAL SECONDARY		8,093,811	1.5515
<b>SAHUARITA UNIFIED SCHOOL DISTRICT NO. 30:</b>			
Primary	357,366,093		
Maintenance & Operation		10,818,544	3.0273
Unrestricted Capital		1,366,568	0.3824
Soft Capital		534,620	0.1496
Adjacent Ways		863,754	0.2417
TOTAL PRIMARY		13,583,486	3.8010
Secondary	384,175,980		
Class A Bond Interest and Redemption		2,988,505	0.7779
Class B Bond Interest and Redemption		1,134,856	0.2954
Override Maintenance & Operation		2,005,399	0.5220
Override Election K-3		1,002,699	0.2610
Override Capital Outlay		1,000,010	0.2603
TOTAL SECONDARY		8,131,469	2.1166

## PIMA COUNTY FISCAL YEAR 2008/09 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
<b>SAN FERNANDO ELEMENTARY SCHOOL DISTRICT NO. 35:</b>			
Primary	1,031,536		
Maintenance & Operation		39,116	3.7920
TOTAL PRIMARY		39,116	3.7920
Secondary	1,118,849	0	0.0000
<b>EMPIRE ELEMENTARY SCHOOL DISTRICT NO. 37:</b>			
Primary	6,073,363		
Maintenance & Operation		297,722	4.9021
TOTAL PRIMARY		297,722	4.9021
Secondary	6,945,410	0	0.0000
<b>CONTINENTAL ELEMENTARY SCHOOL DISTRICT NO. 39:</b>			
Primary	323,703,078		
Maintenance & Operation		4,799,222	1.4826
Soft Capital		78,012	0.0241
TOTAL PRIMARY		4,877,234	1.5067
Secondary	390,323,217		
Class A Bond Interest and Redemption		630,372	0.1615
Override Maintenance & Operation		258,004	0.0661
TOTAL SECONDARY		888,376	0.2276
<b>INDIAN OASIS UNIFIED SCHOOL DISTRICT NO. 40:</b>			
Primary	1,585,500		
Maintenance & Operation		0	0.0000
TOTAL PRIMARY		0	0.0000
Secondary	1,585,500	0	0.0000
<b>REDINGTON ELEMENTARY SCHOOL DISTRICT NO. 44:</b>			
Primary	1,428,117		
Maintenance & Operation		106,709	7.4720
TOTAL PRIMARY		106,709	7.4720
Secondary	1,541,258	0	0.0000

## PIMA COUNTY FISCAL YEAR 2008/09 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
<b>ALTAR VALLEY ELEMENTARY SCHOOL DISTRICT NO. 51:</b>			
Primary	33,416,195		
Maintenance & Operation		1,602,908	4.7968
Unrestricted Capital		334	0.0010
Soft Capital		97,742	0.2925
Adjacent Ways		52,096	0.1559
TOTAL PRIMARY		1,753,080	5.2462
Secondary	41,901,695		
Override Maintenance & Operation		209,048	0.4989
TOTAL SECONDARY		209,048	0.4989
<b>JOINT TECHNOLOGICAL EDUCATION DISTRICT</b>			
Secondary	9,138,571,039	4,569,286	0.0500
<b>DOMESTIC WATER IMPROVEMENT DISTRICTS:</b>			
Mt. Lemmon Domestic Water District			
Secondary	9,296,145	327,451	3.5224
<b>IMPROVEMENT DISTRICTS:</b>			
Hayhook Ranch			
Secondary	1,537,200	53,963	3.5105
<b>GLADDEN FARMS COMMUNITY FACILITIES DISTRICT:</b>			
Secondary	24,580,959		
Maintenance & Operation		73,743	0.3000
Bond Indebtedness		614,524	2.5000
TOTAL SECONDARY		688,267	2.8000
<b>VANDERBILT FARMS COMMUNITY FACILITIES DISTRICT:</b>			
Secondary	1,326,971		
Maintenance & Operation		3,981	0.3000
TOTAL SECONDARY		3,981	0.3000
<b>QUAIL CREEK COMMUNITY FACILITIES DISTRICT:</b>			
Secondary	7,511,016		
Maintenance & Operation		22,533	0.3000
Bond Indebtedness		225,330	3.0000
TOTAL SECONDARY		247,863	3.3000

## PIMA COUNTY FISCAL YEAR 2008/09 TAX LEVY

<b>JURISDICTION</b>	<b>VALUATION</b>	<b>TAX LEVY</b>	<b>RATE</b>
<b>CORTARO-MARANA IRRIGATION DISTRICT 12,088.67 ACRES</b>			
Maintenance & Operation		797,852	66.0000
<b>FLOWING WELLS IRRIGATION DISTRICT 2,078.44 ACRES</b>			
Maintenance & Operation		40,218	19.3500
<b>SILVERBELL IRRIGATION &amp; DRAINAGE DISTRICT 1,600 ACRES</b>			
Maintenance & Operation		4,800	3.0000
	<b>TOTAL</b>	<b>1,115,393,712</b>	

## FISCAL YEAR 2008/09 TAX LEVY

### CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY	PARCEL ID #	TAX LEVY
11706166A	3,841.81	11710066A	802.49
11706168A	2,704.24	117100670	647.88
11706168B	103.43	117100680	227.95
11706168C	460.24	11710069A	210.13
117061740	214.26	11710069B	278.90
11706177A	487.35	117100710	43.46
11706177B	850.95	11710075B	1,270.06
117061780	255.54	117100760	2,766.77
11706179A	1,655.50	11710077A	1,190.04
11706183B	5,017.62	117100780	372.89
11706187D	2,425.61	11710079A	973.18
117061900	1,212.59	11710081D	820.04
117061910	1,724.17	11710082A	873.65
11706193A	1,970.59	11710083A	461.76
11706194A	464.59	117100840	399.07
11706195A	1,981.34	11710089A	9,310.11
117061960	1,477.31	117100920	334.70
11706197A	1,087.75	11710094A	253.70
117062000	573.67	117100950	285.21
117062010	2,310.44	117100960	477.25
117062020	3,618.15	117100970	205.08
117062050	1,155.28	11710098A	319.65
117062060	1,325.20	117100990	607.24
117062070	1,869.70	11710100A	793.80
117062080	1,155.28	117101010	1,695.75
117062090	1,155.28	117101020	1,261.92
117062100	3,051.38	117101210	1,235.02
117062110	474.69	117101250	452.36
117062120	877.57	117101260	552.16
117062160	1,774.69	117101270	344.20
117062170	2,648.89	117101280	717.09
11706218A	1,250.02	117101290	484.04
11706219D	2,520.73	117101300	354.85
117062200	2,409.04	117101310	314.98
117100600	1,408.76	117101320	293.68
117100610	785.05	11710133A	644.35
117100620	1,266.48	117101350	402.17
117100630	1,390.50	117101360	347.98
11710065A	894.03	117110160	931.46

## FISCAL YEAR 2008/09 TAX LEVY

### CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

<u>PARCEL ID #</u>	<u>TAX LEVY</u>	<u>PARCEL ID #</u>	<u>TAX LEVY</u>
117110170	11,212.08	117120140	754.30
117110180	499.90	117120150	220.56
11711020A	1,194.28	11712017A	2,054.90
117110210	2,393.83	11712019A	493.11
117110730	537.27	117120200	2,485.86
117110740	783.75	117120210	2,658.45
117110750	217.08	117120220	555.47
11711076A	855.62	117120280	667.65
11711076B	1,809.78	117120290	735.78
117110770	430.85	117120300	413.96
117110780	445.30	117120310	1,944.07
117110790	785.99	11712033A	1,223.29
11711080A	21,807.14	117120360	260.76
11711080B	2,614.17	11712037A	1,680.03
117110820	1,158.10	117120470	1,393.54
117110830	1,330.96	11712048A	78.01
117110840	1,996.44	117120490	60.30
11711085A	2,514.00	117120860	1,341.61
117110880	1,674.95	117120870	4,402.88
117110890	775.00	11712088A	219.69
117110900	3,259.34	11712089A	1,564.02
117110910	964.81	11712091D	580.19
117110920	848.77	117120950	197.74
11711096C	8,853.45	11712098A	15,791.52
11711096D	7,597.30	11712099A	2,637.80
11711096E	4,801.03	11712103C	18,954.59
117110980	1,229.10	117121240	426.99
117110990	551.94	117121250	408.80
117111000	1,416.42	117121260	416.35
117111010	1,031.09	117121270	210.29
117111020	1,027.29	117121280	425.36
117111040	1,244.53	117121290	960.25
117111050	1,315.75	117121300	132.23
117111060	285.91	117121310	156.35
117120030	82.30	117121320	156.35
11712006A	770.82	117121330	150.05
11712007A	3,129.12	117121340	233.60
117120080	3,392.16	117121350	806.62
117120130	528.96	117121890	321.06

## FISCAL YEAR 2008/09 TAX LEVY

### CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY	PARCEL ID #	TAX LEVY
117121900	3,053.28	11713182A	2,658.01
117130250	712.20	117131830	1,055.53
117130260	166.67	117132150	945.15
11713027A	543.82	117132160	3,331.05
117130290	1,129.96	11714072A	886.48
117130300	206.44	11714077A	1,618.40
117130310	206.44	11714081A	1,244.31
117130360	1,162.83	117140860	2,349.01
11713037A	1,029.13	117140870	1,528.05
117130390	4,041.29	117150010	2,157.57
117130400	2,130.52	117150030	759.84
117130410	1,625.62	117150040	847.47
117130420	919.78	117150050	1,701.35
117130430	1,337.37	117160050	1,054.12
117131560	3,452.73	117160200	288.09
11713157A	2,638.27	117160220	866.76
11713158A	821.72	117160330	783.15
117131590	799.94	117160360	814.88
117131600	3,012.19	117160370	999.58
117131610	597.58	117170010	2,122.59
117131620	906.36	117170020	798.58
117131630	100.39	117170060	479.15
117131640	673.63	11717007B	431.83
117131650	27.16	11717008B	1,000.99
117131660	847.47	117170090	1,508.06
117131670	847.47	117170100	3,547.80
117131680	352.65	117170110	1,778.55
117131720	2,588.26	117170120	2,355.69
117131740	1,121.16	117170170	2,622.32
117131750	472.74	11717020A	2,479.50
117131760	720.35	117170340	408.31
117131770	853.99	117170380	832.86
117131780	651.90	117170400	363.22
117131790	375.49	11717044B	1,562.12
117131800	293.68	11720024A	3,534.98
		Total Levy	353,483.53

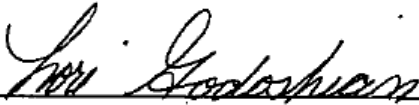
Passed and adopted this 18th day of August, 2008.



Chairman  
Pima County Board of Supervisors

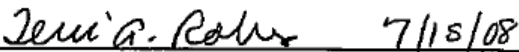
AUG 18 2008

ATTEST:



Clerk of the Board

APPROVED AS TO FORM:



Deputy County Attorney

## BUDGET ISSUES

This section of the Fiscal Year 2008/2009 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 2008/09 Budget*, dated April 24, 2008; his May 20, 2008 memorandum, *Tentative Budget Adoption: Fiscal Year 2008/09*; his June 17, 2008 memorandum, *Fiscal Year 2008/09 Final Budget Adoption*, and his June 16, 2008 memorandum, *Budget Adjustment Due to Significant Reduction in Acute Care Pima Health System Enrollment*. (The memoranda are located on pages 4-3, 4-31, 4-35, and 4-37, respectively.)

### Issues Synopsis

During the development of the fiscal year 2008/09 budget, the following issues were recognized:

#### County Budget Revenues

Property Taxes – A major concern in this area has been the increase in valuations in the past several years. As in the past two years, the County Administrator again recommended that the County adopt a neutral levy and offset any appreciation in the tax base by reducing the primary and secondary tax rates. To adopt a neutral levy and a corresponding neutral tax rate as defined by the state Truth in Taxation statutes, the primary tax rate will have to be reduced by 21.07 cents from \$3.6020 to \$3.3913 per \$100 of assessed value. Adoption of this neutral levy will reduce the budgeted General Fund base revenues by \$16.8 million.

State-Shared Revenues – State-shared revenues are down significantly, and are not projected to increase any time in the near future. The projected amount to be received in fiscal year 2007/08 from state-shared sales tax and vehicle license tax will be \$8 million less than budgeted. These same reductions, if not more, will carry forward to fiscal year 2008/09.

Grants Cost Shifting to the County – Over the last five years, the County has continued funding of state and federal grant programs even though the revenues from the state and federal governments have been withdrawn for the original grant purpose. It is estimated that as much as \$1.1 million in grants will be lost in fiscal year 2008/09, primarily for the Courts, Sheriff, and County Attorney.

Departmental Revenues – Budgeted revenues from General Fund departments are projected to decrease in fiscal year 2008/09 due primarily to a decrease in recording fees in the Recorder's Office, net reduction in rents from County owned downtown buildings, and projected reduction in traffic fines collected by Justice Courts Tucson. The fees for services revenue in Development Services (an Enterprise Fund department that operates on specific fees for services) is projected to decrease by \$4 million due to the slowdown in construction activity.

#### Unavoidable Increase in County Budget Expenditures

Primary and General Elections of 2008 – Due to a variety of reasons, the cost of conducting elections is increasing rapidly. The additional cost for the General Fund for these elections is approximately \$4.8 million.

Increased State Retirement Contributions – The contributions required for law enforcement and elected officials retirement systems increased by \$2.6 million for fiscal year 2008/09.

## **Pima County FY 2008/2009 Adopted Budget**

Annualized Cost of Sheriff Department's Pay Raises – The Sheriff's deputies and corrections officers received their pay adjustment in January 2008. Annualizing this salary adjustment will cost the General Fund an additional \$2.4 million.

QWEST Corporation Settlement – The Board of Supervisors recently approved settlement of the County's portion of statewide litigation pending in the Arizona Tax Court relating to claims by the QWEST Corporation that the Arizona Department of Revenue improperly assessed telecommunication property for tax years 2002-2009. Monies to satisfy these claims must be available for payment by July 31, 2008. The estimated share of the County, as a property taxing entity, is \$1.7 million.

Fuel Price Increases – To purchase the same amount of fuel to operate the County fleet will increase the fuel cost by at least \$1 million.

### Uncertainty in the State Budget

At the time of the County's final budget adoption, the state General Fund budget deficit for fiscal year 2007/08 was expected to be \$1.2 billion. It is unknown what the ultimate revenue reductions and cost shifts to the County will be, but many of the proposals to balance the state budget will have significant and severe impacts on the County.

### Rainy Day Funds

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. Based on revenues and transfers-in for fiscal year 2008/09, \$24 million is needed to reserve five percent of General Fund revenues.

### Employee Compensation

Employee compensation is a very important component of the budget. Unfortunately, sufficient resources will not be available in fiscal year 2008/09 to fund salary increases and still meet the County's responsibilities to the public. However, employee benefits are maintained at an increased cost of \$3.7 million to the General Fund.

### Departmental Funding Reductions

To balance the fiscal year 2008/09 budget, the County Administrator recommended an across the board reduction in all General Fund departments, except the Sheriff, of 2.3 percent and an additional 2.5 percent reduction in the administrative components of all General Fund departments for a total reduction of \$5.8 million. At the time of the final budget adoption, the state did not have a budget for fiscal year 2008/09, prompting the Board of Supervisors to approve an additional 2.7 percent reduction recommended by the County Administrator. The amount of this reduction, \$7.2 million, was allocated to the Budget Stabilization Fund to offset the potential negative financial impact of state budget balancing actions and to serve as a cushion against a possibly worsening economy that could erode County revenues.

### Pima Health System (PHS) Acute Care Contract

PHS Acute Care contract was capped by the state and left with only acute care members who are dual eligible to receive Medicare and Medicaid benefits. This action will reduce both revenues and expenditures in the PHS budget by \$82 million.




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# MEMORANDUM

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Date: April 24, 2008

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

From: C.H. Huckelberry  
County Administrator 

Re: **Transmittal of Recommended Fiscal Year 2008/09 Budget**

## Introduction

This memorandum is to transmit the Recommended Fiscal Year 2008/09 Budget for Pima County. These recommendations are made based on information available in mid-April 2008. 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 20, 2008	Budget Hearing
May 20, 2008	Tentative Budget Adoption (Sets Budget Ceiling)
June 17, 2008	Final Budget Adoption
August 18, 2008	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 2008/09. 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.
- Descriptions of all decrement funding packages requested by the County Administrator and prepared by departments.

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(C)(1)(f) of this memorandum.

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**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 2008/09 are those set by the County Assessor for 2006. As a result these valuations, on the average, reflect a real estate market that was experiencing rapid, substantial appreciation in property values. This is the case even though current, actual property values are on the average experiencing a decline in value.

In order to eliminate any additional tax dollars from being collected as result of appreciation in the tax base, this Recommended Budget proposes County primary and secondary rates and corresponding levies that are fiscally neutral as defined by state law. The combined County rates consisting of the Primary, Library District, Debt Service and Flood Control District are recommended to be reduced 40 cents from \$5.0291 to \$4.6291 per \$100 assessed value. Levies will be reduced a total of \$35,067,321, in order to give back to property taxpayers all increases that would have occurred as a result of appreciation in their values. If approved this will be the third consecutive year that the primary levy will be set at or below that state Truth in Taxation benchmark of fiscal neutrality. Of the 15 Counties in Arizona, Pima is the only county that has achieved this status both of the past two years.

This Budget recommends additional, supplemental funding only to the extent required to maintain existing levels of staff, cover projected operating losses and carry out previous directives of the Board of Supervisors. These additional expenditures include a grant match to continue funding 14 Sheriff's deputies, replacement of expected declines in federal grants that fund staff within the criminal justice system, new operating costs for Sportspark, equipment to enhance election security and establishment of a reserve to cover losses in the Solid Waste Program. Resources available next year are insufficient to fund an employee compensation package and none is recommended though existing employee benefits are maintained at an increased cost next year of \$3,681,793.

Property taxes fund only 29 percent of the County Budget. In the General Fund revenues other than property tax are projected to decline more than \$8 million as a result of the downturn in the economy. The result is that the General Fund, after reduction of the primary levy to a fiscally neutral level, has a shortfall of \$18,224,310. The General Fund is recommended to be balanced by:

- Transferring to the General Fund the accumulated balance of the Tax Rate Stabilization Fund, \$8.6 million, which the Board of Supervisors established to mitigate the adverse impact of economic downturns on the primary property tax rate.
- Assuming that the State will appropriate \$3,817,000 for an eighth consecutive year to hold Kino Hospital (UPKH) harmless from the State's implementation in 2001 of a proposition to expand indigent healthcare availability.

- Across the board reductions in departments, except the Sheriff, of 2.3 percent and an additional 2.5 percent reduction in the administrative component of all departments for a total reduction of \$5,807,310.

These proposed reductions will not require layoffs, elimination of existing programs or reduction in services available to the public but will require active, innovative management throughout the year to avoid over-expenditure.

The total, overall Recommended Budget for the County is \$1,460,709,938, which is \$22,004,558 or 1.5 percent less than the current year's Adopted Budget.

## **II. Summary of Key Budget Issues**

- The projected General Fund available ending balance for Fiscal Year 2007/08 is \$26,141,720, an increase of \$1,641,720 over the budgeted reserve of \$24,500,000.
- It is recommended that the non-recurring Fiscal Year 2007/08 ending balance be allocated for the following purposes:
  - \$375,000 for the fourth of five annual contributions to support establishment of the Critical Path Institute or C-Path.
  - \$1,742,000 to settle Pima County's portion of statewide Tax Court litigation brought by QWEST to challenge prior central assessment methodology applied to its property by the State of Arizona.
  - \$24,024,720 as the General Fund Reserve for Fiscal Year 2008/09 which is 5 percent of General Fund revenues.
- Assuming continuation of the current primary property tax rate of \$3.6020, General Fund base revenues and transfers-in for Fiscal Year 2008/09 are projected to be \$497,612,079.
- Excluding primary property taxes, General Fund revenues from all other sources are projected to decrease \$8,103,227 or 3.9 percent from the current year.
- The primary property tax base for next fiscal year, which uses 2006 data, increased 5.50 percent as a result of new property and construction being added to the tax rolls and 6.85 percent as a result of appreciated values of existing property.
- Base General Fund expenditures total \$495,966,689 or \$1,645,390 less than base revenues.

- Significant additions to base General Fund expenditures include:
  - \$15,000,000 of accelerated subsidy payment to University Physicians pursuant to amendment of their lease to operate Kino Hospital (UPKH).
  - \$4,815,084 for the costs of conducting the 2008 primary and general elections.
  - \$2,626,342 of mandated increased employer retirement contributions for law enforcement officers and elected officials.
  - \$2,406,078 to annualize the cost of salary increases awarded to corrections and peace officers in the current year's budget.
  - \$1,052,358 for the increased cost of fuel for vehicles and equipment.
- It is recommended that the primary property tax levy be reduced by \$16,781,169 and the corresponding rate by 21.07 cents in order to eliminate any growth in levy resulting from appreciation of existing property. The reduced levy and rate of \$3.3913 is a fiscally neutral levy as defined by the state Truth in Taxation statutes because the only growth in the levy is attributable to new property.
- Base General Fund expenditures are recommended to increase by \$3,088,531 to fund:
  - \$560,666 for continued match of a federal COPS grant that currently funds 14 Sheriff's deputies.
  - \$497,525 to replace reduced federal grants which fund positions in the criminal justice system.
  - \$431,900 for equipment to facilitate enhanced election security.
  - \$500,000 to assume operation of Sportspark.
  - \$1,000,000 to cover projected operating losses in the Solid Waste Program.
  - \$98,440 for the cost of increased mandated services in the Superior Court.
- Recommendations to reduce the primary property tax rate and increase General Fund expenditures as itemized above result in a budget deficit of \$18,224,310. It is further recommended that the General Fund budget be balanced by:
  - Transferring the \$8,600,000 accumulated balance in the Tax Rate Stabilization Fund to the General Fund.

- Assuming continued appropriation of \$3,817,000 by the state to assist Kino Hospital (UPKH).
- Reducing departmental budgets except the Sheriff by 2.3 percent and administrative functions within all departments by an additional 2.5 percent for a total reduction of \$5,807,310.
- The recommended budget for the Library District is \$35,607,582 and the recommended tax rate is \$0.3393, a 5.82 cent decrease from the current year.
- The recommended budget for Debt Service is \$100,521,623 and the recommended tax rate to support the General Obligation portion of that budget is \$0.6050, an 8 cent decrease from the current year.
- The recommended operating budget for the Regional Flood Control District is \$14,501,469, a \$2,573,216 decrease from this year, and the recommended tax rate is \$0.2935, a 5.11 cent reduction from the current year's rate.
- The recommended operating budget for the Stadium District is \$3,412,924 which includes an increase of \$879,115 primarily for enhanced capital maintenance and reinvestment.
- The recommended combined County primary and secondary property tax rates are \$4.6291 per \$100 of assessed value, a 40 cent reduction from the current year.
- The overall recommended expenditure authority for all funds in the County is \$1,460,709,938, which is \$22,004,558 or 1.5 percent less than the current year.

**III. General Fund Ending Fund Balance: Fiscal Year 2007/08**

**A. Positive Ending Fund Balance**

The projected General Fund available ending balance for Fiscal Year 2007/08 is \$26,141,720. This is a projected increase of \$1,641,720 over the budgeted General Fund Reserve of \$24,500,000. This is non-recurring, one-time cash available to the General Fund.

This projected net increase of \$1,641,720 or 6.7 percent results from numerous offsetting increases and decreases in actual expenditures and revenues from the adopted Budget. The most significant variances were a substantial shortfall in state shared sales taxes in the current year due to the downturn in the economy and a net over-expenditure by departments, primarily the Sheriff's Department, of \$1.4 million. Both of these negative impacts on the ending fund balance were more than offset by an increased beginning fund balance and a state appropriation of \$3.8 million for Kino Hospital that was successfully lobbied after County Budget adoption.

**B. Recommended Uses of General Fund Ending Balance**

Set forth below are my recommendations for use of the \$26,141,720 of non-recurring, one-time dollars projected as the available ending balance of the General Fund on June 30, 2008.

**1. 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 fourth year's contribution of \$375,000 be allocated to the Reserve Contingency Fund for payment to the Institute during the next fiscal year.

**2. QWEST Settlement**

The Board of Supervisors recently approved settlement of Pima County's portion of statewide litigation pending in the Arizona Tax Court relating to claims by the QWEST Corporation that the Arizona Department of Revenue improperly centrally assessed telecommunication property for tax years 2002-2009. Under the terms of the statewide settlement monies to satisfy these claims must be available for payment by July 31, 2008. The estimated share of Pima County, as a property taxing entity, is \$1,742,000. It is possible, depending upon actions of the State of Arizona, that up to \$569,000 of this amount may be reimbursed by the State to Pima County after July 31, 2008 either next fiscal year or the subsequent fiscal year.

I recommend that \$1,742,000 be allocated to the Reserve Contingency Fund for this purpose.

**3. 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 to achieve the goal of 5 percent for a second consecutive year.

Increasing the budgeted reserve has contributed to an enhanced bond rating being assigned to the County which has saved approximately \$2,000,000 annually in reduced interest payments on County bond projects. The reserve has also enabled the County to sustain the negative fiscal impacts of a variety of unforeseen events over which the County has had little or no control.

Based on projected revenues and transfers-in for Fiscal Year 2008/09, \$24,041,546 is needed to reserve 5 percent of General Fund revenues. I recommend that this minimum benchmark continue to be funded and that \$24,024,720 of this year's projected General Fund ending balance be rolled-over and budgeted as the General Fund Reserve for Fiscal Year 2008/09.

**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 2007/08 available ending fund balance of \$26,141,720.

**Table 1**

**Recommended Allocation of Fiscal Year 2007/08  
 General Fund Ending Balance**

<u>Recommendation</u>	<u>Amount</u>
C-Path	\$375,000
QWEST Settlement	1,742,000
General Fund Reserve at 5 percent	<u>24,024,720</u>
<b>Total</b>	<b>\$26,141,720</b>

**IV. General Fund Base Budget: Fiscal Year 2008/09**

**A. General Fund Base Budget Revenues**

Assuming continuation of the current primary property tax rate of \$3.6020, projected Fiscal Year 2008/09 base budget revenues and operating transfers to the General Fund Total \$497,612,079. This is a 4.9 percent or \$23,278,826 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 \$158,186,316, which is \$6,174,505 or 3.8 percent less than the current adopted budget. Significant revenue sources within this category that are projected to decrease, but which are partially offset by other revenue sources, include:

- State Shared Sales Tax - A \$7,400,000 or 6.6 percent decrease from the current budget. During Fiscal Years 2004/05 and 2005/06, State Shared Sales Tax receipts grew at the highest rates experienced in many decades. This extraordinary growth was caused by federal and state tax cuts enacted after the 2000-01 recession, low levels for both short and long-term interest rates and a housing spending boom. With expanding incomes, low interest rates and new types of mortgage financing, more households could afford home ownership. Purchases by first-time buyers and investors led to increased spending on taxable new home construction. With greater demand for housing, home prices escalated rapidly, allowing homeowners and real estate investors to withdraw significant amounts of equity by refinancing mortgages on properties. These equity withdrawals helped to fund purchases of taxable items such as home renovations and additions, construction of new second homes and rental housing, new vehicles and other retail purchases.

Home prices have been declining steadily during the past year ending much of the buying stimulus caused by the housing boom and ongoing home equity withdrawals. Fallout from a depressed housing market, including many home foreclosures, and the credit crunch that began last August are causing the national and local economies to stall. Higher fuel and food costs have adversely affected retail sales during the past year, while the growth of Internet sales continues to erode the taxable base associated with such sales. Therefore, sales tax revenues are projected to decrease during Fiscal Year 2008/09 because of markedly slower personal income growth, problems with consumers accessing credit and the continuing burden of higher energy and non-taxable food costs.

- Vehicle License Tax - A \$225,000 or 0.8 percent decrease from the current budget. Since the late 1990s the growth rate for County Vehicle License Tax revenues has been trending downward because of reduced spending on new vehicles and a change in the statutory depreciation rate used to determine the taxable basis for license taxes on vehicles already registered in Pima County and those vehicles brought into the County by new residents who migrate from other areas. Although population growth will slowly increase the overall

number of registered vehicles in the County, the expected slowdown in the local economy through Fiscal Year 2008/09 will result in fewer newer, higher valued vehicle sales.

This slow increase in the number of new vehicles and overall vehicle values will not be enough to offset the automatic depreciation of values for vehicles already registered in the County. Consequently, decreasing revenue from the Vehicle License Tax is projected.

- Interest on Cash Balances - A \$419,823 or 19.2 percent decrease from the current budget. Interest revenue is a function of General Fund cash balances and prevailing interest rates. Interest rates will decline over the next year as the Federal Reserve and the Treasury attempt to calm and rebuild the financial markets. On a short-term basis the average cash fund balance of the General Fund is expected to decline slightly. The result is a forecast for reduced interest revenue for Fiscal Year 2008/09.

## **2. Primary Property Tax Revenue**

The Preliminary Primary Net Assessed Value for Fiscal Year 2008/09 totals \$8,239,671,672. This is a 5.50 percent increase over the current year that is attributable to new construction that has been added to the tax base and an additional 6.85 percent increase representing market appreciation in the value of existing property. This is comparable to the growth in the primary tax base last year which increased 6.87 percent from new construction and 6.38 percent through market appreciation.

Though both new construction and market value have steadily declined this fiscal year, the statutory process to amend the tax base lags the current year. Consequently, the property tax base for next year continues to reflect growth in all classes of property including owner occupied residential. The assessment ratio for class one property, consisting of commercial, mines, and utilities, continues, however, to be incrementally reduced as a result of state legislation enacted in 2006 which will be fully phased in by 2011.

Assuming the same primary rate as this year of \$3.6020 per \$100 of assessed value and a collection rate of 96.57 percent, current year General Fund property tax revenues for Fiscal Year 2008/09 are projected to be \$286,608,655 which is \$31,166,291 greater than the current 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 \$12,509,829. Together with the projected

primary property tax collections next year as discussed above, the total base property tax revenues projected for Fiscal Year 2008/09 are \$299,118,514, a 11.4 percent increase over the current year.

### **3. Departmental Revenues**

Base budget General Fund revenues from departments and operating transfers-in for Fiscal Year 2008/09 are projected to be \$40,307,249 which is a \$1,928,722 net decrease from the current year.

Significant departmental revenue decreases include:

- \$719,500 reduction in recording fees in the Recorder's Office resulting from the downturn in real estate purchases and refinancing.
- \$479,008 net reduction in rents from County owned downtown buildings.
- \$422,941 reduction in projected traffic fines collected by Justice Courts - Tucson as a result of a declining trend in the number of citations issued.
- \$129,200 reduction in Juvenile Court revenues from detention services provided to other governmental entities.

### **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 \$495,966,689. 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.

Significant increases in Base Budget expenditures for next fiscal year include:

- \$15,000,000 increase in the amount to be paid for operation of Kino Hospital to University Physicians in addition to the \$10,000,000 originally programed. This results from the amendment by the Board of Supervisors of this lease in the fall of 2007 at the request of University Physicians to reapportion the schedule of subsidy payments by the County in order to afford increased payments in Fiscal Years 2007/08 and 2008/09 and decreased payments thereafter.
- \$4,815,084 increase in the budgets of the Elections and Records Offices to fund the cost of the 2008 Primary and General Elections.

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- \$2,626,342 of state mandated increases in the employer's contributions to the employee retirement systems for public safety, corrections officers, elected officials, and County Attorney Investigators.
- \$2,406,078 increase to fund the full year cost of salary adjustments for corrections and peace officers awarded by the Board of Supervisors when the current year's budget was adopted at a total annual cost of \$4,812,156.
- \$1,052,358 increase of fuel costs for vehicles and equipment.
- \$251,369 for one-half year of statutory increases in County elected officials' salaries that become effective in 2009.
- \$250,000 transfer to the Transportation Department to fund the Graffiti Abatement Program newly established by the Board of Supervisors.

**V. Recommended Adjustments to General Fund Base Budget**

As discussed in Section IV above the amount required to fund base budget expenditures is \$1,645,390 less than the amount of base budget revenues projected for Fiscal Year 2008/09. Set forth below are my recommendations for adjustments to base revenues and expenditures.

**A. Recommended Adjustments to General Fund Base 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 2008/09 will be based on property valuations set by the County Assessor in calendar year 2006. 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. This is the basis for next year's property tax base even though current real property values are experiencing a decline within the County. Based on the current primary property tax rate of \$3.6020 per \$100 of assessed value, the levy would increase next fiscal year by \$16,781,169 or 6.85 percent as a result of increases in valuation of existing properties. This increase represents an average of all valuations in the County, consequently almost all individual valuations are either more or less than 6.85 percent.

In order to eliminate any increase in the primary levy resulting from increased valuation of existing property, I recommend that the Board of Supervisors adopt a neutral levy and corresponding neutral rate as defined by the state Truth in Taxation statutes. This results in a reduction in the primary rate of 21.07 cents, from \$3.6020 to \$3.3913

per \$100 of assessed value. Adoption of this neutral levy will reduce projected General Fund base revenues by \$16,781,169. As was the case the past two years when the Board of Supervisors adopted a neutral primary levy, because the only new tax dollars are attributable to new construction added to the tax rolls and no levy is added to address inflation, no special notice or hearing is required pursuant to the state Truth in Taxation statutes.

**2. Use of the Tax Rate Stabilization Fund**

In adopting the Budget for the past two fiscal years the Board of Supervisors has reduced the primary rate by a total of 47 cents. This reduction represents an elimination of all growth in the primary levy that would have occurred as a result of increased valuations of existing property. The total reduction in the levy was \$31,426,717. During this period the Board of Supervisors simultaneously created a reserve in the Tax Rate Stabilization Fund to insure against future declines in other General Fund revenues. A total of \$8,600,000 was appropriated to this special revenue fund for use as needed to mitigate the affect of economic downturns on the primary rate.

Declines are projected for next fiscal year in state shared sales and vehicle license taxes as well as other General Fund revenues of about \$8 million. Therefore, I recommend that the entire accumulated balance in the Tax Rate Stabilization Fund of \$8,600,000 be transferred for use by the General Fund. These dollars are, however, one-time, non-recurring resources. Consequently, I further recommend that these dollars be programed to fund a portion of the \$15,000,000 increase in the subsidy payment to University Physicians. Next fiscal year is the second and last year under the amended lease schedule that "front loaded" originally agreed upon subsidy amounts so that more dollars are paid sooner. The total payment of \$25,000,000 next fiscal year will be reduced in Fiscal Year 2009/10 to \$10,000,000.

**3. State Appropriation to Kino Hospital (UPKH)**

At the November 2000 General Election a statewide initiative, Proposition 204, was approved by the voters that significantly expanded eligibility for indigent medical care in Arizona. Legislation was enacted to implement this program that fiscally impacted Pima County in a variety of different ways. The net effect was that the County lost \$3,817,000 annually that otherwise would have been available to fund a portion of the cost to provide services to the uninsured at Kino Hospital (UPKH).

Contained within this implementing legislation was a one-time appropriation for \$3,817,000 to hold Kino Hospital harmless from this loss. Each year thereafter Pima County has lobbied for and received a renewed state appropriation for this purpose. Historically, this appropriation has never been included in base General Fund revenues

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because it has never been adopted by the Legislature prior to adoption of the Pima County Budget. The result each year has been a receipt of unbudgeted revenue in this amount that is rolled over for use in the next fiscal year as ending fund balance.

It is not yet known whether the State will renew this hold harmless appropriation for Fiscal Year 2008/09. I recommend, however, that this \$3,817,000 be added to base revenues. By making this assumption these dollars can be used next fiscal year rather than being rolled over to Fiscal Year 2009/10. If this appropriation does not ultimately occur, then reductions in this amount will need to be made within the General Fund Budget for next year when this result becomes known. As with the dollars transferred from the Tax Rate Stabilization Fund recommended above, this hold harmless appropriation is legally non-recurring and would also need to be programed to fund a portion of the temporarily increased subsidy payment to University Physicians next fiscal year.

**B. Summary of Recommended Adjustments to General Fund Base Revenues**

As discussed above, General Fund base revenues are \$1,645,390 more than base expenditures. Table 2 below summarizes recommended adjustments to base revenues.

**Table 2**

**Recommended Adjustments to Base Budget Revenues**

Base Revenues in Excess of Base Expenditures		\$1,645,390
Less Primary Tax Rate Reduction of 21.07 cents	(16,781,169)	
Plus Tax Rate Stabilization Fund Transfer	8,600,000	
Plus Kino Hospital Hold Harmless from State	<u>3,817,000</u>	
	<b>Adjusted Total Revenues</b>	<b>\$(2,718,779)</b>

**C. Recommended Adjustments to General Fund Base Expenditures**

**1. Recommended Increases in Base Budget Expenditures**

Requests totaling \$39,116,312 for supplemental funding from the General Fund were submitted by departments. I recommend that the following supplemental appropriations totaling \$3,088,531 be added to General Fund expenditures.

**a. COPS in Schools Grant Match**

In 2005 the County received a COPS in Schools grant from the United States Justice Department that funded 14 additional Sheriff's deputies. Under the terms

of the grant, funding for these positions incrementally shifts to the County until Fiscal Year 2009/10 when all federal dollars expire. I recommend that the amount of additional County match necessary to continue to fully fund these positions next fiscal year, \$560,666, be allocated to the Sheriff's budget for this purpose.

**b. Replacement of Federal Grant Reductions**

Several reductions in federal grants that are currently funding personnel within the County's justice system are likely to occur during the next fiscal year. I recommend that a total of \$497,525 be allocated to the Budget Stabilization Fund and reserved for replacement of these grant reductions when they are confirmed. Below is a brief description of each reduction.

- \$207,085 reduction in federal Byrne Grant currently used to fund 4 positions in the County Attorney's Narcotics and Property Crime Unit including 2 felony prosecutors.
- \$95,554 reduction in federal Justice Assistance Grant currently used to fund a felony prosecutor in the County Attorney's Office.
- \$173,554 reduction in federal Byrne Grant currently used by the Superior Court to fund one judge pro tempore and a portion of a second judge pro tempore position, both of which are used to process criminal matters thereby expediting case processing and relieving costs at the County Jail.
- \$21,332 reduction in federal Title IV-D Grant currently used by the Superior Court to fund a portion of 2 staff positions that assist in the expeditious processing of child support cases.

**c. Election Security Equipment**

Among the many recommendations that I have previously made to the Board of Supervisors this year to enhance the security in conducting elections, two require the purchase of equipment in order to implement. The first is a recommendation that early ballots be counted hours rather than days prior to the election in order to eliminate the possibility that reports of early ballot counts could be generated and leaked in advance to influence the ultimate outcome of an election. The cost of highspeed ballot counters necessary to accomplish this is \$291,900. The second recommendation is that ballots be printed on an as needed basis only in order to eliminate the existence of more ballots than are actually required to accommodate voters. The cost of a ballot on demand printing system is \$140,000.

Therefore, I recommend that a total of \$431,900 be appropriated for these purposes.

**d. Sportspark Operation**

In the fall of 2007 the Board of Supervisors directed that the County take over management and operation of Sportspark which had previously been done by a private vendor pursuant to a lease with the County for use of the property. The Natural Resources, Parks and Recreation Department has submitted a request for \$797,803 in General Fund support to operate the facility in a manner similar to other County parks that offer sports fields.

I recommend that \$500,000 be appropriated for this purpose and that the facility be managed and operated in a manner necessary to bring expenditures in line with these available resources.

**e. Solid Waste Program Operating Losses**

The Solid Waste Special Revenue Fund has experienced operating losses for the past ten years. The fund balance at the end of the current fiscal year is projected to be \$514,381 which includes a \$500,000 subsidy transfer from the General Fund approved in the current year's budget. Assuming that existing fees and services provided by the program remain constant, this Enterprise Fund is projected to have a \$2,330,418 deficit at the end of Fiscal Year 2008/09.

In order to avoid accumulation of a long term deficit in this Fund, I recommend that \$1,000,000 be allocated to the Budget Stabilization Fund to cover operating losses and that staff develop options for the Board of Supervisors to consider and implement during the next fiscal year that will reduce projected operating losses by \$1,330,418.

**f. Zero Base Budget Adjustments**

Pursuant to the schedule adopted by the Board of Supervisors, seven General Fund budget units and three Non-General Fund programs, Fleet Services, Pima Health System, and Solid Waste Management, 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 2008/09 has been transmitted to the Board of Supervisors in conjunction with this Recommended Budget.

As a result of this process three General Fund budget units have requested increases in their base budget appropriations in the following amounts:

Clerk of the Superior Court	\$232,662
Superior Court	27,467
Superior Court - Mandated Services	<u>228,583</u>
<b>Total</b>	<b>\$488,712</b>

While these requests were justified through the zero-based budget methodology, I am unable to recommend that they be funded given the lack of available resources to do so next year. Service demands funded through Superior Court - Mandated Services have, however, increased substantially, particularly the need for interpreter services and mental health evaluations, and so I am recommending that \$98,440 of the total \$228,583 increase requested for this budget be appropriated.

**2. Recommended Reductions in Base Budget Expenditures**

Adjusting General Fund revenues as recommended in Section V(A) above and increasing General Fund expenditures as recommended in Section V(C)(1) above, results in a revenue shortfall of \$5,807,310. Below are my recommendations to reduce expenditures sufficient to balance the General Fund Budget. Attached to this memorandum is a schedule setting forth the reduction recommended for each departmental budget.

**a. A 2.3 Percent Reduction in Departmental Base Budgets**

In order to balance the General Fund Budget, I recommend that the base budgets of all General Fund departments be reduced by 2.3 percent with the following exclusions:

1. Non-departmental budget units with no personal services expenditures including Contingency and Debt Service.
2. Expenditure components within departmental budgets that are mandated by law including indigent health care contributions to the state, elected officials' salaries, and the cost of the primary and general elections.
3. Three departments with very small budgets, Justice Court-Ajo, Justice Court -Green Valley and Constables, that have little flexibility to absorb reductions.
4. The Sheriff's Department. The Board of Supervisors has for many years worked toward enhancement of the Sheriff's law enforcement capacity and capabilities as resources were available to do so. While it will not be possible to continue this enhancement next fiscal year, I do not recommend imposing a department wide budget reduction which would undo gains already achieved.

The total reduction in General Fund expenditures from this recommendation is \$4,580,442.

**b. An Additional 2.5 Percent Reduction in Administrative Expenditures**

In addition to the 2.3 percent reduction described above, I recommend a 2.5 percent reduction in all administrative account centers and programs within all General Fund Departments without exception. These reductions, which will not affect programs providing direct, on-line services to the public, total \$1,226,868.

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

Set forth in Table 3 below are the adjustments to the General Fund base budget recommended in Section V above.

**Table 3**

**Recommended Adjustments to Base Budget**

<u>Base Revenues in Excess of Base Expenditures</u>		\$1,645,390
<u>Recommended Adjustments to Base Revenues:</u>		
• Primary Tax Rate Reduction of 21.07 cents	\$(16,781,169)	
• Tax Rate Stabilization Fund Transfer	8,600,000	
• Kino Hospital Hold Harmless from State	<u>3,817,000</u>	
	\$(4,364,169)	
<u>Recommended Increases to Base Expenditures:</u>		\$(2,718,779)
• COPS Grant Match	\$(560,666)	
• Replacement of Federal Grants	(497,525)	
• Election Security Equipment	(431,900)	
• Sportspark Operation	(500,000)	
• Solid Waste Operating Losses	(1,000,000)	
• Superior Court-Mandated Services	<u>(98,440)</u>	
	\$(3,088,531)	
<u>Recommended Decreases in Base Expenditures:</u>		\$(5,807,310)
• 2.3 Percent Departmental Reduction	\$4,580,442	
• 2.5 Percent Administrative Reduction	<u>1,226,868</u>	
	\$5,807,310	
		\$0

**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 all 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. The agreement with 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. For Fiscal Year 2008/09 the City's contribution will decrease to \$2,000,000 or about \$8,000,000 less than the City had been contributing to support libraries prior to the agreement.

The recommended Fiscal Year 2008/09 Library District expenditure budget is \$35,607,582. This will fund:

- 276.5 permanent and 102 part-time and intermittent library staff.
- Maintenance and repair of 319,150 square feet of District facilities.
- Operation of 25 library branches, including two branches that will open in May 2008.
- Support for one satellite library facility in Sahuarita, one affiliate branch in the Town of Oro Valley, and deposit collections at the Pima County jail and juvenile detention center.

In order to mitigate the impact of increases in valuations on property taxpayers, I recommend that the Library District's tax rate be decreased to \$0.3393 per \$100 of assessed value, a \$0.0582 cent reduction from the current rate of \$0.3975. This 14.6 percent reduction in the rate and corresponding levy will more than eliminate any additional property taxes being collected as a result of appreciation in value of existing property in the County.

## **2. Debt Service Fund**

The total Recommended Fiscal Year 2008/09 Debt Service Fund budget is \$100,521,623, a \$1,680,722 reduction from this fiscal year for debt elements other than Certificates of Participation, and an additional \$24,257,000 for the Certificates of Participation expected to be issued for a total debt service of \$100,521,623. The Debt Service Fund includes payments on the County's General Obligation debt, the Street and Highway Revenue Bond debt, Highway Expansion/Extension Loan Program debt, Flood Control General Obligation debt, and Certificates of Participation debt not included in the General Fund budget, 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 rate. The recommended General Obligation debt service of \$55,930,530 will fund existing debt service as well as debt service on a proposed \$65,000,000 bond sale expected to occur in January 2009.

As originally planned when the 1997 Bond Program began, the debt service on new bond sales supported by the secondary tax levy is being offset by ongoing reductions in debt service for existing outstanding bonds. As the 1997 bonds are being retired, 2004 bonds and 2006 bonds are being sold incurring new debt. I recommend that the General Obligation Debt Service tax rate be decreased to \$0.6050 per \$100 of net assessed value for Fiscal Year 2008/09, a reduction of \$0.08 from this year's rate of \$0.6850. This 11.7 percent reduction in the rate and corresponding levy will more than eliminate any additional property taxes being collected as a result of appreciation in value of existing property in the County.

**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 2008/09 of \$18,515,463 will fund existing debt service.

**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 2008/09 debt service on the existing HELP loans is \$1,061,180. The 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 2008/09 debt service for the Flood Control General Obligation bonds is \$757,450 which represents approximately \$0.0090 of its secondary tax levy.

**Certificates of Participation Debt Service**

In June 2008, Pima County will issue \$50,000,000 in Certificates of Participation to fund short-term cash flow requirements affecting the construction of sewer facilities funded with sewer revenues and construction of road projects funded with impact fees. The debt service for these Certificates of Participation will be funded with operating transfers from sewer revenue funds and impact fees. The recommended debt service of \$24,257,000 will fund debt service for the 2008 sale as well as debt service on a proposed \$35,000,000 sale expected to occur in May 2009.

**3. Regional Flood Control District**

The recommended operating budget for the Regional Flood Control District is \$14,501,469, a \$2,573,216 decrease from the current fiscal year. Also recommended are operating transfers totaling \$8,787,716, a \$2,611,545 decrease from the current fiscal year. Of the transfer amount \$8,000,000 is for the Capital Projects Fund; \$757,450 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 Projects 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 provide federal and state mandated floodplain management services and to continue the Board approved Riparian Protection Program as a component of the Sonoran Desert Conservation Plan, and to procure flood prone land continuous to existing watersheds within the County. These land acquisitions serve the dual purpose of protecting existing riparian habitat corridors and preventing future flood damages.

In order to mitigate the impact of increases in valuation on property taxpayers, I recommend that the Regional Flood Control District's tax rate be decreased to \$0.2935 per \$100 of assessed value a \$0.0511 cent reduction from the current rate of \$0.3446. This 14.8 percent reduction in the rate and corresponding levy will more than eliminate any additional property taxes being collected as a result of appreciation in value of existing property in the County.

**4. Stadium District**

Funding for the Stadium District comes 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.

Pursuant to newly enacted enabling legislation, the Board of Supervisors was able on September 13, 2005 to increase the hotel/motel tax supporting the Stadium District from 1 to 2 percent. This has generated approximately \$1.5 million of additional revenues annually. Prior to this increase the District experienced operating losses that were necessarily subsidized by the County's General Fund. Since this increase the District has been able to fully fund the debt service on the Stadium, operating expenses, and set asides to address periodic maintenance and reinvestment projects necessary to preserve this venue for public entertainment in good condition.

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The recommended operating budget for the Stadium District is \$3,412,924, an increase of \$879,115. This increase represents use of a portion of the accumulated District fund balance primarily to undertake capital improvements including painting and roof repairs. The District's budget also includes a \$3,033,035 operating transfer to the General Fund to pay the debt service on the outstanding Certificates of Participation used to finance construction of the Stadium.

The tourist related revenues of the District, though projected to be less than those collected two year's ago, are sufficient under this recommended budget to project a District ending fund balance for Fiscal Year 2008/09 of \$1,565,000.

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

As set forth in Table 4 below, the Fiscal Year 2008/09 recommended Capital Improvement Budget, of \$278,402,539 consists of the Capital Projects Fund Budget of \$161,249,329 and the Wastewater Management Capital Budget of \$117,153,210. A complete list of projects for the Recommended Capital Improvement Budget is included in the Capital Projects section of the Recommended Budget Book.

**Table 4**

**Recommended Fiscal Year 2008/09 Capital Projects Fund Budget and Capital Improvement Plan Budget**

	<b><u>FY 2007/08</u></b> <b><u>Bond and Non-</u></b> <b><u>Bond Project</u></b> <b><u>Budgets</u></b>	<b><u>FY 2008/09</u></b> <b><u>Bond and Non-</u></b> <b><u>Bond Project</u></b> <b><u>Budgets</u></b>	<b><u>Difference</u></b>	<b><u>1997 Bond</u></b> <b><u>Projects</u></b>	<b><u>2004/2006</u></b> <b><u>Bond Projects</u></b>	<b><u>Non-Bond</u></b> <b><u>Projects</u></b>
<b><u>Capital Projects Fund Budget</u></b>						
Facilities Management	\$47,049,935	\$41,340,056	(\$5,709,879)	\$106,491	\$37,414,749	\$3,818,816
Transportation	65,381,165	45,182,383	(20,198,782)	22,009,908		23,172,475
Flood Control	29,722,171	14,423,922	(15,298,249)	2,291,074	5,574,848	6,558,000
Parks and Recreation	14,872,950	15,823,364	950,414	2,929,707	12,893,657	
Open Space	37,800,000	21,000,000	(16,800,000)		21,000,000	
Cultural Resources	4,479,449	3,834,372	(645,077)	227,167	3,607,205	
Neighborhood Reinvestment	10,921,579	3,595,814	(7,325,765)	343,616	3,252,198	
Solid Waste Management	722,000	1,265,419	543,419	1,265,419		
Sheriff Radio System	15,755,456	12,766,002	(2,989,454)		12,766,002	
Information Technology	1,756,000	1,150,300	(605,700)			1,150,300
CIP Administration	1,082,290	867,697	(214,593)	158,974	525,903	182,820
Contingency Amount	21,000,000		(21,000,000)			
<b>Total Capital Project Fund Budget</b>	<b>\$250,542,995</b>	<b>\$161,249,329</b>	<b>(\$89,293,666)</b>	<b>\$29,332,356</b>	<b>\$97,034,562</b>	<b>\$34,882,411</b>
Wastewater Management Capital Improvement Budget	\$93,393,753	\$117,153,210	\$23,759,457	\$591,000	\$59,988,611	\$56,573,599
<b>Total Capital Improvement Budget</b>	<b>\$343,936,748</b>	<b>\$278,402,539</b>	<b>(\$65,534,209)</b>	<b>\$29,923,356</b>	<b>\$157,023,173</b>	<b>\$91,456,010</b>

**1. Capital Projects Fund Budget**

The \$161,249,329 Capital Projects Fund Budget for Fiscal Year 2008/09 is a decrease of \$89,293,666 or 36 percent below the Capital Projects Fund Budget of \$250,542,995 for the current fiscal year. A portion of this decrease is the discontinuance of the \$21,000,000 contingency amount included in the Fiscal Year 2007/08 Capital Projects Fund Budget. This amount was not used in Fiscal Year 2007/08 and its need is not anticipated for Fiscal Year 2008/09.

Overall the Capital Projects Fund Budget has transitioned from the 1997 bond program to the projects authorized by voters in 2004 and 2006. Of the total Capital Projects Fund Budget, \$29,332,356 is allocated to 1997 bond projects, \$97,034,562 is allocated to 2004 and 2006 bond projects, and the remaining \$34,882,411 is allocated to non-bond projects.

Included in the recommended Capital Projects Fund Budget are construction expenditures for 90 projects now underway totaling \$104,147,380, or 82 percent of the total allocated to construction projects. The remaining balance of project expenditures for construction projects are for planning and design, right-of-way including open space, utility relocation, and public art expenses.

The major budgeted projects for Facilities Management are a portion of the Psychiatric Hospital and the Psychiatric Urgent Care Center, 2004 and 2006 bond projects, budgeted for a total of \$21 million, the continuing development of the Justice Court/Municipal Court Complex for \$6.2 million and the Animal Care Center for \$3.2 million. The second largest project expenditure is for the Regional Public Safety Communications System, budgeted for \$12.7 million. There are four major budgeted expenditures for Transportation projects totaling \$17.8 million: 1997 HURF bond project, Ajo Way to Bopp Road; 1997 HURF bond and Regional Transportation Authority project, I-19 Frontage Road: Continental Road to Canoa Road; and two non-bond projects, Kolb and Valencia Intersection Improvement and Canoa Road Interchange.

Not included in the Capital Projects Fund budget are \$3.8 million of expenditures programmed by the U.S. Army Corps of Engineers (USACOE) on six projects for which the Regional Flood Control District has budgeted its cost sharing responsibilities of \$4.2 million. The major USACOE expenditure will be \$2 million for the Arroyo Chico Detention Basin.

**2. Wastewater Reclamation Capital Budget**

The Fiscal Year 2008/09 recommended capital budget for Wastewater Reclamation is \$117,153,210, an increase from the current year of \$23,759,457, or 25 percent. Of the recommended budget \$59,988,611 is for 2004 bond projects,

\$56,573,599 for non-bond projects and the small remainder for 1997 bond projects. The major budgeted projects include Avra Valley Biological Nutrient Removal Oxidation Ditch Expansion to 4 million gallons per day for \$25.3 million; Regional Optimized Master Plan Plant Interconnect for \$12.7 million; and the Marana Wastewater Treatment Plant Expansion for \$8 million.

### **C. Combined Total County Budget**

#### **1. Combined County Property Tax Rate**

The combined primary and secondary property taxes levied by the County currently fund 29 percent of the combined total County Budget. These are the only County revenues over which the Board of Supervisors has substantial control. The remainder of the combined County Budget 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 21.07 cents. Pursuant to state Truth in Taxation statutes this will produce a fiscally neutral levy which adds growth caused by new construction but collects no additional taxes as a result of increases in value of existing property or to address inflationary cost increases. If this recommendation is adopted by the Board of Supervisors, it will be the third consecutive year that the County's primary levy will be at or under the state's Truth in Taxation fiscally neutral benchmark. Two years ago only Pima and Cochise Counties, of the fifteen counties in Arizona, adopted a fiscally neutral primary levy. Last year only Pima and Gila Counties were fiscally neutral.

Also recommended are reductions in the three County controlled secondary property tax rates totaling 18.93 cents per \$100 of assessed value consisting of the following individual reductions: the Library District is decreased 5.82 cents, Debt Service is decreased 8 cents and Regional Flood Control District is decreased 5.11 cents. This 13.3 percent reduction in these combined secondary rates will more than eliminate any additional taxes being collected as a result of increases in value of existing property.

The result of these recommendations is a total reduction in the combined County property tax rate of 40 cents, from this year's rate of \$5.0291 to \$4.6291.

#### **2. Combined County Budget**

The combined Recommended County Budget, reflected in the budget schedules and departmental budget summaries following this memorandum is \$1,460,709,938. This is a \$22,004,558 or 1.5 percent decrease from the Fiscal Year 2007/08 Adopted Budget.

General Fund expenditure increases discussed previously in this memorandum total \$10,508,168.

Significant Non-General Fund increases in the overall County Budget include:

- \$37,957,367 in the Pima Health System Services Enterprise Fund due to the increased cost of providing medical services to additional members enrolled in the state's indigent ambulatory care program and increases in the rate of medical inflation.
- \$22,576,278 in the Debt Service Fund as discussed above.
- \$7,773,496 increase in the Wastewater Management Enterprise Fund as increased repair and maintenance cost related to aging systems and equipment. Increased investment in the systems as well as expansions to them has led to increased depreciation expense. Also, significant amounts of capital improvements in the conveyance and treatment systems have been bond funded leading to significant increases in debt service.
- \$3,038,809 in the Employment and Training Special Revenue Fund as the County has received three new, substantial grants. These are: the Federal Workforce Innovation Regional Economic Development grant for \$1,666,667; the \$300,000 State Youth grant; and the \$666,667 Regional Logistics Workforce Federal grant.
- \$879,115 in the Stadium District as discussed above.

More than offsetting the increases are the following decreases:

- \$89,293,666 in the Capital Projects Fund, as discussed above.
- \$2,769,637 in the Development Services Enterprise Fund due to the economic slowdown in the housing industry, and its corresponding loss of revenues.
- \$2,571,314 in the Recorder's Document Storage and Retrieval Special Revenue Fund due to the projected completion of two large projects in Fiscal Year 2007/08: redaction of Social Security numbers from public records, and conversion of remaining film and microfiche images to digital format.
- \$1,172,457 in the Information Technology Enhancement Special Revenue Fund, as the County's financial position precludes major expenditures for this purpose next year.

**Attachment**  
**Recommended Reductions to General Fund**  
**Departmental Base Budgets**

Department	2.3% Reduction	1	2.5% Administrative Reduction	2	Total Reduction
<b>GENERAL FUND</b>					
Assessor	207,764		38,419		246,183
Board of Supervisors	35,581		452		36,033
Clerk of the Board	31,709		20,656		52,365
Clerk of the Superior Court	247,635		9,950		257,585
Constables	0	3	4,405		4,405
County Attorney	478,313		64,050		542,363
County Administrator	42,110		34,862		76,972
Elections	31,690		32,759		64,449
Non-Departmental	0		0		0
Facilities Management	378,917		16,278		395,195
Finance and Risk Management	185,376		12,070		197,446
Information Technology	153,861		20,812		174,673
Institutional Health	72,297		41,223		113,520
Indigent Defense	358,369		24,337		382,706
Contract Criminal Defense Attorneys	0		0		0
Justice Court-Ajo	0	3	0		0
Justice Court-Green Valley	0	3	0		0
Justice Courts-Tucson	17,576	4	46,456		64,032
Office of Court Appointed Counsel	16,314		0		16,314
Public Works Administration	2,300		0		2,300
Community Resources	111,817		15,298		127,115
Community Development & Neighborhood Conservation	121,179		10,000		131,179
Community & Economic Development Administration	17,066		18,557		35,623
Juvenile Court Center	552,984		159,318		712,302
Forensic Science Center	65,832		6,086		71,918
General Government Revenues	0		0		0
Contingency	0		0		0
Community Services	128,836		19,152		147,988
General Fund Debt Service	0		0		0
Human Resources	64,638		14,428		79,066
Nat Resources, Parks & Recreation	380,852		32,442		413,294
Public Fiduciary	57,867		14,012		71,879
Graphics Services Design	18,641		0		18,641
Procurement	55,517		15,308		70,825
Recorder	48,755		12,688		61,443
Sheriff	0		449,586		449,586
School Superintendent	30,071		10,590		40,661
Superior Court	608,179		82,674		690,853
Superior Court-Mandated Services	0		0		0
Treasurer	58,396		0		58,396
<b>TOTAL GENERAL FUND</b>	<b>4,580,442</b>		<b>1,226,868</b>		<b>5,807,310</b>

Note 1: Adjustments for certain mandated costs and non-departmental costs prior to applying percentage.

Note 2: Reduction applied only to those cost centers/programs identified as administrative.

Note 3: Due to the small size of these budgets no reduction was recommended.

Note 4: Department submitted their requested budget 2% (117,176) less than base.



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# Board of Supervisors Memorandum

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May 20, 2008

## Tentative Budget Adoption: Fiscal Year 2008/09

### 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 17, 2008, 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 24, 2008, 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, necessitating the carry forward of \$699,480 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.
- Several General Fund departments have submitted requests to carry forward current year's appropriations unrelated to facilities improvements, but which will not be fully expended this year: Forensic Sciences requests \$28,000 for the purchase of a mini van; Community Services Employment and Training requests \$50,133 to complete two youth programs; Procurement requests \$56,700 to cover the extension of the Disparity Study of the Minority and Women Business Enterprise Code; Finance requests \$73,000 for consultants to prepare for the securing of a new Enterprise Resource Planning System; and, the County Attorney requests \$700,000 primarily to enforce the Legal Arizona Workers Act. These increases in next year's expenditures, totaling \$907,833, will be funded by an increase in beginning fund balance, and this amount will be placed in the Contingency Fund carry forward center.
- Juvenile Court has requested that \$42,594 be added to their expenditure authority to cover rent increases and utilities' costs. This additional amount will be offset by a reduction of the same amount in Non-departmental expenditures.

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

- Regional Wastewater Reclamation requests that their budget be reduced by \$786,696 as fiscal charges related to the Water Infrastructure Finance Authority have been reduced, and other adjustments have been made.
- Development Services, Flood Control, and Transportation have requested a net total budget increase of \$111,807 to adjust administrative cost allocations.
- The Library District requests that their budgeted expenditure authority be increased by \$300,000 in order to purchase a bookmobile.
- The Facilities Renewal Fund expenditure budget will be established at \$1,279,298 in order to complete several active projects.
- The CIP expenditure budget will increase by \$3,200,000 in order to complete five projects:

Public Works Building – HVAC refurbish	\$ 300,000
Legal Services Building – cooling tower replacement	\$ 350,000
Downtown Complex – various repairs	\$ 500,000
Central Plant Transformer – replacement	\$ 750,000
Admin Building – 9th floor remodel	\$1,300,000

The effect of all of the bulleted adjustments is that the Recommended Budget amount of \$1,460,709,938 will increase by \$5,711,722 to \$1,466,421,660.

Prior to final adoption of the budget on June 17, 2008, 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 2008/09 Budgets and Tax Rates**

The table below outlines the budgets and tax rates that I recommend for fiscal year 2008/09. 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.

The Honorable Pima County Board of Supervisors  
 Tentative Budget Adoption: Fiscal Year 2008/09  
 May 20, 2008  
 Page 3

<u>Fiscal Year 2008/09 Budget</u>	<u>Budget</u>	<u>Tax Rate</u>
Total County Budget	\$1,466,421,660	\$3.3913
County Free Library District	36,107,582	0.3393
Flood Control District	14,529,660	0.2935
Debt Service	100,521,623	0.6050
Stadium District	3,412,924	-----

According to the Assessor, Pima County's neutral 2008 Primary Levy will be \$279,434,670. 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 a primary property tax rate reduction of \$0.2107 to mitigate the increase in property valuation resulting from appreciation. With this reduction, the County's 2008 Primary Levy will be slightly less than the neutral levy, 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

CHH/jj (May 12, 2008)

Attachments

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# Board of Supervisors Memorandum

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June 17, 2008

## Fiscal Year 2008/09 Final Budget Adoption

### Background

The Fiscal Year 2008/09 Recommended Budget was transmitted to the Board on April 24, 2008. The Tentative Budget was adopted by the Board on May 20, 2008 as originally recommended, with the following exceptions: \$1,607,313 of expenditures was added to accommodate one-time carryover requests; \$42,594 in expenditure authority was added to the Juvenile Court budget to cover rent increases and utilities cost, this amount then being offset by an equal amount in Non-departmental expenditures; \$111,807 was added to certain Public Works departments to adjust administrative cost allocations; \$300,000 was added to the Library District's budget in order to purchase a bookmobile; \$1,279,298 was established as the Facilities Renewal Fund budget in order to complete several active projects; \$3,200,000 was added to the Capital Improvements Program budget in order to complete several projects; and \$786,696 was subtracted from the Regional Wastewater Reclamation budget, as fiscal charges related to the Water Infrastructure Finance Authority were reduced, and other adjustments were made. Adoption of the Tentative Budget served to set the maximum County expenditure ceiling.

### Recommended Adjustments to the Tentative Budget

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

#### 1. Public Defender Adjustment

Two new lawyers and a secretary for the Public Defender's Juvenile Division will be added at a cost of \$200,000, which cost will be covered by a reduction of the same amount in the budget of the Office of Court Appointed Counsel. This will have a zero net effect on the overall County budget.

#### 2. Regional Flood Control Operating and Capital Project Budget

An additional \$2,000,000 will be transferred from the Regional Flood Control District to the Capital Improvement Program in order to complete work on the Mission View Wash Detention Basin, Rillito River Park (Alvernon to Craycroft), and the CDO/Omni River Park. This will both reduce the budgeted expenditures of the Regional Flood Control District and increase the budgeted expenditures of the CIP by \$2,000,000, with zero net effect on the overall County budget. Additionally, a special staff assistant position will be transferred from the Regional Flood Control District to the Regional Wastewater Reclamation Department, with zero net effect on the overall County budget.

**3. Pima Health System and Services Ambulatory Program**

As a result of not receiving an AHCCCS acute care contract award for the contract period beginning October 1, 2008, the expenditure budget of the Pima Health System and Services department will be reduced by \$6,892,392, resulting in a decrease on the overall County by the same amount.

**4. Additional 2.7 Percent General Fund Reduction**

As of this date the Arizona Legislature has not adopted a State Budget for next year and there is no indication that such adoption will occur prior to final adoption of the County Budget. Consequently, it is unknown what the ultimate revenue reductions and cost shifts to the County will be.

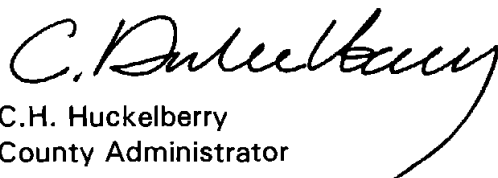
In order to sustain the potential negative impacts of State budget balancing actions, I recommend that all General Fund departments' expenditures be reduced 2.7 percent in addition to reductions already made in the Recommended Budget. The amount of these reductions totals \$7,234,063 which will be allocated to the Budget Stabilization Fund. If all of this funding is not required to offset State actions, the remainder will serve as a cushion against a possibly worsening economy that erodes County revenues beyond current projections.

**Recommendation**

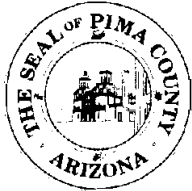
Set forth below are the proposed Fiscal Year 2008/09 Final Budget amounts and Tax Rates. These amounts and rates are the same as those resulting from the Board's action at adoption of the Tentative Budget and as recommended in this memorandum and reflected in the attached Arizona Auditor General prescribed schedules.

<u>Fiscal Year 2008/2009 Budget</u>	<u>Budget</u>	<u>Tax Rate</u>
Total County Budget	\$1,459,529,268	\$3.3913
County Free Library District	36,107,582	0.3393
Flood Control District	12,544,587	0.2935
Debt Service	100,521,623	0.6050
Stadium District	3,412,924	-----

Respectfully submitted,

  
 C.H. Huckelberry  
 County Administrator

Attachment




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# MEMORANDUM

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Date: June 16, 2008

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

From: C.H. Huckelberry  
County Administrator 

Re: **Budget Adjustment Due to Significant Reduction in Acute Care Pima Health System Enrollment**

As I have indicated to the Board previously, the Pima Health System Acute Care contract has been capped by AHCCCS. The agency will be left with only acute care members who are dual eligible to receive Medicare and Medicaid benefits. This simply means that the enrollment of the Pima Health System Acute Care Plan will transition from approximately 30,000 to approximately 3,000 to 4,000 on October 1, 2008. This action will substantially reduce both expenditures as well as revenues in the Pima Health System budget. Due to this action the Pima Health System budget expenditures may be reduced by \$82 million with a corresponding \$82 million reduction in revenues, and the overall budget can be adjusted from \$1,459,529,268 to \$1,377,529,268.

CHH/jj

c: Dennis Douglas, Deputy County Administrator for Medical and Health Services  
Karen Fields, Pima Health System Director  
Thomas House, Budget Manager, Finance and Risk Management

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## **BUDGET OVERVIEW**

Financial Structure

Consolidated Overview of the County Budget by Fund

Total County Budget by Source and Use

Revenues & Expenditures for Fiscal Years 2006/2007 Through 2008/2009

Budget in Brief Fiscal Year 2008/2009

Adopted Full Time Equivalent Positions for Fiscal Years 2006/2007 Through 2008/2009

Pima County Capital Improvement Program

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## FINANCIAL STRUCTURE

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

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

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

Fund Type	Description	Funding Source
<b>GOVERNMENTAL FUNDS</b>	<b>Governmental funds use the modified accrual basis of accounting, a current financial resource measurement focus. Governmental Funds are comprised of the following:</b>	
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:	
	<ul style="list-style-type: none"> <li>• <u>Economic Development &amp; Tourism</u> – 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.</li> </ul>	Transient lodging excise (hotel/motel) tax revenues.
	<ul style="list-style-type: none"> <li>• <u>Employment &amp; Training</u> - 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.</li> </ul>	Primarily Federal Government revenue.
	<ul style="list-style-type: none"> <li>• <u>Environmental Quality</u> - Accounts for resources specifically identified to be expended for the protection of water, air, and land from pollutants.</li> </ul>	Air quality inspection and application fees; revenues from alternate onsite disposal plans; and federal and state grants.
	<ul style="list-style-type: none"> <li>• <u>Library District</u> – Accounts for resources used for the management and operation of the Pima County Free Library District.</li> </ul>	Secondary property tax revenue.
	<ul style="list-style-type: none"> <li>• <u>Public Health</u> - 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.</li> </ul>	Federal and state grants; charges for services provided; and operating transfers from the General Fund.

Fund Type	Description	Funding Source
<b>GOVERNMENTAL FUNDS (cont'd)</b>		
Special Revenue Funds (cont'd)		
	<ul style="list-style-type: none"> <li>• <u>Regional Flood Control District</u> - Accounts for expenditures necessary to analyze, design, and maintain flood control improvements to protect persons and property from floodwaters.</li> <li>• <u>School Reserve Fund</u> – 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.</li> <li>• <u>Solid Waste Fund</u> – Accounts for resources used to provide solid waste disposal facilities and services and tire recycling services.</li> <li>• <u>Stadium District</u> – Accounts for resources specifically identified to be expended for the management and operation of Tucson Electric Park.</li> <li>• <u>Transportation</u> - 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.</li> <li>• <u>Other Special Revenue Funds</u> - 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.</li> </ul>	<p>Secondary taxes on real property.</p> <p>Federal and state grants; private donations.</p> <p>Landfill tipping fees; County share of state tax on new tire sales.</p> <p>Car rental surcharge fees; recreational vehicle surcharge fees; hotel/motel bed taxes; and charges for services provided.</p> <p>County share of gasoline tax collected by state Highway User revenues; Vehicle License Tax revenues; and charges for services.</p> <p>Federal and state grants. Antiracketeering funding is provided by court ordered forfeitures, diversion fees, and restitution payments.</p>
Debt Service Fund	Accounts for the accumulation of resources for, and the payment of, long term debt principal and interest applicable to Governmental Funds. This fund manages the debt for the Regional Flood Control District, Transportation bonds and loans, Certificates of Participation, 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; transfers from Capital Projects and Wastewater Reclamation Funds for payment of Certificates of Participation.

Fund Type	Description	Funding Source
<b>GOVERNMENTAL FUNDS (cont'd)</b>		
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.
<b>PROPRIETARY FUNDS</b>	<b>Proprietary funds are used to account for Pima County's business-type activities. These funds use the economic resources measurement focus and accrual basis of accounting. This measurement focus provides for the short term and long term recognition of revenues and expenses. Proprietary Funds are comprised of:</b>	
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:	
	<ul style="list-style-type: none"> <li>• <u>Development Services</u> - Accounts for the operations that provide zoning permits, enforce ordinances, and administer uniform building codes.</li> <li>• <u>Medical Services</u> - Accounts for provider health care services for Pima Health System &amp; 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).</li> <li>• <u>Parking Garages</u> - Accounts for the management and operation of eight parking facilities located in downtown Tucson.</li> <li>• <u>Wastewater Reclamation Department</u>- Accounts for the management and operation of wastewater treatment and water pollution control facilities.</li> </ul>	<p>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.</p> <p>Primarily derived from capitation fees.</p> <p>Parking fees from six public parking garages and two parking lots owned by Pima County.</p> <p>Sewer user and connection fees.</p>

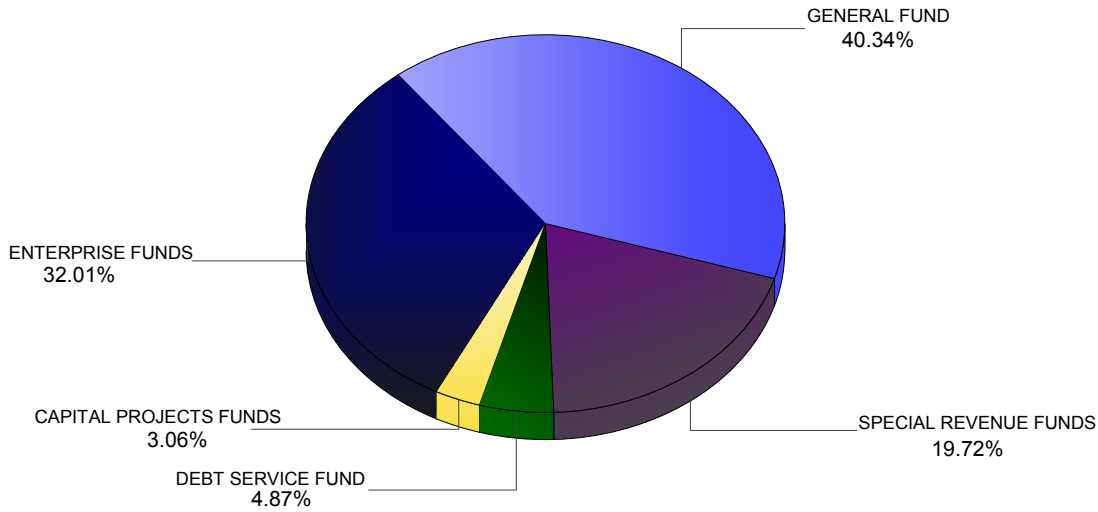
Fund Type	Description	Funding Source
Internal Service Funds	Account for the financing of goods or services provided by one department to other departments of the County on a cost reimbursement basis. Internal Service funds include the following:	
	<ul style="list-style-type: none"> <li>• <u>Self Insurance Trust Fund</u> - 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.</li> </ul>	Financed by charges to specific user departments and to the General Fund.
	<ul style="list-style-type: none"> <li>• <u>Other Internal Service Funds</u> - Account for the acquisition, operation, and maintenance of automotive and communications equipment used by County departments and for printing services provided to County departments.</li> </ul>	Financed by fees and reimbursements charged to user departments.
<b>FIDUCIARY FUNDS</b>	<b>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.</b>	
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

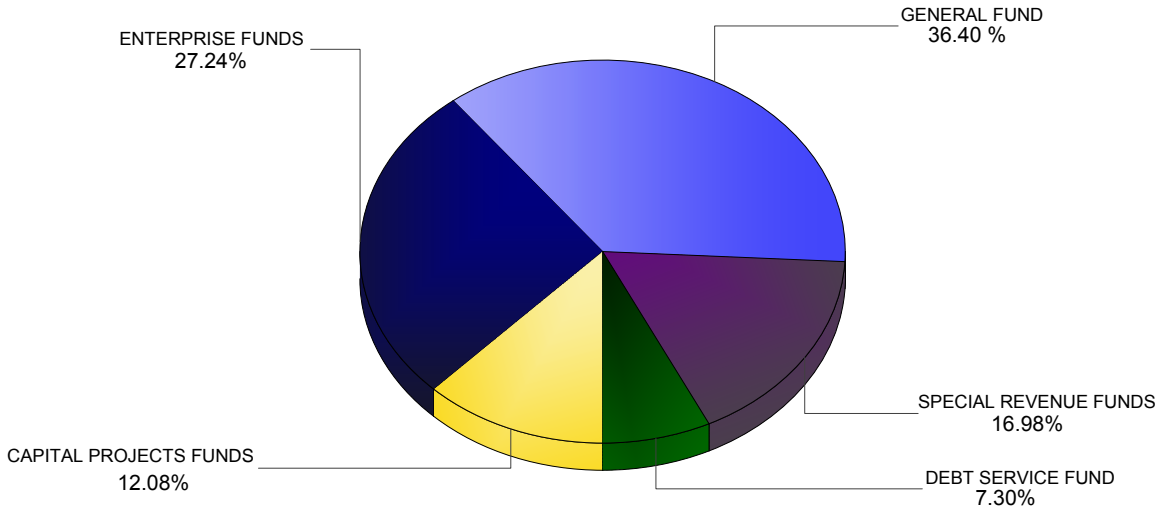
It should be noted that balances from the former General Fixed Asset Account Group and the General Long Term Debt Account Group are now considered subsidiary ledgers and are reported within the County's government-wide financial statements, as required by GASB 34.

## CONSOLIDATED OVERVIEW OF COUNTY BUDGET BY FUND

### REVENUES BY FUND



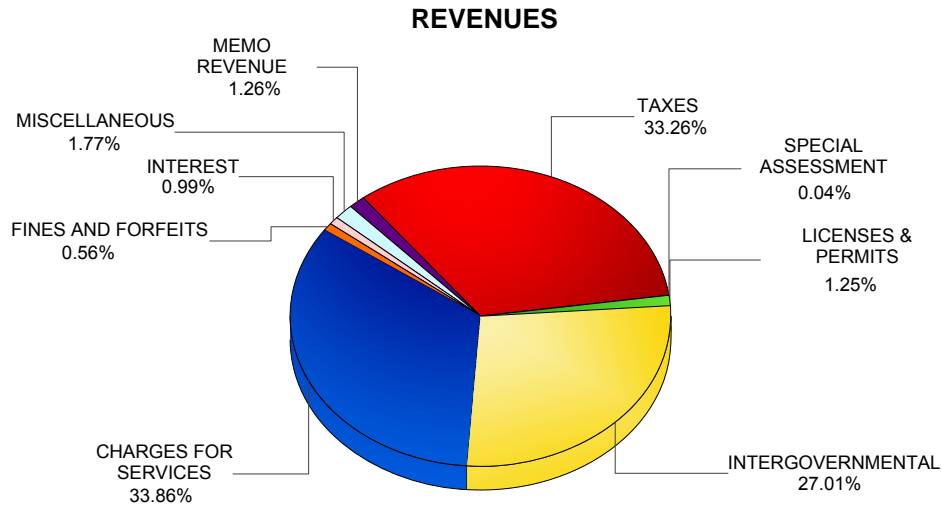
### EXPENDITURES BY FUND



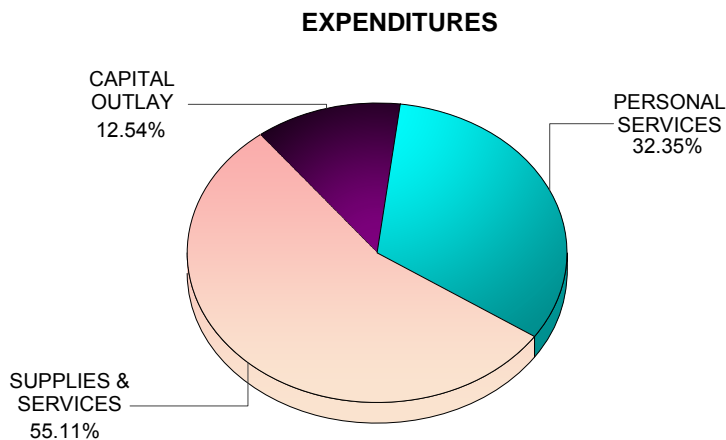
FUNDING SOURCES	EST. BEGINNING FUND BALANCE 2008/2009	ADOPTED REVENUES 2008/2009	ADOPTED EXPENDITURES 2008/2009	OTHER FINANCING SOURCES 2008/2009	INTERFUND TRANSFERS IN / (OUT)	ESTIMATED ENDING FUND BALANCE
GENERAL FUND	27,749,033	481,334,223	(501,413,093)	0	(7,670,163)	0
SPECIAL REVENUE FUNDS	64,191,019	235,248,354	(233,887,133)	0	(26,290,065)	39,262,175
DEBT SERVICE FUND	10,503,587	58,171,572	(100,521,623)	0	44,581,093	12,734,629
CAPITAL PROJECTS FUNDS	137,920,847	36,485,609	(166,449,329)	100,000,000	25,770	107,982,897
ENTERPRISE FUNDS	127,863,167	381,905,318	(375,258,090)	28,942,363	(9,646,635)	153,806,123

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

## TOTAL COUNTY BUDGET BY SOURCE AND USE



REVENUES	FY 2006/2007 ACTUAL	FY 2007/2008 REVISED	FY 2008/2009 ADOPTED
TAXES	348,699,313	381,106,799	396,800,896
SPECIAL ASSESSMENT	520,999	560,124	448,619
LICENSES & PERMITS	14,238,521	17,752,889	14,941,892
INTERGOVERNMENTAL	312,330,383	319,458,634	322,259,727
CHARGES FOR SERVICES	423,642,413	465,039,585	404,007,803
FINES AND FORFEITS	6,618,168	6,945,192	6,706,732
INTEREST	19,545,865	13,132,323	11,791,551
MISCELLANEOUS	25,627,549	20,137,857	21,187,856
MEMO REVENUE	26,134,548	15,000,000	15,000,000
	<b>1,177,357,759</b>	<b>1,239,133,403</b>	<b>1,193,145,076</b>



EXPENDITURES	FY 2006/2007 ACTUAL	FY 2007/2008 REVISED	FY 2008/2009 ADOPTED
PERSONAL SERVICES	397,153,101	444,745,930	445,636,555
SUPPLIES & SERVICES	688,824,721	799,016,856	759,115,378
CAPITAL OUTLAY	185,311,271	238,951,710	172,777,335
	<b>1,271,289,093</b>	<b>1,482,714,496</b>	<b>1,377,529,268</b>

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

**REVENUES & EXPENDITURES**  
**FISCAL YEARS 2006/2007 - 2008/2009**

	ACTUAL FY 2006/2007	REVISED FY 2007/2008	ESTIMATED FY 2007/2008	ADOPTED FY 2008/2009
<b>GENERAL FUND</b>				
<b>REVENUE</b>				
TAXES	252,349,910	267,784,461	268,557,719	282,377,345
LICENSES AND PERMITS	2,794,802	2,926,812	2,926,812	2,955,925
INTERGOVERNMENTAL	152,271,119	152,524,211	148,960,248	148,441,648
CHARGES FOR SERVICES	33,603,427	31,485,850	31,559,495	33,096,008
FINES AND FORFEITS	5,526,344	5,574,591	4,883,698	5,237,632
INTEREST	3,321,177	2,306,654	4,068,154	1,863,981
MISCELLANEOUS	6,827,825	6,614,136	7,128,566	7,361,684
<b>TOTAL</b>	<b>456,694,604</b>	<b>469,216,715</b>	<b>468,084,692</b>	<b>481,334,223</b>
<b>EXPENDITURES</b>				
PERSONAL SERVICES	231,301,819	255,072,228	254,671,870	257,248,501
SUPPLIES & SERVICES	184,772,205	231,128,754	203,441,041	242,933,310
CAPITAL OUTLAY	5,412,810	2,568,666	5,959,704	1,231,282
<b>TOTAL</b>	<b>421,486,834</b>	<b>488,769,648</b>	<b>464,072,615</b>	<b>501,413,093</b>
<b>SPECIAL REVENUE FUNDS</b>				
<b>REVENUE</b>				
TAXES	47,627,143	57,069,850	57,578,026	57,259,479
SPECIAL ASSESSMENT	520,999	560,124	531,294	448,619
LICENSES AND PERMITS	4,337,168	4,974,680	4,474,073	4,804,430
INTERGOVERNMENTAL	136,985,984	148,424,007	147,848,523	142,903,340
CHARGES FOR SERVICES	16,285,374	16,012,140	16,048,897	13,895,080
FINES AND FORFEITS	1,025,015	1,311,801	1,400,500	1,410,300
INTEREST	3,743,560	2,229,213	4,210,337	2,997,287
MISCELLANEOUS	15,253,042	11,145,698	10,260,745	11,529,819
MEMO REVENUE	527,363	0	0	0
<b>TOTAL</b>	<b>226,305,648</b>	<b>241,727,513</b>	<b>242,352,395</b>	<b>235,248,354</b>
<b>EXPENDITURES</b>				
PERSONAL SERVICES	91,599,783	101,595,531	105,936,051	106,665,510
SUPPLIES & SERVICES	103,263,235	135,782,770	119,424,947	122,031,602
CAPITAL OUTLAY	5,706,796	6,853,730	6,599,966	5,190,021
<b>TOTAL</b>	<b>200,569,814</b>	<b>244,232,031</b>	<b>231,960,964</b>	<b>233,887,133</b>
<b>DEBT SERVICE FUND</b>				
<b>REVENUE</b>				
TAXES	48,722,260	56,252,488	56,252,488	57,164,072
INTERGOVERNMENTAL	17,587	7,500	7,500	7,500
INTEREST	1,612,184	1,000,000	1,288,584	1,000,000
<b>TOTAL</b>	<b>50,352,031</b>	<b>57,259,988</b>	<b>57,548,572</b>	<b>58,171,572</b>
<b>EXPENDITURES</b>				
SUPPLIES & SERVICES	68,616,019	77,945,345	76,245,942	100,521,623
<b>TOTAL</b>	<b>68,616,019</b>	<b>77,945,345</b>	<b>76,245,942</b>	<b>100,521,623</b>
<b>CAPITAL PROJECTS FUNDS</b>				
<b>REVENUE</b>				
INTERGOVERNMENTAL	11,027,057	13,781,039	15,081,039	25,848,887
CHARGES FOR SERVICES	12,416,626	23,517,156	20,611,429	9,424,903
INTEREST	5,312,827	3,598,141	4,009,595	1,117,697
MISCELLANEOUS	263,587	370,946	1,770,946	94,122
MEMO REVENUE	390,380	0	0	0
<b>TOTAL</b>	<b>29,410,477</b>	<b>41,267,282</b>	<b>41,473,009</b>	<b>36,485,609</b>
<b>EXPENDITURES</b>				
PERSONAL SERVICES	685,781	711,094	538,077	639,643
SUPPLIES & SERVICES	51,482	21,262,196	40,394	219,054
CAPITAL OUTLAY	201,921,980	228,569,705	158,432,008	165,590,632
<b>TOTAL</b>	<b>202,659,243</b>	<b>250,542,995</b>	<b>159,010,479</b>	<b>166,449,329</b>

**REVENUES & EXPENDITURES**  
**FISCAL YEARS 2006/2007 - 2008/2009**

	ACTUAL FY 2006/2007	REVISED FY 2007/2008	ESTIMATED FY 2007/2008	ADOPTED FY 2008/2009
<b>ENTERPRISE FUNDS</b>				
<b>REVENUE</b>				
LICENSES AND PERMITS	7,106,551	9,851,397	6,426,465	7,181,537
INTERGOVERNMENTAL	12,028,636	4,721,877	4,721,877	5,058,352
CHARGES FOR SERVICES	361,336,986	394,024,439	387,122,922	347,591,812
FINES AND FORFEITS	66,809	58,800	20,000	58,800
INTEREST	5,556,117	3,998,315	7,500,223	4,812,586
MISCELLANEOUS	3,283,095	2,007,077	2,050,923	2,202,231
MEMO REVENUE	25,216,805	15,000,000	15,000,000	15,000,000
<b>TOTAL</b>	<b>414,594,999</b>	<b>429,661,905</b>	<b>422,842,410</b>	<b>381,905,318</b>
<b>EXPENDITURES</b>				
PERSONAL SERVICES	73,565,718	87,367,077	81,390,003	81,082,901
SUPPLIES & SERVICES	332,121,780	332,897,791	367,445,511	293,409,789
CAPITAL OUTLAY	(27,730,315)	959,609	(30,679,649)	765,400
<b>TOTAL</b>	<b>377,957,183</b>	<b>421,224,477</b>	<b>418,155,865</b>	<b>375,258,090</b>
<b>TOTAL REVENUES</b>	<b>1,177,357,759</b>	<b>1,239,133,403</b>	<b>1,232,301,078</b>	<b>1,193,145,076</b>
<b>TOTAL EXPENDITURES</b>	<b>1,271,289,093</b>	<b>1,482,714,496</b>	<b>1,349,445,865</b>	<b>1,377,529,268</b>

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

## BUDGET IN BRIEF

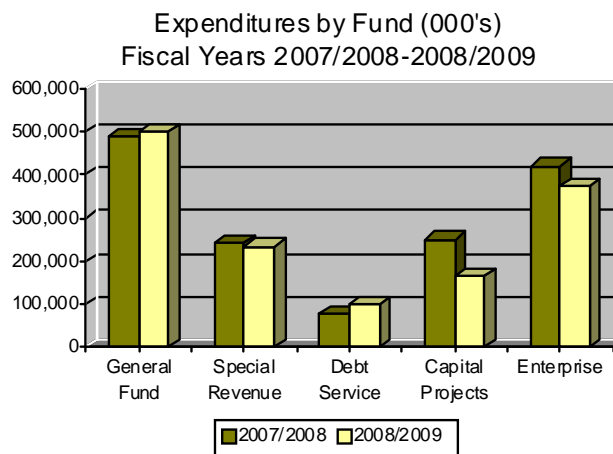
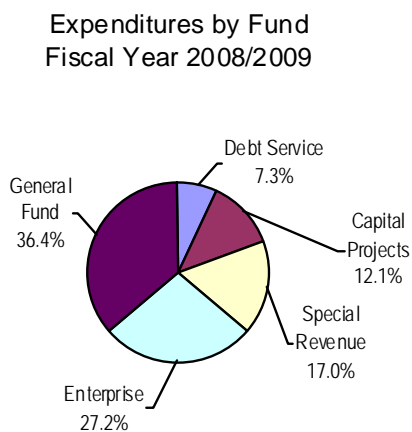
Arizona Revised Statute § 42-17105 requires the Pima County Board of Supervisors to adopt a budget for each fiscal year. On June 17, 2008, the Board adopted the budget for fiscal year 2008/09, which covers the period from July 1, 2008 through June 30, 2009.

Pima County's Fiscal Year 2008/09 Adopted Budget includes:

- \$1.378 billion in expenditures
- \$1.193 billion in revenues
- \$92.8 million in operating transfers between the various operating funds
- \$128.9 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



**GENERAL FUND:** The Fiscal Year 2008/09 Adopted Budget for General Fund expenditures increased by \$12.6 million over fiscal year 2007/08. Major factors contributing to this net increase include:

- \$7.2 million increase in order to offset the potential negative financial impacts of the state budget for fiscal year 2008/09 which had not been finalized at the time of the County's final budget adoption
- \$4.8 million to fund the costs of the primary and general elections held in 2008 plus \$1.0 million for various schools related elections costs
- \$2.6 million net increase in state mandated employer contributions to the various state retirement systems; \$1.1 million net increase in the County's contribution towards the cost of non-retirement benefits
- \$2.3 million of additional funding related to detention health care costs
- \$2.4 million increase to annualize the cost of FY 2007/08 salary increases awarded to corrections and peace officers
- \$1.7 million of funding to settle Pima County's portion of statewide Tax Court litigation brought by QWEST Corporation to challenge prior central assessment methodology applied to its property by the State
- \$1.6 million of one time unexpended carryover funds from fiscal year 2007/08
- \$1.1 million for increased cost of fuel for vehicles and equipment
- \$561,000 increase for continued match of a federal COPS grant that funds 14 Sheriff's deputies
- \$500,000 increase in reserve for potential Solid Waste Program operating losses
- \$500,000 of additional funds to assume operation of Sportspark
- \$498,000 increase to replace reduced federal grants which fund positions in the criminal justice system
- \$432,000 of additional funding for equipment to facilitate enhanced election security
- \$178,000 increase in the Board of Supervisors' unreserved contingency funds
- \$475,000 decrease in order to bring the General Fund budgeted reserve to 5% of revenues
- \$2.0 million reduction in various fiscal year 2007/08 one-time expenditure items

## Pima County FY 2008/2009 Adopted Budget

- \$13.0 million decrease in all General Funded department budgets representing a combined 5% overall reduction plus a 2.5% reduction in overall administrative costs
- also includes the annualization of fiscal year 2007/08 supplemental requests, other position related adjustments, etc.

**SPECIAL REVENUE FUNDS:** The Fiscal Year 2008/09 Adopted Budget for Special Revenue Funds expenditures decreased by \$10.3 million from fiscal year 2007/08. Major factors contributing to this net decrease include:

- \$2.8 million increase in various special revenue grants
- \$1.0 million increase in Transportation spending for increased public transit spending and motor pool costs
- \$879,000 increase in the Stadium District in order to use part of the fund balance to undertake capital improvements including painting and roof repairs
- \$437,000 increase for Public Health operating budget expenditures
- \$480,000 net decrease in Environmental Quality operating budget expenditures
- \$711,000 decrease in County Free Library District spending due in part to the elimination of a transitional contingency fund that is no longer needed
- \$720,000 decrease in Solid Waste Management in part the result of anticipated landfill closures
- \$1.1 million net decrease in various other departmental special revenue funds
- \$2.6 million decrease in planned expenditures from the Recorder's Document Storage & Retrieval Fund as significant one-time projects are completed
- \$4.5 million decrease in the Regional Flood Control District primarily due to nearly completed flood damage repairs resulting from a significant flood event in July 2006 and a reduction in the district's secondary property tax rate
- \$5.3 million decrease in expenditures in the Property Tax Rate Stabilization Fund as these funds will be moved to the General Fund to offset the impact of reduced state shared sales and vehicle license tax revenue
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs, etc.

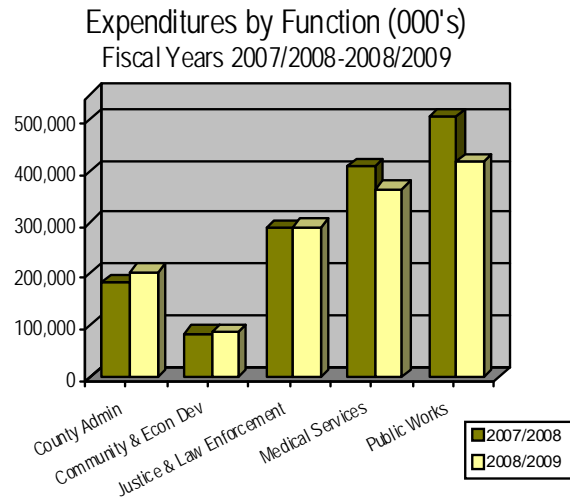
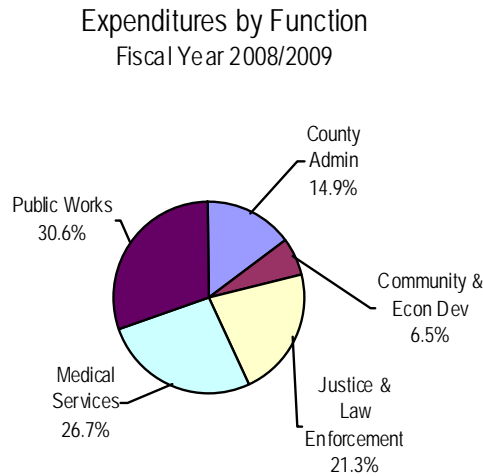
**DEBT SERVICE FUND:** The Fiscal Year 2008/09 Adopted Budget for Debt Service Fund expenditures increased \$22.6 million over fiscal year 2007/08. This increase is the net of retired debt and anticipated debt service costs related to bond and certificates of participation sales to be made in fiscal year 2008/09.

**CAPITAL PROJECTS FUND:** The Fiscal Year 2008/09 Adopted Budget for the Capital Projects Fund expenditures decreased by \$84.1 million from fiscal year 2007/08, based on the implementation of the approved current year Capital Improvement Budget, as detailed in the County's Fiscal Year 2008/09 to Fiscal Year 2012/13 Capital Improvement Plan. (See the *Summary Schedules* section - *Summary of Active Capital Improvement Projects*.)

**ENTERPRISE FUNDS:** The Fiscal Year 2008/09 Adopted Budget for Enterprise Fund expenses decreased by \$46.0 million from fiscal year 2007/08. Significant changes include:

- \$7.0 million increase in the Wastewater Reclamation Enterprise Fund, relating to the rehabilitation of the system, increased inspection/assessment work, increased depreciation, debt service, etc.
- \$417,000 increase in the Parking Garages Enterprise Fund
- \$2.8 million decrease in Development Services reflecting a slowdown in construction activity
- \$50.6 million net decrease in Pima Health System & Services primarily due to the state not awarding the County an AHCCCS Ambulatory Contract and capping the enrollment for this program at a significantly reduced amount effective October 1, 2008
- also includes position related adjustments, benefits adjustments, adjustments for one time costs, etc.

### Comparison of Expenditures by Functional Area



**COUNTY ADMINISTRATION:** The Fiscal Year 2008/09 Adopted Budget for expenditures for the County Administration functional area increased by \$22.7 million over fiscal year 2007/08. Major reasons for the net increase include:

- Fiscal Year 2008/09 Adopted Budget for Debt Service Fund expenditures increased \$22.6 million over fiscal year 2007/08. This increase is the net of retired debt and anticipated debt service costs related to bond and certificates of participation sales to be made in fiscal year 2008/09
- \$7.2 million increase is reserved in the Budget Stabilization Fund in order to offset the potential negative financial impacts of the state budget for fiscal year 2008/09 which had not been finalized at the time of the County's final budget adoption
- \$4.8 million to fund the costs of the primary and general elections held in 2008
- \$1.7 million of funding to settle Pima County's portion of statewide Tax Court litigation brought by QWEST Corporation to challenge prior central assessment methodology applied to its property by the State
- \$1.6 million of one time unexpended carryover funds from fiscal year 2007/08
- \$500,000 increase in reserve for potential Solid Waste Program operating losses
- \$498,000 increase in Contingency Funds to replace reduced federal grants which fund positions in the criminal justice system
- \$432,000 of additional funding for equipment to facilitate enhanced election security
- \$178,000 increase in the Board of Supervisor's unreserved contingency funds
- \$475,000 decrease in order to bring the General Fund budgeted reserve to 5% of revenues
- \$1.8 million reduction in various fiscal year 2007/08 one-time expenditure items in the General Fund
- \$2.3 million decrease in all General Funded department budgets representing a combined 5% overall reduction plus a 2.5% reduction in overall administrative costs
- \$2.4 million of Contingency funds used for an increase in the step plans for commissioned officers, corrections officers, corrections specialists, and corrections sergeants in FY 2007/08 moved to Sheriffs' budget in FY 2008/09
- \$2.6 million decrease in planned expenditures from the Recorder's Document Storage & Retrieval Fund as significant one-time projects are completed
- \$5.3 million decrease in expenditures in the Property Tax Rate Stabilization Special Revenue Fund as these funds will be moved to the General Fund to offset the impact of reduced state shared sales and vehicle license tax revenue
- also includes the annualization of fiscal year 2007/08 supplemental requests, other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

**COMMUNITY & ECONOMIC DEVELOPMENT:** The Fiscal Year 2008/09 Adopted Budget for expenditures for the Community & Economic Development functional area increased by \$3.3 million over fiscal year 2007/08. Major factors contributing to this net increase are:

- \$3.0 million increase in various Employment & Training and Community Services grants
- \$1.0 million increase for various schools related elections costs
- \$879,000 increase in the Stadium District in order to use part of the fund balance to undertake capital improvements including painting and roof repairs
- \$455,000 decrease in Economic Development & Tourism Special Revenue Fund
- \$711,000 decrease in County Free Library District spending due in part to the elimination of a transitional contingency fund that is no longer needed
- \$963,000 decrease in all General Funded department budgets representing a combined 5% overall reduction plus a 2.5% reduction in overall administrative costs
- also includes the annualization of fiscal year 2007/08 supplemental requests, other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

**JUSTICE & LAW ENFORCEMENT:** The Fiscal Year 2008/09 Adopted Budget for the Justice & Law Enforcement functional area increased by \$2.5 million over fiscal year 2007/08. This net increase is due primarily to:

- \$2.4 million of funds budgeted in County Administration in FY 2007/08 used for an increase in the step plans for commissioned officers, corrections officers, corrections specialists, and corrections sergeants in FY 2007/08 moved to Sheriffs budget in FY 2008/09; additional \$2.4 million increase in FY 2008/09 to annualize the cost of FY 2007/08 salary increases.
- \$791,000 in net increases to various Justice & Law Enforcement Special Revenue Funds
- \$561,000 increase for continued match of a federal COPS grant that funds 14 Sheriff's deputies
- \$2.3 million decrease in all General Funded department budgets representing a combined 5% overall reduction plus a 2.5% reduction in overall administrative costs
- also includes annualization of fiscal year 2007/08 supplemental requests, other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

**MEDICAL SERVICES:** The Fiscal Year 2008/09 Adopted Budget for the Medical Services functional area decreased by \$45.1 million from fiscal year 2007/08. The main reasons for this net decrease include:

- \$2.3 million of additional funding related to detention health care costs
- \$437,000 increase for Public Health operating budget expenditures
- \$671,000 increase in Public Health Grants
- \$50.6 million net decrease in Pima Health System & Services primarily due to the state not awarding the County an AHCCCS Ambulatory Contract and capping the enrollment for this program at a significantly reduced amount effective October 1, 2008
- also includes annualization of fiscal year 2007/08 supplemental requests, other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

**PUBLIC WORKS:** The Fiscal Year 2008/09 Adopted Budget for the Public Works functional area decreased by a net \$85.6 million from fiscal year 2007/08. Significant changes include the following:

- \$7.0 million increase in the Wastewater Reclamation Enterprise Fund, relating to the rehabilitation of the system, increased inspection/assessment work, increased depreciation, debt service, etc.
- \$1.0 million increase in Transportation spending for increased public transit spending and motor pool costs
- \$500,000 of additional funds to assume operation of Sportspark
- \$417,000 increase in the Parking Garages Enterprise Fund
- \$480,000 net decrease in Environmental Quality operating budget expenditures
- \$720,000 decrease in Solid Waste Management in part the result of anticipated landfill closures
- \$2.8 million decrease in Development Services reflecting a slowdown in construction activity
- \$4.5 million decrease in the Regional Flood Control District primarily due to nearly completed flood damage repairs resulting from a significant flood event in July 2006 and a reduction in the district's secondary property tax rate

## **Pima County FY 2008/2009 Adopted Budget**

- \$84.1 million decrease in Capital Projects Fund expenditures based on the implementation of the approved current year Capital Improvement Budget, as detailed in the County's Fiscal Year 2008/09 to Fiscal Year 2012/13 Capital Improvement Plan. (See the *Summary Schedules* section – *Summary of Active Capital Improvement Projects*.)
- also includes annualization of fiscal year 2007/08 supplemental requests, other position related adjustments, benefits adjustments, adjustments for other one time costs, increased depreciation, etc.

## **Comparison of Revenues**

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

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

The following funds are projected to experience significant changes (10% or more) in ending fund balances or net assets in fiscal year 2008/09:

#### **General Fund**

Due to a change in the method of budgeting for the ending fund balance implemented in fiscal year 2007/08, the adopted ending fund balance for the General Fund is zero, a net decrease of \$27.7 million from the budgeted beginning fund balance. General Fund expenditures include \$24.0 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 \$3.7 million from the beginning fund balance. Major factors contributing to this decrease are discussed under the Budget Issues Tab (pages 4-10 thru 4-12).

#### **Special Revenue Funds**

The fiscal year 2008/09 adopted ending fund balance for all Special Revenue Funds is \$39.3 million, a net decrease of \$24.9 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 2008/09 adopted ending fund balance for the Debt Service Fund is \$12.7 million, a net increase of \$2.2 million from the budgeted beginning fund balance. Major factors contributing to this increase include:

- \$22.6 million increase in overall debt service payments. This increase is the net of retired debt and anticipated debt service costs related to bond sales and the issuance of Certificates of Participation to be made in fiscal year 2008/09
- \$912,000 dollar increase in projected secondary property tax collections
- \$22.9 million net increase in operating transfers in

#### **Capital Projects Fund**

The fiscal year 2008/09 adopted ending fund balance for the Capital Projects Fund is \$108.0 million, a net decrease of \$29.9 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 2008/09 to 2012/13 Capital Improvement Plan. (See the *Summary Schedules* section - *Summary of Active Capital Improvement Projects*)

**Enterprise Funds**

The fiscal year 2008/09 adopted ending net assets for all Enterprise Funds is \$153.8 million, a net increase of \$25.9 million over the budgeted beginning net assets. Major factors contributing to this increase include:

- \$26.5 million increase in the Wastewater Reclamation Enterprise Fund due to a combination of increases in sewer revenue and connection fees offset by increased operating costs, and \$28.9 million in additional bond funds
- \$956,000 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 2006/2007 - 2008/2009**

<b>FUNCTIONAL AREA/SUPER DEPARTMENT</b>	<b>ADOPTED 2006/2007</b>	<b>REVISED 2007/2008</b>	<b>ADOPTED 2008/2009</b>	<b>CHANGE 07/08 to 08/09</b>
<b><u>COUNTY ADMINISTRATION</u></b>				
ASSESSOR	161.0	161.0	160.5	(0.5)
BOARD OF SUPERVISORS	21.1	24.4	23.7	(0.7)
CLERK OF THE BOARD	19.0	19.0	18.0	(1.0)
COUNTY ADMINISTRATOR	16.3	15.8	14.8	(1.0)
ELECTIONS	14.0	15.0	18.0	3.0
FINANCE & RISK MANAGEMENT	112.6	123.5	125.9	2.4
FORENSIC SCIENCE CENTER	27.5	30.1	29.0	(1.1)
HUMAN RESOURCES	40.9	37.5	38.0	0.5
INFORMATION TECHNOLOGY	120.6	137.0	129.7	(7.3)
PROCUREMENT	33.8	34.0	32.5	(1.5)
RECORDER	66.0	57.0	67.0	10.0
TREASURER	41.0	41.0	40.0	(1.0)
<b>TOTAL COUNTY ADMINISTRATION</b>	<b>673.8</b>	<b>695.3</b>	<b>697.1</b>	<b>1.8</b>
<b><u>COMMUNITY &amp; ECONOMIC DEVELOPMENT</u></b>				
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	7.6	8.0	7.0	(1.0)
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	27.5	27.5	26.5	(1.0)
COMMUNITY RESOURCES	72.9	77.0	85.7	8.7
COMMUNITY SVCS, EMPLOYMENT & TRAINING	115.3	116.9	117.3	0.4
COUNTY FREE LIBRARY	337.9	357.5	378.5	21.0
ECONOMIC DEVELOPMENT & TOURISM	2.0	5.0	5.0	0.0
SCHOOL SUPERINTENDENT	15.4	16.0	15.0	(1.0)
STADIUM DISTRICT	11.4	14.6	4.6	(10.0)
<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>	<b>590.0</b>	<b>622.5</b>	<b>639.6</b>	<b>17.1</b>
<b><u>JUSTICE &amp; LAW ENFORCEMENT</u></b>				
CLERK OF SUPERIOR COURT	230.1	226.2	221.5	(4.7)
CONSTABLES	13.0	13.0	13.0	0.0
COUNTY ATTORNEY	402.2	441.3	447.4	6.1
INDIGENT DEFENSE	197.7	218.5	225.5	7.0
JUSTICE COURT AJO	9.8	10.8	10.8	0.0
JUSTICE COURT GREEN VALLEY	8.5	9.1	9.5	0.4
JUSTICE COURTS TUCSON	118.0	122.3	122.1	(0.2)
JUVENILE COURT	557.3	582.1	569.5	(12.6)
OFFICE OF COURT APPOINTED COUNSEL	11.0	10.0	9.2	(0.8)
PUBLIC FIDUCIARY	36.1	37.6	37.1	(0.5)
SHERIFF	1,365.0	1,386.6	1,411.2	24.6
SUPERIOR COURT	653.2	664.0	663.5	(0.5)
<b>TOTAL JUSTICE &amp; LAW ENFORCEMENT</b>	<b>3,601.9</b>	<b>3,721.5</b>	<b>3,740.3</b>	<b>18.8</b>

**ADOPTED FULL TIME EQUIVALENT POSITIONS  
FISCAL YEARS 2006/2007 - 2008/2009**

<b>FUNCTIONAL AREA/SUPER DEPARTMENT</b>	<b>ADOPTED 2006/2007</b>	<b>REVISED 2007/2008</b>	<b>ADOPTED 2008/2009</b>	<b>CHANGE 07/08 to 08/09</b>
<b><u>MEDICAL SERVICES</u></b>				
INSTITUTIONAL HEALTH	27.0	27.0	31.5	4.5
PIMA HEALTH SYSTEM & SERVICES	968.2	992.4	700.2	(292.2)
PUBLIC HEALTH	368.5	375.1	391.8	16.7
<b>TOTAL MEDICAL SERVICES</b>	<b>1,363.7</b>	<b>1,394.5</b>	<b>1,123.5</b>	<b>(271.0)</b>
<b><u>PUBLIC WORKS</u></b>				
CAPITAL PROJECTS	11.0	10.5	10.5	0.0
DEVELOPMENT SERVICES	183.0	182.0	135.3	(46.7)
ENVIRONMENTAL QUALITY	62.8	60.4	52.5	(7.9)
FACILITIES MANAGEMENT	166.6	173.0	176.0	3.0
FLEET SERVICES	56.0	57.0	62.2	5.2
GRAPHIC SERVICES	20.6	20.6	21.6	1.0
NATURAL RESOURCES, PARKS & RECREATION	261.8	283.8	293.0	9.2
PUBLIC WORKS ADMINISTRATION	35.5	37.5	38.4	0.9
REGIONAL FLOOD CONTROL DISTRICT	63.0	75.4	67.0	(8.4)
SOLID WASTE MANAGEMENT	52.6	53.0	42.6	(10.4)
TRANSPORTATION	416.7	425.9	414.7	(11.2)
WASTEWATER RECLAMATION	570.7	583.7	599.1	15.4
<b>TOTAL PUBLIC WORKS</b>	<b>1,900.3</b>	<b>1,962.8</b>	<b>1,912.9</b>	<b>(49.9)</b>
<b>TOTAL FUNCTIONAL AREAS</b>	<b>8,129.7</b>	<b>8,396.6</b>	<b>8,113.4</b>	<b>(283.2)</b>

**Pima County FY 2008/2009 Adopted Budget**

Major net changes in Full Time Equivalent (FTE) positions from fiscal year 2007/08 to 2008/09 are generally explained below:

FTEs in County Administration increased by 1.8 or less than 0.3%. Major factors contributing to this net increase include:

- 10.0 FTE increase in the Recorder due to the addition of temporary elections workers for the 2008 primary and general elections
- 3.0 FTE increase in Communications due to the transfer of three positions from the Information Technology Department
- 3.0 FTE increase in the Elections department due to the addition of three new positions to help with increased elections activities and reporting requirements
- 2.4 FTE net increase in Finance & Risk Management primarily due to the transfer of financial systems information technology positions from Information Technology to other County departments, partially offset by eliminating some vacant positions and reducing hours for some positions
- 6.3 FTE net decrease in various other County Administration departments mainly due to eliminating or reducing hours of vacant positions
- 10.3 FTE net decrease in Information Technology due to the transfer of some positions to other departments, eliminating some vacant positions, and reducing hours for some positions

FTEs in Community & Economic Development increased by 17.1 or 2.7%. Major factors contributing to this net increase include:

- 21.0 FTE net increase in County Free Library due to positions added for 2 branches opening in May 2008 and one planned for fiscal year 2008/09
- 8.7 FTE net increase in Community Resources primarily due to the addition of 8 Trades Maintenance positions that were previously budgeted in the Stadium District. In addition Pima Vocational High School budgeted additional hours for an Educational Services Coordinator
- 10.0 FTE net decrease in the Stadium District primarily due to the transfer of Trades Maintenance positions to Community Resources
- 2.6 FTE net decrease in various other Community & Economic Development departments

FTEs in Justice & Law Enforcement increased by 18.8 or 0.5%. Major factors contributing to this net increase include:

- 6.2 FTE increase in Indigent Defense General Fund positions due to the increase in attorney positions to offset contract attorney costs
- 9.7 FTE increase in Sheriff General Fund positions due to annualization from supplemental package funding for new Border Crime Unit, the transfer of positions from the Risk Management, and positions for Restoration to Competency program.
- 13.7 FTE net increase in various Justice and Law enforcement special revenue fund and grant departments
- 3.0 FTE decrease in the County Attorney General Fund positions due to a decrease in hours funded to existing positions
- 5.4 FTE decrease in Clerk of the Superior Court General Fund positions due to a decrease in hours funded to existing positions

## Pima County FY 2008/2009 Adopted Budget

- 1.0 FTE decrease in Juvenile Court General Fund positions due to a decrease in hours funded to existing positions.
- 0.8 FTE decrease in Office of Court Appointed Counsel positions due to a decrease in hours funded to existing positions.

FTEs in Medical Services decreased by 271.0 or 19.4%. Major factors contributing to this net decrease include:

- 4.5 FTE increase in Institutional Health primarily due to personnel for Restoration to Competency program
- 292.2 FTE decrease in Pima Health System and Services primarily due to contracting out the Attendant Care Worker program and the reduction in membership for the AHCCCS acute care plan requiring less personnel
- 16.7 FTE increase in Public Health primarily due to adjustments to hours funded for existing positions

FTEs in Public Works decreased by 49.9 or 2.5%. Major factors contributing to this net increase include:

- 3.0 FTE increase in Facilities Management due to 2 new Industrial Hygienists positions and additional hours for existing positions
- 5.2 FTE increase in Fleet Services due to new 6 Trades Maintenance positions and a new OSL III position all budgeted at 1560 hours
- 9.2 FTE increase in Natural Resources, Parks & Recreation due to a new Accounting Support Specialist, 3 new Trades Maintenance positions, and additional hours for existing regular and intermittent positions to maintain new parks facilities coming on line in fiscal year 2008/09
- 15.4 increase in Wastewater Reclamation due to 9.0 FTEs transferring in from other County departments, 6.0 FTEs for new positions and additional hours
- 46.7 FTE decrease in Development Services due to unfunding of 33.7 FTEs and transfer out to other County departments of 13.0 FTEs
- 11.2 FTE decrease in Transportation due to reducing hours or unfunding FTEs
- 10.4 FTE decrease in Solid Waste Management due to reducing hours or unfunding FTEs
- 8.4 FTE decrease in Regional Flood Control due to unfunding or reducing hours of 6.4 FTEs and net transfers resulting in a decrease of 2.0 FTEs
- 7.9 FTE decrease in Environmental Quality due to unfunding of 7.0 FTEs and reducing hours
- 1.9 net FTE increase in various other Public Works departments

## **PIMA COUNTY CAPITAL IMPROVEMENT PROGRAM SUMMARY**

### **Introduction**

Pima County's Fiscal Year 2008/09 Adopted Budget for its Capital Improvement Program (CIP) consists of eleven categories: Wastewater Reclamation; Transportation; Facilities Management; Open Space; the Regional Flood Control District; Natural Resources, Parks and Recreation; Cultural Resources; Sheriff's for the Regional Public Safety Communications System; Neighborhood/Housing Reinvestment; Solid Waste Management; and Information Technology.

Distinct from the CIP, Pima County's Capital Projects Fund includes the approved projects for all categories except Wastewater Reclamation. Because Wastewater Reclamation is an Enterprise Fund, its projects are accounted for within the Wastewater Reclamation operating fund, and expenditures are capitalized according to generally accepted accounting principles. Wastewater Reclamation 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 2008/09, summary data for projects that are part of the adopted Capital Projects Fund for fiscal year 2008/09, and projected operations and maintenance (O&M) data for fiscal year 2008/09 and the following four years.

### **Overview**

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

Wastewater Reclamation is the largest component of the capital improvement program in terms of budget, although it is budgeted separately from the Capital Projects Fund. Transportation is the second largest, followed by 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. Open Space has the fourth largest, Regional Flood Control District has the fifth largest, Natural Resources, Parks and Recreation has the sixth largest, and the Regional Public Safety Communications System is the seventh largest in terms of budget.

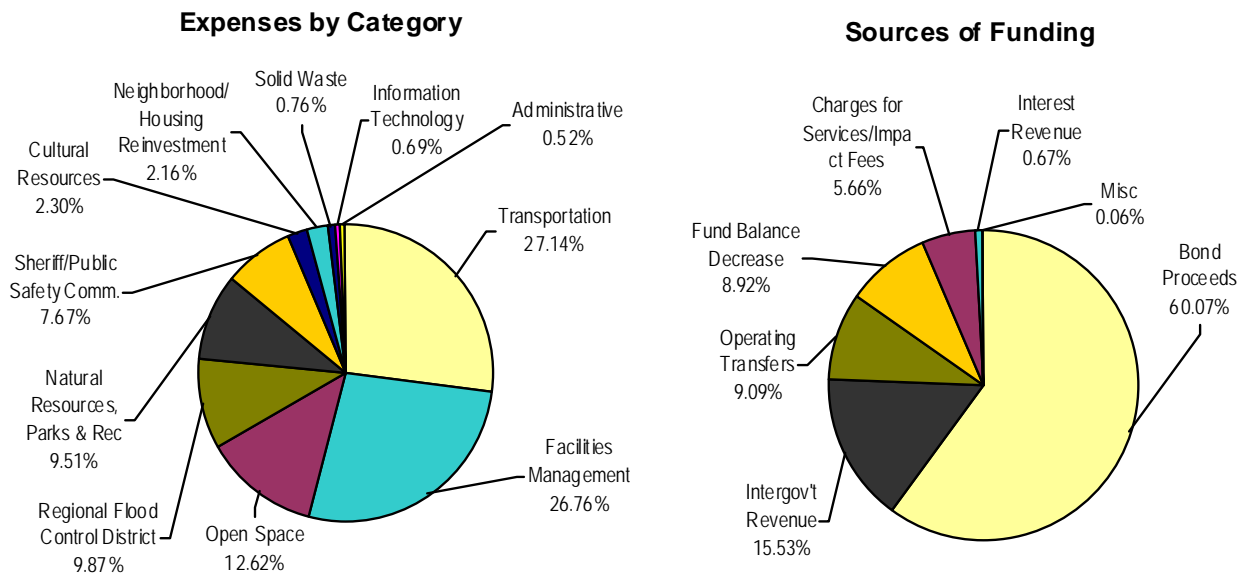
The Regional Flood Control District has a number of projects being developed in cooperation with the Army Corps of Engineers, which typically funds from two-thirds to three-quarters of project costs. The magnitude of the public improvements associated with the Regional Flood Control District's portion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

**Pima County FY 2008/2009 Adopted Budget**

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. Information Technology provides data and voice infrastructure needs, and Solid Waste programs consist of environmental remediation projects and solid waste infrastructure management.

The following charts provide summary information for Pima County’s fiscal year 2008/09 adopted expenditures, revenues, and other funding sources for all Capital Projects Fund projects.

**Pima County FY 2008/09 Capital Projects Fund<sup>1</sup>**



**Expenses by Category**

Transportation	\$45,182,383
Facilities Management	44,540,056
Open Space	21,000,000
Regional Flood Control District	16,423,922
Natural Resources, Parks and Recreation	15,823,364
Sheriff/Public Safety Communications	12,766,002
Cultural Resources	3,834,372
Neighborhood/Housing Reinvestment	3,595,814
Solid Waste Management	1,265,419
Information Technology	1,150,300
Administrative Costs	867,697
<b>TOTAL</b>	<b>\$166,449,329</b>

**Sources of Funding**

Other Funding: Bond Proceeds	\$100,000,000
Intergovernmental Revenue	25,848,887
Other Funding: Operating Transfers	15,122,135
Other Funding: Fund Balance Decrease	14,841,585
Charges for Services/Impact Fees	9,424,903
Interest Revenue	1,117,697
Miscellaneous Revenue	94,122
<b>TOTAL</b>	<b>\$166,449,329</b>

<sup>1</sup> Capital Projects Fund only; does not include Wastewater Reclamation projects. Refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects* for a complete list of all projects, including Wastewater Reclamation 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 2008/09 operating budget may be found in the final section of this report.

### Capital Projects by Category: Summary

#### Transportation

The fiscal year 2008/09 CIP associated with Transportation consists of 56 projects with total expenditures of \$45.2 million. Twenty-eight, or 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 42 address capacity improvements to major, critical roadway segments throughout Pima County's metropolitan areas.

Twenty-four Transportation projects are projected to be under partial or full construction during the course of fiscal year 2008/09. Construction expenditures are estimated at \$30 million, or approximately 66 percent, of Transportation's portion of CIP for fiscal year 2008/09. The remaining expenditures will be for planning and design, land acquisition, and miscellaneous other expenditures. Major projects include Kinney Road, Ajo Way to Bopp Road; RTA Safety & Capacity Intersection Improvements; and I-19 Frontage Rd: Continental Road to Canoa Road, Canoa Road Interchange.

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 19 active projects in fiscal year 2008/09. Only one of the 19 projects was approved by voters in the May 20, 1997 bond elections; eight were approved in the May 18, 2004 bond election, and six are non-bond funded projects. Four of the largest projects in relation to the budget are: \$16 million for Psychiatric Hospital & Crisis Recovery Center; \$6.2 million for Justice Court/Municipal Court Complex; \$5 million for Psychiatric Urgent Care Center; and \$3.2 million for the Animal Control Center.

All 19 of the Facilities Management projects active in fiscal year 2008/09 will have some construction during the course of this fiscal year; construction expenditures are projected to be \$38.1 million or 86% of the total Facilities Management CIP. The remaining projects are in pre-construction phases, and the expenditures for those projects are earmarked for planning and design and miscellaneous startup requirements.

Open Space

There is \$19 million designated for open space acquisitions and \$2 million designated for 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 seventeen active CIP projects in fiscal year 2008/09, with total budget of \$16.4 million. One of the projects is part of the bond package approved by voters in the 1997 special elections and six projects are part of the bond package approved by voters in 2004. The remaining ten projects are non-bond funded. The Regional Flood Control District will partner with the Army Corps of Engineers on six projects in fiscal year 2008/09, with the Army Corps of Engineers contributing an additional \$3.8 million to those projects.

Eighty-four percent, or \$13.7 million of fiscal year 2008/09 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 View Wash; Arroyo Chico Detention Basin; and Canada del Oro River Park, Thornydale to Magee.

Natural Resources, Parks & Recreation

There are 22 CIP projects, with total projected expenditures of \$15.8 million, scheduled for activity in fiscal year 2008/09 for Natural Resources, Parks & Recreation. All of the projects are part of the bond packages approved by voters, six in the 1997 special elections and sixteen in the 2004 special election.

Eighteen of the 22 Natural Resources, Parks & Recreation projects are scheduled to be under construction during the course of fiscal year 2008/09. The estimated construction expenditures of \$10.7 million represent sixty-eight percent of total expenditures for the year; the balance is planning and design and startup expenditures. Major projects include Southeast Community Park, Mehl-Foothills Park, and Houghton Greenway.

### Sheriff's Department Regional Public Safety Communications System

The fiscal year 2008/09 CIP budget for the Regional Public Safety Communications System is \$12.8 million and construction expenditures are estimated to be \$5.6 million or 44%. This is the second year of significant expenditures for this estimated \$111 million project.

### Cultural Resources

There are 10 CIP projects, with total expenditures of \$3.8 million, scheduled for activity in fiscal year 2008/09. 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 ten projects in the bond elections; one was approved in the 1997 special elections, nine were approved in the 2004 election. The largest three projects with relation to the budget are Fort Lowell Acquisition & San Pedro Chapel, Canoa Ranch Buildings Rehabilitation, and Dunbar School.

Eight of the ten Cultural Resources projects will have construction activity during fiscal year 2008/09. The estimated construction expenditures of \$3.1 million are approximately eighty-two percent of the projected Cultural Resources activity. The remaining expenditures will be for land acquisition, planning and design, and miscellaneous other expenditures.

### Neighborhood/Housing Reinvestment

The Neighborhood/Housing Reinvestment category for fiscal year 2008/09 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; the projected expenditures total is \$3.6 million.

### Solid Waste Management

The fiscal year 2008/09 CIP budget for Solid Waste Management consists of two projects, both of which were approved by voters at the May 20, 1997 special election. Projected expenditures for the projects are \$1.3 million for Environmental Remediation/El Camino Del Cerro and the preliminary work for Tangerine Landfill Closure.

### Information Technology

The fiscal year 2008/09 CIP budget for Information Technology is \$1.2 million and consists of three projects that are not part of a bond funded program. The three projects are: Library Phone System Replacement; Radio Equipment and Tower Upgrade; and 33 N Stone Upgrades.

### Wastewater Reclamation

The fiscal year 2008/09 adopted CIP budget for Wastewater Reclamation consists of 61 projects with total expenditures of \$117.2 million. Major projects for fiscal year 2008/09 include \$25.3 million for the Avra Valley Biological Nutrient Removal Oxidation Ditch (BNROD) Expansion; \$15.5 million for the Santa Cruz Interceptor, Phase III; and \$12.7 million for the Roger Road Wastewater Treatment Plant (WWTP) to Ina Road Water Pollution Control Facility (WPCF) Plant Interconnect.

**Complete Capital Project List FY 2008/09**

For a comprehensive list of the active and new projects comprising Pima County's fiscal year 2008/09CIP 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 2008/09**

During the budget cycle for fiscal year 2008/09, 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. On the following page, refer to *Projected Operations and Maintenance Expenditures and Revenue from CIP* for a listing of projected Operations and Maintenance Expenditures and Revenue by project.

**PROJECTED OPERATIONS AND MAINTENANCE EXPENDITURES AND REVENUE FROM CIP  
FISCAL YEARS 2008/2009 - 2012/2013**

Department/Program	FY 2008/09 Adopted	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	Total
<b>O&amp;M Expenditures</b>						
<u>Facilities Management</u>						
FM-04-206 Green Valley Performing Arts Center Phase 2	208,292	356,584	356,584	356,584	356,584	1,634,628
FM-04-305 Interagency Victim Advocacy Center	141,019	158,264	158,264	158,264	158,264	774,075
FM-04-444 Marana Continental Ranch New Library	511,890	511,890	511,890	511,890	511,890	2,559,450
FM-05-005 Flowing Wells Library	375,716	375,716	375,716	375,716	375,716	1,878,580
FM-07-001 Jackson Employment Center		840	840	840	840	3,360
<b>Facilities Management Totals:</b>	<b>\$1,236,917</b>	<b>\$1,403,294</b>	<b>\$1,403,294</b>	<b>\$1,403,294</b>	<b>\$1,403,294</b>	<b>\$6,850,093</b>
<u>Transportation</u>						
TR-93-011 Wetmore Rd and Ruthrauff Rd, La Cholla Blvd to Fairview Ave	34,500	34,500	34,500	34,500	34,500	172,500
TR-97-013 Alvernon Way, Ft Lowell Road to River Road		18,000	18,000	18,000	18,000	72,000
TR-97-018 Cortaro Farms Road, Union Pacific RR Crossing to Thornydale Rd					36,000	36,000
TR-97-019 Craycroft Road, River Road to Sunrise Drive		36,000	36,000	36,000	36,000	144,000
TR-98-006 Country Club Road, 36th Street to Milber			30,000	30,000	30,000	90,000
TR-98-010 I-19 SB Frontage Road at Continental Rd		4,500	4,500	4,500	4,500	18,000
TR-98-027 La Cholla Boulevard, River Road to Magee Road	90,000	90,000	90,000	90,000	90,000	450,000
TR-98-028 Sunrise Drive, Craycroft Road to Kolb Road			31,500	31,500	31,500	94,500
TR-98-030 Valencia Road, Mission Road to Interstate-19		27,000	27,000	27,000	27,000	108,000
TR-98-031 Kinney Road, Ajo Way to Bopp Road			9,000	9,000	9,000	27,000
TR-98-048 Drexel Road, Tucson Boulevard to Alvernon Way	22,500	22,500	22,500	22,500	22,500	112,500
TR-RT-027 Tanque Verde Road: Catalina Highway to Houghton Road			25,500	25,500	25,500	76,500
TR-RT-035 I-19 Frontage Rd: Continental Road to Canoa Road				18,000	18,000	36,000
<b>Transportation Totals:</b>	<b>\$147,000</b>	<b>\$232,500</b>	<b>\$328,500</b>	<b>\$346,500</b>	<b>\$382,500</b>	<b>\$1,437,000</b>
<u>Regional Flood Control District</u>						
FC-87-001 Agua Caliente Wash at Tanque Verde Road	5,500	5,638	5,775	5,913	6,050	28,876
FC-87-046 Floodprone Land Acquisition Program	4,000		8,000	10,000	12,000	34,000
FC-92-005 Arroyo Chico Detention Basin (USACOE)	972	1,944	1,944	14,912	20,362	40,134
FC-97-009 T.V. Creek: Sabino Canyon to Craycroft (USACOE)					5,000	5,000
FC-97-028 Mission View Wash			25,000	25,625	26,250	76,875
FC-98-003 Santa Cruz River: Paseo de Las Iglesias Restoration (USACOE)				46,100	46,100	92,200
FC-98-005 Rillito/Swan Wetlands (USACOE)	37,802	95,270	116,738	114,740	112,742	477,292
FC-03-001 El Rio Medio (USACOE Study)				18,100	33,100	51,200
FC-03-002 Urban Drainage	175	350	525	700	3,875	5,625
FC-04-501 Floodprone and Riparian Land Acquisition			8,600	9,100	9,800	27,500
FC-04-502 Urban Drainage Infrastructure Program	5,775	17,050	17,775	23,500	24,350	88,450
FC-04-507 Santa Cruz River, Grant Road to Camino del Cerro River Park	125	250	231,869	161,644	161,919	555,807
FC-04-508 Rillito River Linear Park, Alvernon to Craycroft	42,933	49,866	49,866	49,866	49,866	242,397
FC-04-510 Canada del Oro River Park, Thornydale to Magee	86,340	102,680	212,441	187,568	400,687	989,716
FC-05-003 Cienega - Empirita Restoration	200	200	205	210	215	1,030
<b>Regional Flood Control District Totals:</b>	<b>\$183,822</b>	<b>\$273,248</b>	<b>\$678,738</b>	<b>\$667,978</b>	<b>\$912,316</b>	<b>\$2,716,102</b>
<u>Natural Resources, Parks and Recreation</u>						
P-36 Santa Cruz River Park, Irvington to Valencia			186,279	144,279	144,279	474,837
P-56 Thomas Jay Community Center		68,349	68,465	68,465	68,465	273,744
PR-04-419 Southeast Regional Park/Shooting Range - Phase II		743,673	663,673	663,673	663,673	2,734,692
PR-04-420 Sports Field Lighting of Existing Fields	204,104	1,513,277	1,513,277	1,513,277	1,513,277	6,257,212
PR-04-425 Mehl-Foothills Park	(4,500)	50,701	26,701	26,701	26,701	126,304
PR-04-426 Rillito Race Track	(12,289)	(12,289)	(12,289)	(12,289)	(12,289)	(61,445)
<b>Natural Resources, Parks and Recreation Totals:</b>	<b>\$187,315</b>	<b>\$2,363,711</b>	<b>\$2,446,106</b>	<b>\$2,404,106</b>	<b>\$2,404,106</b>	<b>\$9,805,344</b>

**PROJECTED OPERATIONS AND MAINTENANCE EXPENDITURES AND REVENUE FROM CIP  
FISCAL YEARS 2008/2009 - 2012/2013**

Department/Program	FY 2008/09 Adopted	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	Total
<u>Solid Waste Management</u>						
SW-97-002 Tangerine Closure	500,000	(3,196,600)	(14,500)	(14,500)		(2,725,600)
SW-97-004 Environmental Remediation/EI Camino Del Cerro		23,000	46,000	46,000	46,000	161,000
<b>Solid Waste Management Totals:</b>	<b>\$500,000</b>	<b>(\$3,173,600)</b>	<b>\$31,500</b>	<b>\$31,500</b>	<b>\$46,000</b>	<b>(\$2,564,600)</b>
<u>Sheriff</u>						
SD-04-301 Regional Public Safety Communications System	19,000	44,000	761,796	761,796	761,796	2,348,388
<b>Sheriff Totals:</b>	<b>\$19,000</b>	<b>\$44,000</b>	<b>\$761,796</b>	<b>\$761,796</b>	<b>\$761,796</b>	<b>\$2,348,388</b>
<u>Information Technology</u>						
IT-07-002 33 N Stone IT Upgrades		4,000	8,000	12,000	12,000	36,000
<b>Information Technology Totals:</b>		<b>\$4,000</b>	<b>\$8,000</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$36,000</b>
<u>Wastewater Reclamation</u>						
WL-04-610 New Marana WWTP BNROD Expansion (2.2 mgd)	109,423	177,800	221,358	273,878	319,409	1,101,868
WL-04-611 Avra Valley BNROD Expansion	207,901	1,170,998	1,259,944	1,343,441	1,427,593	5,409,877
<b>Wastewater Reclamation Totals:</b>	<b>\$317,324</b>	<b>\$1,348,798</b>	<b>\$1,481,302</b>	<b>\$1,617,319</b>	<b>\$1,747,002</b>	<b>\$6,511,745</b>
<b>Total O&amp;M Expenditures</b>	<b>\$2,591,378</b>	<b>\$2,495,951</b>	<b>\$7,139,236</b>	<b>\$7,244,493</b>	<b>\$7,669,014</b>	<b>\$27,140,072</b>
<b>Revenue</b>						
<u>Facilities Management</u>						
FM-04-206 Green Valley Performing Arts Center Phase 2	10,000	20,000	20,000	20,000	20,000	90,000
FM-04-305 Interagency Victim Advocacy Center		127,150	152,580			279,730
<b>Facilities Management Totals:</b>	<b>\$10,000</b>	<b>\$147,150</b>	<b>\$172,580</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$369,730</b>
<u>Natural Resources, Parks and Recreation</u>						
PR-04-419 Southeast Regional Park/Shooting Range - Phase II		100,000	100,000	100,000	100,000	400,000
PR-04-420 Sports Field Lighting of Existing Fields	250,000	250,000	250,000	250,000	250,000	1,250,000
PR-04-425 Mehl-Foothills Park		1,500	1,500	1,500	1,500	6,000
<b>Natural Resources, Parks and Recreation Totals:</b>	<b>\$250,000</b>	<b>\$351,500</b>	<b>\$351,500</b>	<b>\$351,500</b>	<b>\$351,500</b>	<b>\$1,656,000</b>
<u>Solid Waste Management</u>						
SW-97-002 Tangerine Closure		(3,680,000)				(3,680,000)
<b>Solid Waste Management Totals:</b>		<b>(\$3,680,000)</b>				<b>(\$3,680,000)</b>
<b>Total Revenue</b>	<b>\$260,000</b>	<b>(\$3,181,350)</b>	<b>\$524,080</b>	<b>\$371,500</b>	<b>\$371,500</b>	<b>(\$1,654,270)</b>

## 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 2006/07, the estimated result for fiscal year 2007/08, and the planned result for fiscal year 2008/09. 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 nine 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 2008/09 funding approved for supplemental requests includes a net fund impact of \$1,990,091 for General Fund supported operating departments. (See *Summary Schedules* section - *Summary of Adopted Supplemental Packages*.)

## **Diversify the County's Revenue Sources**

### Property Taxes

The fiscal year 2008/09 Adopted Budget relies on a \$0.2107 decrease in the property tax rate for General Government, a \$0.0800 decrease in the Debt Service tax rate, a \$0.0511 decrease in the Flood Control District tax rate, and a \$0.0582 decrease in the Library District tax rate. The total property tax rate for Pima County decreases from \$5.0291 to \$4.6291 per \$100 of assessed valuation.

### General Government Revenues other than Property Taxes

Excluding revenues related to primary property taxes, projected fiscal year 2008/09 general government revenue from all other sources is \$162.0 million, a decrease of \$2.4 million from the fiscal year 2007/08 adopted budget. State Shared Sales Taxes are expected to decrease by \$7.4 million. Other changes in revenue include a \$225 thousand decrease in Vehicle License Tax, a \$420 thousand decrease in Pooled Investment Interest, and a \$29 thousand increase in Business License and Permit revenue. Transient Lodging tax revenue will decrease \$231 thousand. Contributions for Administrative Overhead from County enterprise funds increased \$2.1 million due to increased costs and expansion of services.

**Pima County FY 2008/2009 Adopted Budget**

Alcohol Beverage Tax revenue will decrease by \$30 thousand due to fewer liquor license permits issued to new businesses opening in the unincorporated areas of the county. The adopted budget assumes that the \$3.8 million in state funding for Proposition 204 hold-harmless (see Glossary) will be forthcoming in fiscal year 2008/09.

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 just under \$45.0 million each year. If these revenues were received, they could be used to further reduce the primary property tax by \$0.5459 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.

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 by 2.2 percent in fiscal year 2006/07; decreased by 5.1 percent in fiscal year 2007/08, and will decrease by 8.0 percent in fiscal year 2008/09.

**Table 1**

**Comparison of Property Tax Rates\***

	<u>FY 2005/06</u> <u>Tax Rates</u>	<u>FY 2006/07</u> <u>Tax Rates</u>	<u>FY 2007/08</u> <u>Tax Rates</u>	<u>FY 2008/09</u> <u>Tax Rates</u>
Pima County Primary (General Gov't)	\$4.0720	\$3.8420	\$3.6020	\$3.3913
Debt Service	0.7150	0.7150	0.6850	0.6050
Library District	0.2575	0.3675	0.3975	0.3393
Flood Control District	<u>0.3746</u>	<u>0.3746</u>	<u>0.3446</u>	<u>0.2935</u>
Total	\$5.4191	\$5.2991	\$5.0291	\$4.6291

\* 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 million for fiscal year 2008/09, which is five 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. However, with the uncertainty in the economic climate, there is no guarantee that this trend will continue in fiscal year 2008/09.

**Table 2**

**General Fund Unreserved Ending Fund Balance**

	<u>Budgeted</u>	<u>Actual</u>	<u>% of Revenue</u>
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	\$48,671,901	10.9
Fiscal Year 2007/08	\$24,500,000	\$27,749,033	5.9
Fiscal Year 2008/09	\$24,024,720	--	5.0

\* projected

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

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

The Financial Management and Audit Division reviews and analyzes the County’s cash position, 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 Enterprise Fund (with the hospital now managed by an outside contractor), the Stadium District Special Revenue Fund, and the Graphic Services Internal Service Fund.

While the County has made concerted efforts, the Solid Waste Special Revenue Fund is projected to have a \$2,330,418 deficit at the end of fiscal year 2008/09, given the current level of operations. Furthermore, the County commissioned a financial and operational audit of Solid Waste Management and as a result of the financial and operation audit, fees were increased in fiscal year 2007/08 and July 2008; services are curtailed at transfer stations and regional collection centers; illegal dumping continues to be tracked closely; and possible partnership opportunities with the city of Tucson (which has its own solid waste operations) are still in the investigation stage. In order to avoid accumulation of a long term deficit in this fund, the Adopted Budget for fiscal year 2008/2009 includes \$1,000,000 allocated to the Budget Stabilization Fund to cover operating losses. Furthermore, Solid Waste staff will continue developing options for the Board of Supervisors to consider and implement during the fiscal year that will reduce projected operating losses by \$1,330,418. This issue is discussed in the *Budget Issues* section, *Transmittal of Recommended Fiscal Year 2008/09 Budget*.

**Provide Board of Supervisors General Contingency Funding**

The Board of Supervisors unreserved Contingency Fund is funded at \$1.0 million, which is a typical amount year after year.

**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 2008/09, budgeted expenditure authority in the Budget Stabilization Fund amounts to \$10,907,468. Discussions of each of the items in the following table can be found in the *Budget Issues* section.

**Table 3**

**Budget Stabilization Fund**

Justice Courts Tucson - pro tem costs	\$ 58,880
Superior Court - grant reductions	194,886
County Attorney - grant reductions	302,639
Critical Path Institute – contribution	375,000
Solid Waste - operating loss	1,000,000
Qwest – lawsuit settlement	1,742,000
Department reductions – additional 2.7%	<u>7,234,063</u>
Total Budget Stabilization Fund	\$10,907,468

**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 \$6.1 million in federal State Criminal Alien Assistance Program (SCAAP) revenue; over \$1.3 million 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); over \$370 thousand in Arizona Border Security Emergency revenue, and over \$320 thousand in various other one time revenue sources.

In adopting the Budget for fiscal years 2006/07 and 2007/08 the Board of Supervisors reduced the primary property tax rate by a total of 47 cents. This reduction represents an elimination of all growth in the primary levy that would have occurred as a result of increased valuations of existing property. The total reduction in the levy was \$31,426,717. During this period the Board of Supervisors simultaneously created a reserve in the Tax Rate Stabilization Fund to insure against future declines in other General Fund revenues. A total of \$8,600,000 was appropriated to this special revenue fund for use as needed to mitigate the affect of economic downturns on the primary property tax rate. Declines are projected for fiscal year 2008/09 in state shared sales and vehicle license taxes as well as other General Fund revenues of about \$8 million. Therefore the entire accumulated balance in the Tax Rate Stabilization Fund of \$8,600,000 will be been transferred for use by the General Fund. These dollars are, however, one-time, non-recurring resources. Consequently, these dollars are programmed to fund a portion of the \$15,000,000 increase in the subsidy payment to University Physicians for the operation of Kino Hospital. (Fiscal year 2008/09 is the second and last year under the amended lease schedule that "front loaded" originally agreed upon subsidy amounts so that more dollars are paid sooner. The total payment of \$25,000,000 in fiscal year 2008/09 will be reduced in Fiscal Year 2009/10 to \$10,000,000).

#### **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**

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

The following table summarizes the salary increases over the previous nine years.

**Table 4**  
**Salary Increase Summary**

Fiscal Year	Salary Increase
FY 1999/00	2.5% <u>general adjustment</u> 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% <u>general adjustment</u> effective Sep 9, 2001 5.0% <u>market adjustment</u> on anniversary establish <u>step plan</u> for Sheriff
FY 2002/03	\$0.8135 per hour or one time \$500 <u>general adjustment</u> effective Dec 19, 2002 1 <u>step adjustment</u> 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% <u>general adjustment</u> effective Aug 8, 2004 2.5% <u>general adjustment</u> effective Dec 26, 2004 1 <u>step adjustment</u> for Sheriff non-command staff effective date in class new <u>step plan</u> for Sheriff's non-command staff, offering a market adjustment to bring officers in line with other local jurisdictions
FY 2005/06	2.5% <u>general adjustment</u> effective Jul 10, 2005 1.7% <u>general adjustment</u> effective Jul 10, 2005 to compensate for increased retirement rate contribution for members of the Arizona State Retirement System 1 <u>step adjustment</u> for Sheriff's corrections non-command staff effective date in class
FY 2006/07	2.8% <u>general adjustment</u> effective Jul 1, 2006 1.7% <u>general adjustment</u> effective Jul 1, 2006 to compensate for increased retirement rate contribution for members of the Arizona State Retirement System 1 <u>step adjustment</u> for Sheriff's corrections non-command staff, deputies, and sergeants effective date in class
FY 2007/08	2.1% <u>general adjustment</u> effective Jul 8, 2007 2.5% <u>market adjustment</u> effective Jul 8, 2007 0.5% <u>general adjustment</u> effective Jul 8, 2007 to compensate for increased retirement rate contribution for members of the Arizona State Retirement System 10% and 5% <u>step adjustment</u> for Sheriff's deputies, sergeants, and corrections non-command staff effective January 6, 2008

Resources available in fiscal year 2008/09 are insufficient to fund an employee compensation package, though existing employee benefits are maintained at an increased cost of \$3.7 million.

**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 bond 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 Program (CIP) for fiscal year 2008/09 – 2012/13 identifies, among other items: active projects, funding sources, debt profiles, unfunded needs, and a schedule of bond sales. The CIP currently has over 260 capital improvement projects and a total of \$283.6 million budgeted for fiscal year 2008/09. Of this fiscal year amount, Wastewater Reclamation funds \$117.2 million with \$166.4 million approved in the fiscal year 2008/09 Capital Projects Adopted Budget. In addition to the total adopted budget, \$3.8 million is expected in matching funds with the primary source 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, \$971 million in bonds have been sold with \$527.2 million remaining.

**Table 5**  
**1997, 2004 and 2006 Bond Authorizations**

	<u>Authorization</u> (million)	<u>Sold</u> (million)	<u>Remaining</u> (million)
1997 General Obligation Bonds	\$ 257.0	\$ 236.4	\$ 20.6
1997 Sewer Revenue Bonds	105.0	104.2	0.8
1997 Transportation Bonds	350.0	227.2	122.8
2004 General Obligation Bonds	582.2	270.9	311.3
2004 Sewer Revenue Bonds	150.0	122.0	28.0
2006 General Obligation Bonds	54.0	10.3	43.7
<b>Total</b>	<b>\$1,498.2</b>	<b>\$ 971.0</b>	<b>\$ 527.2</b>

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, 2007, is as follows (in thousands):

**Pima County FY 2008/2009 Adopted Budget**

Net assessed valuation:		\$6,869,955
<u>Debt Limit (15% of net assessed valuation):</u>		\$1,030,493
<u>Amount of debt applicable to debt limit:</u>		
General obligation bonds outstanding	\$ 289,590	
Less net assets in debt service fund available for payment of general obligation bond principal	<u>(7,431)</u>	<u>(282,159)</u>
Legal debt margin available		<u>\$ 748,334</u>

**- 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, 2007, is as follows (in thousands):

Net assessed valuation:		\$6,113,953
<u>Debt Limit (5% of net assessed valuation):</u>		\$ 305,698
<u>Amount of debt applicable to debt limit:</u>		
Flood Control general obligation bonds outstanding	\$1,470	
Less net assets in debt service fund available for payment of flood control bond principal	<u>(23)</u>	<u>(1,447)</u>
Legal debt margin available		<u>\$ 304,251</u>

For fiscal year 2007/08, debt percentages are estimated to be 4.22 percent for general obligation bonds and 0.02 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 2007/08, the County issued \$25 million in Street and Highway Revenue Bonds and met the statutory requirement. The County is not planning to issue any Street and Highway Revenue Bonds in fiscal year 2008/2009. HURF revenues are budgeted at \$59,429,451, and \$18,515,463 in Street and Highway Revenue Bonds debt service is scheduled, providing approximately 3.2 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 at least \$368 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. Furthermore, the \$732.2 million 2004 bond authorization is expected to leverage with at least \$115 million in other funding sources such as those mentioned immediately above.

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 Summary*.

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. For fiscal year 2008/09, the secondary tax rate is \$0.6050, down 8 cents from the fiscal year 2007/08 rate of \$0.6850 per \$100 of assessed valuation

In regards to 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.

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

**Table 6**

**Increases in Sewer User and Connection Fees**

<b>Fiscal Year</b>	<b>User Fees</b>	<b>Connection Fees</b>
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)	9.0%	6.0%
2008/09 (effective 7/1/2008)	9.5%	9.5%

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## NON FINANCIAL AND STRATEGIC PLANNING

### Provide Services Mandated by Legislation and by Community Consensus

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

### Implement Strategic Planning Methodology and Performance Budgeting

Pima County departed from its traditional line item budget presentation utilizing a target base and has now implemented a program-oriented presentation of its budget developed from a zero base as provided under Board of Supervisors Policy No. D22.5. This policy requires that each department prepare its budget from a zero base 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 Sustainability. 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, 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.

#### 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 & Neighborhood Conservation, Community Resources, Community Services-Employment & Training, Economic Development & 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

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. Fund and administer the Pima County Restoration to Competency Program housed at the Pima County Adult Detention Center, as well as funding services provided for program patients at the Arizona State Hospital. 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
- Minimize referrals of Restoration to Competency patients to Arizona State Hospital

## 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
- Improve 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 Reclamation Enterprise Fund projects), as detailed in the proposed fiscal year 2008/2009 – 2012/2013 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:

- Customer satisfaction
- 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
- 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

#### REGIONAL WASTEWATER RECLAMATION

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

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

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## STATE REPORTS

This section includes copies of Pima County's official State Budget Reports for fiscal year 2008/2009 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 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 2008/2009**

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES 2007/2008	ACTUAL EXPENDITURES/EXPENSES 2007/2008*	UNRESERVED FUND BAL / NET ASSETS 7/1/2008 (est)*	DIRECT PROPERTY TAX REVENUE 2008/2009	ESTIMATED REVENUE OTHER THAN PROPERTY TAX 2008/2009	PROCEEDS FROM OTHER FINANCING SOURCES 2008/2009	INTERFUND TRANSFERS 2008/2009		TOTAL FINANCIAL RESOURCES AVAILABLE 2008/2009	ADOPTED BUDGETED EXPENDITURES/EXPENSES 2008/2009***
							IN	OUT		
GENERAL FUND	488,769,648	464,072,615	27,749,033	282,377,345 **	198,956,878	0	11,913,687	19,583,850	501,413,093	501,413,093
SPEC REV FUNDS										
COUNTY FREE LIBRARY	37,090,595	36,739,152	9,734,828	31,926,830	3,558,000	0	0	172,000	45,047,658	36,107,582
EMPLOY & TRAINING	11,997,368	13,432,468	748,316	0	14,890,072	0	289,100	0	15,927,488	15,179,172
ENV QUALITY	4,698,236	4,575,918	995,405	0	3,544,276	0	408,906	0	4,948,587	4,165,993
REG FLOOD CONTROL	17,074,685	14,054,503	2,096,938	25,332,649	673,220	0	0	10,787,716	17,315,091	12,544,587
PUBLIC HEALTH	26,179,935	26,861,542	1,065,833	0	17,296,274	0	9,689,214	0	28,051,321	27,288,093
SOLID WASTE MGMT	8,561,778	9,189,800	1,569,147	0	5,302,075	0	0	0	6,871,222	8,259,875
STADIUM DISTRICT	2,533,809	2,649,935	1,635,484	0	3,325,003	0	2,974,858	3,033,035	4,902,310	3,412,924
TRANSPORTATION	47,337,071	45,837,071	9,018,724	0	65,231,825	0	3,943,000	21,093,429	57,100,120	48,330,237
OTHER SPECIAL REV	88,758,554	78,620,575	37,326,344	0	64,168,130	0	3,852,772	12,361,735	92,985,511	78,598,670
TOTAL SPECIAL REV	244,232,031	231,960,964	64,191,019	57,259,479	177,988,875	0	21,157,850	47,447,915	273,149,308	233,887,133
CAPITAL PROJECTS										
DEBT SERVICE	250,542,995	159,010,479	137,920,847	0	36,485,609	100,000,000	15,122,135	15,096,365	274,432,226	166,449,329
	77,945,345	76,245,942	10,503,587	57,164,072	1,007,500	0	44,581,093	0	113,256,252	100,521,623
TOTAL OTHER FUNDS	328,488,340	235,256,421	148,424,434	57,164,072	37,493,109	100,000,000	59,703,228	15,096,365	387,688,478	266,970,952
ENTERPRISE FUNDS										
DEVELOPMENT SVCS	15,342,014	14,746,644	7,742,879	0	11,562,537	0	0	0	19,305,416	12,518,120
MEDICAL SERVICES	278,960,827	280,420,367	12,816,297	0	228,967,489	0	0	0	241,783,786	228,362,277
PARKING GARAGES	1,667,462	1,667,462	1,749,004	0	1,882,946	0	0	0	3,631,950	2,084,344
WASTEWATER RECL	125,254,174	121,321,392	105,554,987	0	139,492,346	28,942,363	0	9,646,635	264,343,061	132,293,349
TOTAL ENT FUNDS	421,224,477	418,155,865	127,863,167	0	381,905,318	28,942,363	0	9,646,635	529,064,213	375,258,090
TOTAL ALL FUNDS	1,482,714,496	1,349,445,865	368,227,653	396,800,896	796,344,180	128,942,363	92,774,765	91,774,765	1,691,315,092	1,377,529,268

\* Unreserved beginning fund balances/net assets are estimates based on actual revenues and expenses as of February 29, 2008 plus projected revenues and expenses for the remainder of the fiscal year.

\*\* Includes a budgeted \$40,000 in the Sheriff Department for penalties on delinquent property tax collections.

\*\*\*Wastewater Reclamation's FY 2008/2009 amounts do not include the impact of their \$117,153,210 Capital improvement Program.

**EXPENDITURE LIMITATION**

	2007/2008	2008/2009
1. Budgeted Expenditures/Expenses	1,482,714,496	1,377,529,268
2. Add/(Subtract): Estimated Net Reconciling Items	(152,900,283)	(146,853,332)
3. Budgeted Expenditures/Expenses Adjusted for Reconciling Items	1,329,814,213	1,230,675,936
4. Less: Estimated Exclusions	865,221,517	740,789,135
5. Amount Subject to Expenditure Limitation	464,592,696	489,886,801
6. EEC Expenditure Limitation	464,592,697	489,886,802

**SCHEDULE A**

**PIMA COUNTY**  
**SUMMARY OF TAX LEVY AND TAX RATE INFORMATION**  
**Fiscal Year 2008/2009**

	<b>2007/2008</b>	<b>2008/2009</b>
	<b>FISCAL YEAR</b>	<b>FISCAL YEAR</b>
1. Maximum allowable primary property tax levy per A.R.S. §42-17051 (A).	\$279,169,211	\$300,418,340
2. Amount received from primary property taxation in fiscal year 2007/08 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	\$264,866,986	\$279,431,985
B. Secondary Property Taxes		
General Fund-Override election	\$0	\$0
Debt Service	\$56,309,711	\$58,031,941
Flood Control District	\$25,542,408	\$25,561,544
Library District	\$32,676,073	\$32,545,847
Fire Assistance District	\$3,148,412	\$3,673,758
Total Secondary Property Taxes	\$117,676,604	\$119,813,090
C. Total Property Tax Levy Amounts	\$382,543,590	\$399,245,075
4. Property taxes collected *		
A. Primary property taxes		
(1) 2007/08 year's levy	\$255,442,394	
(2) Prior years' levy	\$6,775,325	
(3) Total primary property taxes	\$262,217,719	
B. Secondary property taxes		
(1) 2007/08 year's levy	\$113,423,475	
(2) Prior years' levy	\$2,907,184	
(3) Total secondary property taxes	\$116,330,659	
C. Total Property Taxes Collected	\$378,548,378	
5. Property Tax Rates		
A. County Tax Rate		
(1) Primary property tax rate	\$3.6020	\$3.3913
(2) Secondary property tax rates		
General Fund-Override election	\$0.0000	\$0.0000
Debt Service	\$0.6850	\$0.6050
Flood Control District	\$0.3446	\$0.2935
Library District	\$0.3975	\$0.3393
Fire District Assistance	\$0.0383	\$0.0383
(3) Total County Tax Rate	\$5.0674	\$4.6674
B. Special Assessment district tax rates		
Secondary property tax rates	See Second Page	See Second Page

\* Includes actual property taxes collected as of the date the proposed budget was prepared plus estimated property tax for the remainder of the fiscal year.

**SCHEDULE B**

**PIMA COUNTY**  
**SUMMARY OF TAX LEVY AND TAX RATE INFORMATION (Continued)**  
 Fiscal Year 2008/2009

	<u>2007/2008</u> <u>FISCAL YEAR</u>	<u>2008/2009</u> <u>FISCAL YEAR</u>
Special Assessment district tax rates		
Secondary property tax rates (Continued)		
<b>Street Lighting Improvement Districts</b>		
Cardinal Est.	0.8653	0.8453
Carriage Hills Est. No. 1	0.2720	0.2550
Carriage Hills Est. No. 3	0.2865	0.2836
Desert Steppes	0.2628	0.2287
Hermosa Hills Estates	0.1486	0.1326
Lakeside #1	0.2692	0.2440
Littletown	0.8285	0.8479
Longview Est. #1	0.3104	0.2662
Longview Est. #2	0.2840	0.2596
Manana Grande B	0.2684	0.2725
Manana Grande C	0.3534	0.3425
Midvale Park	0.1856	0.1380
Mortimore Addition	0.6427	0.6179
Oaktree No. 1	1.2931	1.3184
Oaktree No. 2	1.3364	1.4415
Oaktree No. 3	1.4560	1.5404
Orange Grove Valley	0.3949	0.3666
Peach Valley	0.5233	0.4991
Peppertree Ranch	0.0784	0.0746
Rolling Hills	0.2225	0.2098
Salida Del Sol	1.2506	1.1648
<b>Other Improvement Districts</b>		
Hayhook Ranch Improvement District	4.9741	3.5105

**PIMA COUNTY  
SUMMARY BY FUND TYPE OF REVENUES  
FISCAL YEAR 2008/2009**

<b>SOURCE OF REVENUES</b>	<b>ADOPTED REVENUES 2007/2008</b>	<b>ESTIMATED REVENUES 2007/2008*</b>	<b>ADOPTED REVENUES 2008/2009</b>
<b>GENERAL FUND</b>			
<b>PROPERTY TAX</b>			
Real Property Taxes	249,771,729	250,192,325	265,254,407
Personal Property Taxes	12,189,483	12,025,394	11,148,887
Penalties/Delinq Taxes	576,648	740,000	614,585
Interest/Delinq Taxes	5,246,601	5,600,000	5,359,466
<b>TOTAL PROPERTY TAX</b>	<b>267,784,461</b>	<b>268,557,719</b>	<b>282,377,345</b>
<b>LICENSES &amp; PERMITS</b>			
Business Licenses & Permits	2,926,812	2,926,812	2,955,925
<b>TOTAL LICENSES &amp; PERMITS</b>	<b>2,926,812</b>	<b>2,926,812</b>	<b>2,955,925</b>
<b>INTERGOVERNMENTAL</b>			
Federal Grants & Aid	2,980,160	3,574,356	2,987,107
State Grants & Aid	1,114,329	5,657,129	4,798,163
Sales & Use Tax	112,200,000	105,100,000	104,800,000
Shared Vehicle License Tax	28,000,000	27,325,000	27,775,000
Alcoholic Beverages	61,600	61,600	32,000
City Participation	248,878	249,705	699,729
Transient Lodging Tax	7,919,244	6,992,458	7,349,649
<b>TOTAL INTERGOVERNMENTAL</b>	<b>152,524,211</b>	<b>148,960,248</b>	<b>148,441,648</b>
<b>CHARGES FOR SERVICES</b>			
Interdepartmental Charges	310,000	214,250	293,200
Health Fees	1,035,000	1,035,000	1,155,000
Court Fees	4,264,212	4,286,105	3,967,957
General Government	2,185,841	2,179,341	2,087,659
Correctional Housing	6,850,700	7,463,952	7,318,000
Recorder Fees	3,042,500	2,542,500	2,342,500
Sheriff Dept Fees	782,148	816,148	850,148
Culture & Recreation Fees	688,375	909,375	669,550
Contributions/Pub Enterprises	12,327,074	12,327,074	14,411,994
<b>TOTAL CHARGES FOR SERVICES</b>	<b>31,485,850</b>	<b>31,559,495</b>	<b>33,096,008</b>
<b>FINES AND FORFEITS</b>			
Justice Courts - Fines & Forfeits	4,410,240	3,719,347	3,867,007
Superior Court - Fines & Forfeits	227,500	227,500	226,000
Other Fines & Forfeits	936,851	936,851	1,144,625
<b>TOTAL FINES &amp; FORFEITS</b>	<b>5,574,591</b>	<b>4,883,698</b>	<b>5,237,632</b>
<b>INTEREST</b>			
Interest	2,306,654	4,068,154	1,863,981
<b>TOTAL INTEREST</b>	<b>2,306,654</b>	<b>4,068,154</b>	<b>1,863,981</b>
<b>MISCELLANEOUS</b>			
Rents and Royalties	5,134,255	4,982,241	4,644,090
Other Misc. Revenues	1,479,881	2,146,325	2,717,594
<b>TOTAL MISC. REVENUES</b>	<b>6,614,136</b>	<b>7,128,566</b>	<b>7,361,684</b>
<b>TOTAL GENERAL FUND REVENUE</b>	<b>469,216,715</b>	<b>468,084,692</b>	<b>481,334,223</b>

**SCHEDULE C**

**PIMA COUNTY  
SUMMARY BY FUND TYPE OF REVENUES  
FISCAL YEAR 2008/2009**

<b>SOURCE OF REVENUES</b>	<b>ADOPTED REVENUES 2007/2008</b>	<b>ESTIMATED REVENUES 2007/2008*</b>	<b>ADOPTED REVENUES 2008/2009</b>
<b>SPECIAL REVENUE FUNDS</b>			
<b>COUNTY FREE LIBRARY</b>			
Property Taxes	31,957,142	32,285,274	31,926,830
Intergovernmental	4,797,000	4,530,778	2,100,000
Fines & Forfeits	500,000	550,000	600,000
Interest	300,000	600,000	503,000
Miscellaneous	1,150,000	1,275,000	355,000
<b>TOTAL COUNTY FREE LIBRARY</b>	<b>38,704,142</b>	<b>39,241,052</b>	<b>35,484,830</b>
<b>EMPLOYMENT AND TRAINING</b>			
Intergovernmental	11,478,523	12,935,620	14,587,872
Miscellaneous	202,500	203,300	302,200
<b>TOTAL EMP AND TRAINING</b>	<b>11,681,023</b>	<b>13,138,920</b>	<b>14,890,072</b>
<b>ENVIRONMENTAL QUALITY</b>			
Licenses and Permits	2,166,050	2,017,899	2,142,200
Intergovernmental	1,344,155	1,814,909	1,330,926
Fines and Forfeits	0	83,500	0
Interest	30,400	61,900	35,000
Miscellaneous	25,150	25,150	36,150
<b>TOTAL ENVIRONMENTAL QUALITY</b>	<b>3,565,755</b>	<b>4,003,358</b>	<b>3,544,276</b>
<b>IMPROVEMENT DISTRICTS</b>			
Special Assessment	560,124	531,294	448,619
<b>TOTAL IMPROVEMENT DISTRICTS</b>	<b>560,124</b>	<b>531,294</b>	<b>448,619</b>
<b>PUBLIC HEALTH</b>			
Licenses and Permits	2,497,630	2,260,000	2,452,230
Intergovernmental	10,375,734	11,621,983	11,643,405
Charges for Services	2,428,020	2,521,160	2,645,450
Fines and Forfeits	205,801	161,000	206,800
Miscellaneous	192,146	175,437	348,389
<b>TOTAL PUBLIC HEALTH</b>	<b>15,699,331</b>	<b>16,739,580</b>	<b>17,296,274</b>
<b>REGIONAL FLOOD CONTROL DISTRICT</b>			
Property Taxes	25,112,708	25,292,752	25,332,649
Intergovernmental	4,500,000	1,279,818	217,470
Charges for Services	100,000	160,131	175,000
Interest	200,000	177,000	100,000
Miscellaneous	185,500	168,325	180,750
<b>TOTAL REG FLOOD CONTROL DIST</b>	<b>30,098,208</b>	<b>27,078,026</b>	<b>26,005,869</b>
<b>SOLID WASTE MANAGEMENT</b>			
Intergovernmental	1,200,000	1,200,000	1,200,000
Charges for Services	5,553,500	5,888,575	3,962,500
Interest	130,900	204,900	85,325
Miscellaneous	93,000	74,825	54,250
<b>TOTAL SOLID WASTE MANAGEMENT</b>	<b>6,977,400</b>	<b>7,368,300</b>	<b>5,302,075</b>
<b>STADIUM DISTRICT</b>			
Intergovernmental	1,905,000	1,985,126	2,034,000
Interest	0	15,000	15,000
Miscellaneous	1,116,203	1,137,203	1,276,003
<b>TOTAL STADIUM DISTRICT</b>	<b>3,021,203</b>	<b>3,137,329</b>	<b>3,325,003</b>

**SCHEDULE C**

**PIMA COUNTY**  
**SUMMARY BY FUND TYPE OF REVENUES**  
**FISCAL YEAR 2008/2009**

<b>SOURCE OF REVENUES</b>	<b>ADOPTED REVENUES 2007/2008</b>	<b>ESTIMATED REVENUES 2007/2008*</b>	<b>ADOPTED REVENUES 2008/2009</b>
<b>TRANSPORTATION</b>			
Licenses and Permits	311,000	196,174	210,000
Intergovernmental	65,831,423	64,280,226	63,903,057
Charges for Services	1,010,000	304,442	375,000
Interest	400,000	634,963	606,318
Miscellaneous	136,100	158,706	137,450
<b>TOTAL TRANSPORTATION</b>	<b>67,688,523</b>	<b>65,574,511</b>	<b>65,231,825</b>
<b>OTHER SPECIAL REVENUE FUNDS &amp; GRANTS</b>			
Intergovernmental	46,992,172	47,668,769	45,886,610
Charges for Services	6,920,620	7,174,589	6,737,130
Fines and Forfeits	606,000	606,000	603,500
Interest	1,167,913	2,516,574	1,652,644
Miscellaneous	8,045,099	7,042,799	8,839,627
<b>TOTAL OTHER SP REV &amp; GRANTS</b>	<b>63,731,804</b>	<b>65,008,731</b>	<b>63,719,511</b>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>241,727,513</b>	<b>241,821,101</b>	<b>235,248,354</b>
<b>DEBT SERVICE</b>			
Property Taxes	56,252,488	56,252,488	57,164,072
Special Assessment			0
Intergovernmental	7,500	7,500	7,500
Interest	1,000,000	1,288,584	1,000,000
<b>TOTAL DEBT SERVICE</b>	<b>57,259,988</b>	<b>57,548,572</b>	<b>58,171,572</b>
<b>CAPITAL PROJECTS</b>			
Intergovernmental	13,781,039	15,081,039	25,848,887
Charges for Services	23,517,156	20,611,429	9,424,903
Interest	3,598,141	4,009,595	1,117,697
Miscellaneous	370,946	1,770,946	94,122
<b>TOTAL CAPITAL PROJECTS</b>	<b>41,267,282</b>	<b>41,473,009</b>	<b>36,485,609</b>
<b>ENTERPRISE FUNDS</b>			
<b>DEVELOPMENT SERVICES</b>			
Licenses and Permits	9,846,397	6,414,465	7,176,537
Charges for Services	5,155,219	3,569,416	3,757,000
Interest	780,626	695,000	500,000
Miscellaneous	178,704	209,000	129,000
<b>TOTAL DEVELOPMENT SERVICES</b>	<b>15,960,946</b>	<b>10,887,881</b>	<b>11,562,537</b>
<b>MEDICAL SERVICES</b>			
Intergovernmental	4,721,877	4,721,877	5,058,352
Charges for Services	276,815,284	276,815,284	221,917,892
Interest	845,089	2,265,400	1,782,960
Miscellaneous	29,427	29,427	208,285
<b>TOTAL MEDICAL SERVICES</b>	<b>282,411,677</b>	<b>283,831,988</b>	<b>228,967,489</b>
<b>PARKING GARAGES</b>			
Interest	60,000	100,000	118,000
Miscellaneous	1,698,946	1,767,586	1,764,946
<b>TOTAL PARKING GARAGES</b>	<b>1,758,946</b>	<b>1,867,586</b>	<b>1,882,946</b>

**SCHEDULE C**

**PIMA COUNTY  
SUMMARY BY FUND TYPE OF REVENUES  
FISCAL YEAR 2008/2009**

<b>SOURCE OF REVENUES</b>	<b>ADOPTED REVENUES 2007/2008</b>	<b>ESTIMATED REVENUES 2007/2008*</b>	<b>ADOPTED REVENUES 2008/2009</b>
<b>WASTEWATER RECLAMATION</b>			
Licenses and Permits	5,000	12,000	5,000
Charges for Services	112,053,936	106,738,222	121,916,920
Fines and Forfeits	58,800	20,000	58,800
Interest	2,312,600	4,439,823	2,411,626
Miscellaneous	100,000	44,910	100,000
Capital Contributions	15,000,000	15,000,000	15,000,000
<b>TOTAL WASTEWATER RECL.</b>	<b>129,530,336</b>	<b>126,254,955</b>	<b>139,492,346</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>429,661,905</b>	<b>422,842,410</b>	<b>381,905,318</b>
<b>GRAND TOTAL ALL FUNDS</b>	<b>1,239,133,403</b>	<b>1,231,769,784</b>	<b>1,193,145,076</b>

\* These amounts include actual revenues as of February 29, 2008 plus projected revenues for the remainder of the fiscal year.

**PIMA COUNTY  
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS  
FISCAL YEAR 2008/2009**

<b>FUND/DEPARTMENT</b>	<b>PROCEEDS FROM OTHER FINANCING SOURCES</b>	<b>INTERFUND TRANSFERS</b>	
	<b>2008/2009</b>	<b>IN</b>	<b>OUT</b>
<u>General Fund</u>			
Economic Development & Tourism			302,840
Employee Benefit Liability Fund			1,000,000
Employment & Training			289,100
Environmental Quality - Air Quality			408,906
Improvement Districts Formation Fund			50,000
Property Tax Rate Stabilization Fund		8,600,000	
Public Health - G.F. Support			9,689,214
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		3,033,035	
Stadium District - Hotel Tax Proceeds			2,974,858
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	<u>0</u>	<u>11,913,687</u>	<u>19,583,850</u>
<u>Special Revenue Funds</u>			
County Free Library			
Capital Projects - Telephone System			172,000
Total County Free Library		0	172,000
Economic Development & Tourism			
General Fund - Tourism Events		302,840	
Total Economic Development & Tourism		302,840	0
Employee Benefit Liability Fund		1,000,000	
Employment & Training		289,100	
Environmental Quality - Air Quality		408,906	
Facilities Renewal Fund			
Capital Projects - Facilities			700,000
Space Acquisition Fund - Las Artes		28,500	
Public Works Bldg. - Alarm Panel Replace		40,000	
Total Facilities Renewal Fund		68,500	700,000
Improvement Districts Formation Fund		50,000	
Property Tax Rate Stabilization Fund			8,600,000
Public Health		9,689,214	

**SCHEDULE D**

**PIMA COUNTY**  
**SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS**  
**FISCAL YEAR 2008/2009**

<b>FUND/DEPARTMENT</b>	<b>PROCEEDS FROM OTHER FINANCING SOURCES 2008/2009</b>	<b>INTERFUND TRANSFERS 2008/2009</b>	
		<b>IN</b>	<b>OUT</b>
Public Works Building			
Capital Projects - Facilities			300,000
Facilities Renewal - Alarm Panel Replace			40,000
General Fund - 97 E Congress		628,704	
General Fund - Public Health Center Loan		790,228	
Total Public Works Building		<u>1,418,932</u>	<u>340,000</u>
Regional Flood Control			
Capital Projects			10,000,000
General Fund - PAG Payments			30,266
Debt Service			757,450
Total Regional Flood Control		<u>0</u>	<u>10,787,716</u>
Sheriff Commissary Operations			1,012,500
Sheriff Inmate Welfare Fund - Inmate Health		1,012,500	120,000
Space Acquisition Fund			
Capital Projects Fund - Facilities			1,560,735
Facilities Renewal Fund - Las Artes			28,500
Total Space Acquisition Fund		<u>0</u>	<u>1,589,235</u>
Transportation			
Capital Projects			1,389,400
Capital Projects - Impact Fee Admin		493,000	
Debt Service - Transportation Bonds			18,512,463
Debt Service - HELP Loans			1,061,180
General Fund - Public Transit		3,200,000	
General Fund - Graffiti		250,000	
General Fund - PAG			130,386
Total Transportation		<u>3,943,000</u>	<u>21,093,429</u>
Stadium District			
General Fund Debt Service			3,033,035
General Fund - Hotel Tax Proceeds		2,974,858	
Total Stadium District		<u>2,974,858</u>	<u>3,033,035</u>
Total Special Revenue Funds	<u>0</u>	<u>21,157,850</u>	<u>47,447,915</u>
<u>Capital Projects</u>			
Bond Proceeds - General Obligation	65,000,000		
Certificates of Participation Proceeds	35,000,000		
County Free Library - Telephone System		172,000	
Debt Service - COPs 2008 & 2009			14,603,365
Facilities Renewal Fund - Facilities		700,000	
Public Works Building - Facilities		300,000	
Regional Flood Control		10,000,000	
Risk Management - Capital Projects		1,000,000	

**SCHEDULE D**

**PIMA COUNTY**  
**SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS**  
**FISCAL YEAR 2008/2009**

<b>FUND/DEPARTMENT</b>	<b>PROCEEDS FROM OTHER FINANCING SOURCES 2008/2009</b>	<b>INTERFUND TRANSFERS 2008/2009</b>	
		<b>IN</b>	<b>OUT</b>
Space Acquisition Fund - Capital Projects		1,560,735	
Transportation - Impact Fee Admin Transportation		1,389,400	493,000
<b>Total Capital Projects</b>	<b>100,000,000</b>	<b>15,122,135</b>	<b>15,096,365</b>
<b>Debt Service</b>			
Flood Control - Debt Service		757,450	
Transportation - Transportation Bonds		18,512,463	
Transportation - HELP Loans		1,061,180	
Capital Projects - COPs 2008 & 2009		14,603,365	
Wastewater - COPs 2008 & 2009		9,646,635	
<b>Total Debt Service</b>	<b>0</b>	<b>44,581,093</b>	<b>0</b>
<b>Enterprise Funds</b>			
Wastewater Reclamation			
Bond Proceeds	28,942,363		
Debt Service - COPs 2008 & 2009			9,646,635
<b>Total Wastewater Reclamation</b>	<b>28,942,363</b>	<b>0</b>	<b>9,646,635</b>
<b>Total Enterprise Funds</b>	<b>28,942,363</b>	<b>0</b>	<b>9,646,635</b>
<b>Grand Total</b>	<b>128,942,363</b>	<b>92,774,765</b>	<b>91,774,765</b>

**THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY**

<b>Internal Service Funds</b>			
Risk Management - Capital Projects			1,000,000
<b>Total Internal Service Funds</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>

**PIMA COUNTY**  
**SUMMARY BY DEPARTMENT OF EXPENDITURES/EXPENSES WITHIN EACH FUND TYPE**  
**FISCAL YEAR 2008/2009**

FUND/DEPARTMENT	ADOPTED EXPENSE EXPENDITURE/ EXPENSES 2007/2008	ADJUSTMENTS APPROVED 2007/2008	ESTIMATED EXPENDITURE/ EXPENSES 2007/2008*	ADOPTED EXPENDITURE/ EXPENSES 2008/2009
<b>GENERAL FUND</b>				
<b>COUNTY ADMINISTRATION</b>				
ASSESSOR	9,084,701	0	9,082,701	8,650,641
BOARD OF SUPERVISORS	1,921,797	0	1,921,797	1,913,415
CENTRAL ADMINISTRATION	26,625,362	0	26,003,443	28,561,380
COUNTY ADMINISTRATOR	1,831,684	0	1,831,684	1,706,819
NON DEPARTMENTAL	49,007,189	(2,556,078)	20,977,881	52,487,144
RECORDER	2,755,731	0	2,647,085	4,191,028
TREASURER	2,607,371	0	2,394,020	2,513,840
<b>TOTAL COUNTY ADMINISTRATION</b>	<b>93,833,835</b>	<b>(2,556,078)</b>	<b>64,858,611</b>	<b>100,024,267</b>
<b>COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>				
COMMUNITY & ECONOMIC DEVELOPMENT	16,438,912	0	16,444,779	15,862,017
SCHOOL SUPERINTENDENT	1,383,689	0	1,488,289	2,347,834
<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>	<b>17,822,601</b>	<b>0</b>	<b>17,933,068</b>	<b>18,209,851</b>
<b>JUSTICE &amp; LAW ENFORCEMENT</b>				
CLERK OF SUPERIOR COURT	10,776,432	0	10,776,432	10,322,747
CONSTABLES	923,628	0	923,628	1,009,524
COUNTY ATTORNEY	20,545,265	0	19,662,265	19,870,057
JUSTICE & LAW ENFORCEMENT	29,807,438	0	29,481,087	28,849,826
JUSTICE COURTS	7,992,622	0	7,963,606	7,770,377
JUVENILE COURT CENTER	23,979,913	0	23,590,288	22,747,340
SHERIFF	111,391,669	2,406,078	116,972,206	118,065,906
SUPERIOR COURT	28,688,494	0	28,688,494	27,729,269
SUPERIOR CT MANDATED SVCS	1,575,085	150,000	1,775,085	1,823,525
<b>TOTAL JUSTICE &amp; LAW ENFORCEMENT</b>	<b>235,680,546</b>	<b>2,556,078</b>	<b>239,833,091</b>	<b>238,188,571</b>
<b>MEDICAL SERVICES</b>	<b>107,815,243</b>	<b>0</b>	<b>108,157,720</b>	<b>112,187,310</b>
<b>PUBLIC WORKS</b>	<b>33,617,423</b>	<b>0</b>	<b>33,290,125</b>	<b>32,803,094</b>
<b>TOTAL GENERAL FUND</b>	<b>488,769,648</b>	<b>0</b>	<b>464,072,615</b>	<b>501,413,093</b>
<b>SPECIAL REVENUE FUNDS</b>				
<b>COUNTY ADMINISTRATION</b>				
COUNTY ADMINISTRATOR GRANTS	240,009	0	461,601	0
EMPLOYEE BENEFIT LIABILITY FUND	1,000,000	0	1,000,000	1,000,000
FACILITIES RENEWAL FUND	1,505,000	0	1,505,000	1,279,298
FORENSIC SCIENCE CENTER GRANTS	0	0	53,500	110,000
IMPROVEMENT DISTRICTS FORMATION FUND	50,000	0	49,944	50,000
IMPROVEMENT DISTRICTS	0	0	58,506	91,324
INFORMATION TECHNOLOGY ENHANCEMENT FUND	1,547,200	0	1,547,200	374,743
PROPERTY TAX RATE STABILIZATION FUND	5,300,000	0	0	0
RECORDER-DOC STOR & RETRIEVAL	4,570,045	0	4,503,740	1,998,731
SPACE ACQUISITION FUND	0	0	28	0
TAXPAYER INFO FUND	238,670	0	124,900	484,300
<b>TOTAL COUNTY ADMINISTRATION</b>	<b>14,450,924</b>	<b>0</b>	<b>9,304,419</b>	<b>5,388,396</b>
<b>COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>				
COMMUNITY SERVICES GRANTS	7,474,844	0	7,352,985	7,790,431
COUNTY FREE LIBRARY	36,618,595	0	36,533,374	35,907,582
COUNTY FREE LIBRARY GRANTS	472,000	0	205,778	200,000
ECONOMIC DEVELOPMENT & TOURISM	2,477,386	0	2,352,209	2,022,773
EMPLOYMENT & TRAINING	10,875,658	0	12,317,858	13,914,467
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	1,121,710	0	1,114,610	1,264,705
SCHOOL RESERVE FUND	3,910,000	0	3,910,000	3,910,000
STADIUM DISTRICT	2,533,809	0	2,649,935	3,412,924
<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>	<b>67,934,002</b>	<b>0</b>	<b>66,436,749</b>	<b>70,872,882</b>
<b>JUSTICE &amp; LAW ENFORCEMENT</b>				
CLERK OF THE COURT GRANTS	20,000	0	0	0
CLERK OF THE COURT SPECIAL PROGRAMS	953,714	0	1,212,666	925,770
COUNTY ATTORNEY GRANTS	2,902,402	0	2,902,402	3,539,442
COUNTY ATTY SPECIAL PROGRAMS	8,034,137	0	7,081,248	7,856,865
INDIGENT DEFENSE GRANTS	87,122	0	87,122	82,328
INDIGENT DEFENSE SPECIAL PROGRAMS	1,855,196	0	388,401	2,039,183

**SCHEDULE E**

**PIMA COUNTY**  
**SUMMARY BY DEPARTMENT OF EXPENDITURES/EXPENSES WITHIN EACH FUND TYPE**  
**FISCAL YEAR 2008/2009**

FUND/DEPARTMENT	ADOPTED EXPENSE		ESTIMATED EXPENDITURE/ EXPENSES 2007/2008*	ADOPTED EXPENDITURE/ EXPENSES 2008/2009
	EXPENDITURE/ EXPENSES APPROVED 2007/2008	ADJUSTMENTS 2007/2008		
JUSTICE COURTS GRANTS	120,321	0	120,321	120,321
JUSTICE COURTS SPECIAL PROGRAMS	730,340	0	730,340	635,959
JUVENILE COURT GRANTS	12,339,861	0	12,339,861	11,536,355
JUVENILE COURT SPECIAL PROGRAMS	725,282	0	444,796	815,483
SHERIFF GRANTS	6,468,879	0	5,929,919	6,006,860
SHERIFF SPECIAL PROGRAMS	5,546,972	0	6,097,500	5,546,972
SUPERIOR COURT GRANTS	10,166,686	0	10,367,909	10,043,254
SUPERIOR COURT SPECIAL PROGRAMS	5,120,459	0	4,845,027	5,937,285
<b>TOTAL JUSTICE &amp; LAW ENFORCEMENT</b>	<b>55,071,371</b>	<b>0</b>	<b>52,547,512</b>	<b>55,086,077</b>
<b>MEDICAL SERVICES</b>				
INSTITUTIONAL HEALTH GRANTS	0	0	90,767	0
PUBLIC HEALTH	16,707,825	0	16,627,292	17,144,912
PUBLIC HEALTH GRANTS	9,472,110	0	10,234,250	10,143,181
<b>TOTAL MEDICAL SERVICES</b>	<b>26,179,935</b>	<b>0</b>	<b>26,952,309</b>	<b>27,288,093</b>
<b>PUBLIC WORKS</b>				
ENVIRONMENTAL QUALITY	3,523,434	0	3,315,738	3,043,092
ENVIRONMENTAL QUALITY GRANTS	1,174,802	0	1,260,180	1,122,901
PARKS & RECREATION GRANTS	144,396	0	283,050	102,686
PARKS SPECIAL PROGRAMS	699,000	0	699,000	749,000
PUBLIC WORKS BUILDING	2,080,633	0	2,080,633	1,099,307
REGIONAL FLOOD CONTROL DISTRICT	17,074,685	0	14,054,503	12,544,587
SOLID WASTE MANAGEMENT	7,411,944	0	7,636,600	6,691,550
TIRE FUND	1,149,834	0	1,553,200	1,568,325
TRANSPORTATION	47,337,071	0	45,837,071	48,330,237
<b>TOTAL PUBLIC WORKS</b>	<b>80,595,799</b>	<b>0</b>	<b>76,719,975</b>	<b>75,251,685</b>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>244,232,031</b>	<b>0</b>	<b>231,960,964</b>	<b>233,887,133</b>
<b>DEBT SERVICE FUND</b>	<b>77,945,345</b>	<b>0</b>	<b>76,245,942</b>	<b>100,521,623</b>
<b>CAPITAL PROJECTS FUND</b>	<b>250,542,995</b>	<b>0</b>	<b>159,010,479</b>	<b>166,449,329</b>
<b>ENTERPRISE FUNDS</b>				
<b>MEDICAL SERVICES</b>				
PIMA HEALTH SYSTEM & SERVICES	274,238,950	0	275,698,490	223,303,925
PIMA HEALTH SYSTEM GRANTS	4,721,877	0	4,721,877	5,058,352
<b>TOTAL MEDICAL SERVICES</b>	<b>278,960,827</b>	<b>0</b>	<b>280,420,367</b>	<b>228,362,277</b>
<b>PUBLIC WORKS</b>				
DEVELOPMENT SERVICES	15,342,014	0	14,746,644	12,518,120
PARKING GARAGES	1,667,462	0	1,667,462	2,084,344
WASTEWATER RECLAMATION	122,004,174	0	118,071,392	129,143,349
WASTEWATER SYSTEM DEVELOPMENT FUND	3,250,000	0	3,250,000	3,150,000
<b>TOTAL PUBLIC WORKS</b>	<b>142,263,650</b>	<b>0</b>	<b>137,735,498</b>	<b>146,895,813</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>421,224,477</b>	<b>0</b>	<b>418,155,865</b>	<b>375,258,090</b>
<b>GRAND TOTAL ALL FUNDS</b>	<b>1,482,714,496</b>	<b>0</b>	<b>1,349,445,865</b>	<b>1,377,529,268</b>

\* These amounts include actual expenses as of February 29, 2008 plus projected expenses for the remainder of the year.

**PIMA COUNTY**  
**SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES**  
**FISCAL YEAR 2008/2009**

<b>FUNCTIONAL AREA/DEPARTMENT</b>	<b>ADOPTED EXPENDITURES/ BUDGETED EXPENDITURES/ EXPENSES 2007/2008</b>	<b>EXPENSE ADJUSTMENTS APPROVED 2007/2008</b>	<b>ACTUAL EXPENDITURES/ EXPENSES 2007/2008 *</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008/2009</b>
<b>COUNTY ADMINISTRATION</b>				
ASSESSOR GENERAL FUND	9,084,701	0	9,082,701	8,650,641
BOARD OF SUPERVISORS GENERAL FUND	1,921,797	0	1,921,797	1,913,415
COUNTY ADMINISTRATION				
CENTRAL ADMINISTRATION GENERAL FUND	26,625,362	0	26,003,443	28,561,380
COUNTY ADMINISTRATOR GENERAL FUND	1,831,684	0	1,831,684	1,706,819
COUNTY ADMINISTRATOR GRANTS	240,009	0	461,601	0
DEBT SERVICE FUND	77,945,345	0	76,245,942	100,521,623
EMPLOYEE BENEFIT LIABILITY FUND	1,000,000	0	1,000,000	1,000,000
FACILITIES RENEWAL FUND	1,505,000	0	1,505,000	1,279,298
FORENSIC SCIENCE CENTER GRANTS	0	0	53,500	110,000
IMPROVEMENT DISTRICTS FORMATION FUND	50,000	0	49,944	50,000
IMPROVEMENT DISTRICTS FUND	0	0	58,506	91,324
INFORMATION TECHNOLOGY ENHANCEMENT FUND	1,547,200	0	1,547,200	374,743
NONDEPARTMENTAL GENERAL FUND	49,007,189	(2,556,078)	20,977,881	52,487,144
PROPERTY TAX RATE STABILIZATION FUND	5,300,000	0	0	0
SPACE ACQUISITION FUND	0	0	28	0
<b>TOTAL COUNTY ADMINISTRATION</b>	<b>165,051,789</b>	<b>(2,556,078)</b>	<b>129,734,729</b>	<b>186,182,331</b>
RECORDER				
RECORDER GENERAL FUND	2,755,731	0	2,647,085	4,191,028
REC/DOC STOR & RETRIEVAL	4,570,045	0	4,503,740	1,998,731
<b>TOTAL RECORDER</b>	<b>7,325,776</b>	<b>0</b>	<b>7,150,825</b>	<b>6,189,759</b>
TREASURER				
TAXPAYER INFORMATION FUND	238,670	0	124,900	484,300
TREASURER GENERAL FUND	2,607,371	0	2,394,020	2,513,840
<b>TOTAL TREASURER</b>	<b>2,846,041</b>	<b>0</b>	<b>2,518,920</b>	<b>2,998,140</b>
<b>TOTAL COUNTY ADMINISTRATION</b>	<b>186,230,104</b>	<b>(2,556,078)</b>	<b>150,408,972</b>	<b>205,934,286</b>
<b>COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>				
COMMUNITY & ECONOMIC DEVELOPMENT				
COMMUNITY & ECON DEVELOP GENERAL FUND	16,438,912	0	16,444,779	15,862,017
COMMUNITY SERVICES GRANTS	7,474,844	0	7,352,985	7,790,431
EMPLOYMENT & TRAINING	10,875,658	0	12,317,858	13,914,467
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	1,121,710	0	1,114,610	1,264,705
<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>	<b>38,361,124</b>	<b>0</b>	<b>37,230,232</b>	<b>41,281,620</b>
COUNTY FREE LIBRARY				
COUNTY FREE LIBRARY	36,618,595	0	36,533,374	35,907,582
COUNTY FREE LIBRARY GRANTS	472,000	0	205,778	200,000
<b>TOTAL COUNTY FREE LIBRARY</b>	<b>37,090,595</b>	<b>0</b>	<b>36,739,152</b>	<b>36,107,582</b>
ECONOMIC DEVELOPMENT & TOURISM	2,477,386	0	2,352,209	2,022,773
SCHOOL SUPERINTENDENT				
SCHOOLS GENERAL FUND	1,383,689	0	1,488,289	2,347,834
SCHOOL RESERVE GRANTS	3,910,000	0	3,910,000	3,910,000
<b>TOTAL SCHOOL SUPERINTENDENT</b>	<b>5,293,689</b>	<b>0</b>	<b>5,398,289</b>	<b>6,257,834</b>
STADIUM DISTRICT	2,533,809	0	2,649,935	3,412,924
<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOP</b>	<b>85,756,603</b>	<b>0</b>	<b>84,369,817</b>	<b>89,082,733</b>

**SCHEDULE F**

**PIMA COUNTY  
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES  
FISCAL YEAR 2008/2009**

<b>FUNCTIONAL AREA/DEPARTMENT</b>	<b>ADOPTED EXPENDITURES/ BUDGETED EXPENDITURES/ EXPENSES 2007/2008</b>	<b>EXPENSE ADJUSTMENTS APPROVED 2007/2008</b>	<b>ACTUAL EXPENDITURES/ EXPENSES 2007/2008 *</b>	<b>ADOPTED BUDGETED/ EXPENDITURES/ EXPENSES 2008/2009</b>
<b>JUSTICE &amp; LAW ENFORCEMENT</b>				
CLERK OF SUPERIOR COURT				
CLERK OF SUPERIOR COURT GENERAL FUND	10,776,432	0	10,776,432	10,322,747
CLERK OF THE COURT GRANTS	20,000	0	0	0
CLERK OF THE COURT SPECIAL PROGRAMS	953,714	0	1,212,666	925,770
TOTAL CLERK OF SUPERIOR COURT	<u>11,750,146</u>	<u>0</u>	<u>11,989,098</u>	<u>11,248,517</u>
CONSTABLES GENERAL FUND	923,628	0	923,628	1,009,524
COUNTY ATTORNEY				
COUNTY ATTORNEY GENERAL FUND	20,545,265	0	19,662,265	19,870,057
COUNTY ATTORNEY GRANTS	2,902,402	0	2,902,402	3,539,442
COUNTY ATTORNEY SPECIAL PROGRAMS	8,034,137	0	7,081,248	7,856,865
TOTAL COUNTY ATTORNEY	<u>31,481,804</u>	<u>0</u>	<u>29,645,915</u>	<u>31,266,364</u>
JUSTICE & LAW ENFORCEMENT				
JUSTICE & LAW ENFORCEMENT GENERAL FUND	29,807,438	0	29,481,087	28,849,826
INDIGENT DEFENSE GRANTS	87,122	0	87,122	82,328
INDIGENT DEFENSE SPECIAL PROGRAMS	1,855,196	0	388,401	2,039,183
TOTAL JUSTICE & LAW ENFORCEMENT	<u>31,749,756</u>	<u>0</u>	<u>29,956,610</u>	<u>30,971,337</u>
JUSTICE COURTS				
JUSTICE COURTS GENERAL FUND	7,992,622	0	7,963,606	7,770,377
JUSTICE COURTS GRANTS	120,321	0	120,321	120,321
JUSTICE COURT SPECIAL PROGRAMS	730,340	0	730,340	635,959
TOTAL JUSTICE COURTS	<u>8,843,283</u>	<u>0</u>	<u>8,814,267</u>	<u>8,526,657</u>
JUVENILE COURT CENTER				
JUVENILE COURT CENTER GENERAL FUND	23,979,913	0	23,590,288	22,747,340
JUVENILE COURT GRANTS	12,339,861	0	12,339,861	11,536,355
JUVENILE COURT SPECIAL PROGRAMS	725,282	0	444,796	815,483
TOTAL JUVENILE COURT CENTER	<u>37,045,056</u>	<u>0</u>	<u>36,374,945</u>	<u>35,099,178</u>
SHERIFF				
SHERIFF GENERAL FUND	111,391,669	2,406,078	116,972,206	118,065,906
SHERIFF GRANTS	6,468,879	0	5,929,919	6,006,860
SHERIFF SPECIAL PROGRAMS	5,546,972	0	6,097,500	5,546,972
TOTAL SHERIFF	<u>123,407,520</u>	<u>2,406,078</u>	<u>128,999,625</u>	<u>129,619,738</u>
SUPERIOR COURT				
SUPERIOR COURT GENERAL FUND	28,688,494	0	28,688,494	27,729,269
SUPERIOR COURT GRANTS	10,166,686	0	10,367,909	10,043,254
SUPERIOR COURT MANDATED SERVICES	1,575,085	150,000	1,775,085	1,823,525
SUPERIOR COURT SPECIAL PROGRAMS	5,120,459	0	4,845,027	5,937,285
TOTAL SUPERIOR COURT	<u>45,550,724</u>	<u>150,000</u>	<u>45,676,515</u>	<u>45,533,333</u>
<b>TOTAL JUSTICE &amp; LAW ENFORCEMENT</b>	<b><u>290,751,917</u></b>	<b><u>2,556,078</u></b>	<b><u>292,380,603</u></b>	<b><u>293,274,648</u></b>
<b>MEDICAL SERVICES</b>				
INSTITUTIONAL HEALTH				
INSTITUTIONAL HEALTH GRANTS	0	0	90,767	0
INSTITUTIONAL HEALTH GENERAL FUND	107,815,243	0	108,157,720	112,187,310
TOTAL INSTITUTIONAL HEALTH	<u>107,815,243</u>	<u>0</u>	<u>108,248,487</u>	<u>112,187,310</u>
PIMA HEALTH SYSTEM & SERVICES				
PIMA HEALTH SYSTEM & SERVICES FUND	274,238,950	0	275,698,490	223,303,925
PIMA HEALTH SYSTEM GRANTS	4,721,877	0	4,721,877	5,058,352
TOTAL PIMA HEALTH SYSTEM & SERVICES	<u>278,960,827</u>	<u>0</u>	<u>280,420,367</u>	<u>228,362,277</u>

**SCHEDULE F**

**PIMA COUNTY**  
**SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES**  
**FISCAL YEAR 2008/2009**

<b>FUNCTIONAL AREA/DEPARTMENT</b>	<b>ADOPTED EXPENDITURES/ BUDGETED EXPENDITURES/ EXPENSES 2007/2008</b>	<b>EXPENSE ADJUSTMENTS APPROVED 2007/2008</b>	<b>ACTUAL EXPENDITURES/ EXPENSES 2007/2008 *</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008/2009</b>
PUBLIC HEALTH				
PUBLIC HEALTH FUND	16,707,825	0	16,627,292	17,144,912
PUBLIC HEALTH GRANTS	9,472,110	0	10,234,250	10,143,181
TOTAL PUBLIC HEALTH	<u>26,179,935</u>	<u>0</u>	<u>26,861,542</u>	<u>27,288,093</u>
<b>TOTAL MEDICAL SERVICES</b>	<b>412,956,005</b>	<b>0</b>	<b>415,530,396</b>	<b>367,837,680</b>
<b>PUBLIC WORKS</b>				
CAPITAL PROJECTS FUND	250,542,995	0	159,010,479	166,449,329
DEVELOPMENT SERVICES FUND	15,342,014	0	14,746,644	12,518,120
ENVIRONMENTAL QUALITY				
ENVIRONMENTAL QUALITY GRANTS	1,174,802	0	1,260,180	1,122,901
ENVIRONMENTAL QUALITY FUND	3,523,434	0	3,315,738	3,043,092
SOLID WASTE MANAGEMENT FUND	7,411,944	0	7,636,600	6,691,550
TIRE FUND	1,149,834	0	1,553,200	1,568,325
TOTAL ENVIRONMENTAL QUALITY	<u>13,260,014</u>	<u>0</u>	<u>13,765,718</u>	<u>12,425,868</u>
PUBLIC WORKS				
PARKING GARAGES FUND	1,667,462	0	1,667,462	2,084,344
PARKS & RECREATION GRANTS	144,396	0	283,050	102,686
PARKS SPECIAL PROGRAMS	699,000	0	699,000	749,000
PUBLIC WORKS GENERAL FUND	33,617,423	0	33,290,125	32,803,094
PUBLIC WORKS BUILDING FUND	2,080,633	0	2,080,633	1,099,307
TOTAL PUBLIC WORKS	<u>38,208,914</u>	<u>0</u>	<u>38,020,270</u>	<u>36,838,431</u>
REGIONAL FLOOD CONTROL DISTRICT	17,074,685	0	14,054,503	12,544,587
TRANSPORTATION	47,337,071	0	45,837,071	48,330,237
WASTEWATER RECLAMATION				
WASTEWATER RECLAMATION FUND	122,004,174	0	118,071,392	129,143,349
WASTEWATER SYSTEM DEVELOPMENT FUND	3,250,000	0	3,250,000	3,150,000
TOTAL WASTEWATER RECLAMATION	<u>125,254,174</u>	<u>0</u>	<u>121,321,392</u>	<u>132,293,349</u>
<b>TOTAL PUBLIC WORKS</b>	<b>507,019,867</b>	<b>0</b>	<b>406,756,077</b>	<b>421,399,921</b>
<b>TOTAL ALL FUNCTIONAL AREAS</b>	<b>1,482,714,496</b>	<b>0</b>	<b>1,349,445,865</b>	<b>1,377,529,268</b>

\* These amounts include actual expenses as of February 29, 2008 plus projected expenses for the remainder of the year.

**SCHEDULE F**

## **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 2006/2007 - 2008/2009**

	Actual 2006/2007	Revised 2007/2008	Adopted 2008/2009
<b><u>GENERAL FUND</u></b>			
<b>FUND BALANCE, BEGINNING (See note)</b>	46,423,513	43,073,978	27,749,033
<b>REVENUES</b>			
TAXES	252,349,910	267,784,461	282,377,345
LICENSES & PERMITS	2,794,802	2,926,812	2,955,925
INTERGOVERNMENTAL	152,271,119	152,524,211	148,441,648
CHARGES FOR SERVICES	33,603,427	31,485,850	33,096,008
FINES AND FORFEITS	5,526,344	5,574,591	5,237,632
INTEREST	3,321,177	2,306,654	1,863,981
MISCELLANEOUS	6,827,825	6,614,136	7,361,684
<b>TOTAL REVENUES</b>	<b>456,694,604</b>	<b>469,216,715</b>	<b>481,334,223</b>
<b>EXPENDITURES</b>			
COMMUNITY & ECONOMIC DEVELOPMENT	(16,407,509)	(17,822,601)	(18,209,851)
COUNTY ADMINISTRATION	(55,786,847)	(91,277,757)	(100,024,267)
JUSTICE & LAW ENFORCEMENT	(224,431,284)	(238,236,624)	(238,188,571)
MEDICAL SERVICES	(96,684,401)	(107,815,243)	(112,187,310)
PUBLIC WORKS	(28,176,793)	(33,617,423)	(32,803,094)
<b>TOTAL EXPENDITURES</b>	<b>(421,486,834)</b>	<b>(488,769,648)</b>	<b>(501,413,093)</b>
<b>OTHER ADJUSTMENTS</b>	<b>(3,736,803)</b>	<b>0</b>	<b>0</b>
<b>NET OPERATING TRANSFERS</b>	<b>(29,222,579)</b>	<b>(23,521,045)</b>	<b>(7,670,163)</b>
<b>FUND BALANCE, ENDING</b>	<b>48,671,901</b>	<b>0</b>	<b>0</b>
<b><u>SPECIAL REVENUE FUNDS</u></b>			
<b>FUND BALANCE, BEGINNING (See note)</b>	68,608,320	53,575,305	64,191,019
<b>REVENUES</b>			
TAXES	47,627,143	57,069,850	57,259,479
SPECIAL ASSESSMENT	520,999	560,124	448,619
LICENSES & PERMITS	4,337,168	4,974,680	4,804,430
INTERGOVERNMENTAL	136,985,984	148,424,007	142,903,340
CHARGES FOR SERVICES	16,285,374	16,012,140	13,895,080
FINES AND FORFEITS	1,025,015	1,311,801	1,410,300
INTEREST	3,743,560	2,229,213	2,997,287
MISCELLANEOUS	15,253,042	11,145,698	11,529,819
MEMO REVENUE	527,363	0	0
<b>TOTAL REVENUES</b>	<b>226,305,648</b>	<b>241,727,513</b>	<b>235,248,354</b>
<b>EXPENDITURES</b>			
COMMUNITY & ECONOMIC DEVELOPMENT	(52,126,521)	(67,934,002)	(70,872,882)
COUNTY ADMINISTRATION	(7,575,362)	(14,450,924)	(5,388,396)
JUSTICE & LAW ENFORCEMENT	(45,235,573)	(55,071,371)	(55,086,077)
MEDICAL SERVICES	(25,771,965)	(26,179,935)	(27,288,093)
PUBLIC WORKS	(69,860,393)	(80,595,799)	(75,251,685)
<b>TOTAL EXPENDITURES</b>	<b>(200,569,814)</b>	<b>(244,232,031)</b>	<b>(233,887,133)</b>
<b>OTHER ADJUSTMENTS</b>	<b>(647,019)</b>	<b>0</b>	<b>0</b>
<b>NET OPERATING TRANSFERS</b>	<b>(21,229,186)</b>	<b>(17,895,967)</b>	<b>(26,290,065)</b>
<b>FUND BALANCE, ENDING</b>	<b>72,467,949</b>	<b>33,174,820</b>	<b>39,262,175</b>

**SUMMARY OF CHANGES IN FUND BALANCES  
FISCAL YEARS 2006/2007 - 2008/2009**

	Actual 2006/2007	Revised 2007/2008	Adopted 2008/2009
<b><u>DEBT SERVICE FUND</u></b>			
<b>FUND BALANCE, BEGINNING (See note)</b>	6,945,366	11,187,528	10,503,587
<b>REVENUES</b>			
TAXES	48,722,260	56,252,488	57,164,072
INTERGOVERNMENTAL	17,587	7,500	7,500
INTEREST	1,612,184	1,000,000	1,000,000
<b>TOTAL REVENUES</b>	<b>50,352,031</b>	<b>57,259,988</b>	<b>58,171,572</b>
<b>EXPENDITURES</b>			
COUNTY ADMINISTRATION	(68,616,019)	(77,945,345)	(100,521,623)
<b>TOTAL EXPENDITURES</b>	<b>(68,616,019)</b>	<b>(77,945,345)</b>	<b>(100,521,623)</b>
<b>OTHER ADJUSTMENTS</b>	<b>(110,543)</b>	<b>0</b>	<b>0</b>
<b>NET OPERATING TRANSFERS</b>	<b>19,375,162</b>	<b>21,689,857</b>	<b>44,581,093</b>
<b>FUND BALANCE, ENDING</b>	<b>7,945,997</b>	<b>12,192,028</b>	<b>12,734,629</b>

**CAPITAL PROJECTS FUNDS**

<b>FUND BALANCE, BEGINNING (See note)</b>	84,472,109	106,189,471	137,920,847
<b>REVENUES</b>			
INTERGOVERNMENTAL	11,027,057	13,781,039	25,848,887
CHARGES FOR SERVICES	12,416,626	23,517,156	9,424,903
INTEREST	5,312,827	3,598,141	1,117,697
MISCELLANEOUS	263,587	370,946	94,122
MEMO REVENUE	390,380	0	0
<b>TOTAL REVENUES</b>	<b>29,410,477</b>	<b>41,267,282</b>	<b>36,485,609</b>
<b>EXPENDITURES</b>			
PUBLIC WORKS	(202,659,243)	(250,542,995)	(166,449,329)
<b>TOTAL EXPENDITURES</b>	<b>(202,659,243)</b>	<b>(250,542,995)</b>	<b>(166,449,329)</b>
<b>BOND/LOAN PROCEEDS</b>	<b>147,627,461</b>	<b>145,000,000</b>	<b>100,000,000</b>
<b>NET OPERATING TRANSFERS</b>	<b>30,477,482</b>	<b>23,757,617</b>	<b>25,770</b>
<b>FUND BALANCE, ENDING</b>	<b>89,328,286</b>	<b>65,671,375</b>	<b>107,982,897</b>

**ENTERPRISE FUNDS**

<b>NET ASSETS, BEGINNING (See note)</b>	61,128,688	70,077,700	127,863,167
<b>REVENUES</b>			
LICENSES & PERMITS	7,106,551	9,851,397	7,181,537
INTERGOVERNMENTAL	12,028,636	4,721,877	5,058,352
CHARGES FOR SERVICES	361,336,986	394,024,439	347,591,812
FINES AND FORFEITS	66,809	58,800	58,800
INTEREST	5,556,117	3,998,315	4,812,586
MISCELLANEOUS	3,283,095	2,007,077	2,202,231
MEMO REVENUE	25,216,805	15,000,000	15,000,000
<b>TOTAL REVENUES</b>	<b>414,594,999</b>	<b>429,661,905</b>	<b>381,905,318</b>

**SUMMARY OF CHANGES IN FUND BALANCES  
FISCAL YEARS 2006/2007 - 2008/2009**

	Actual 2006/2007	Revised 2007/2008	Adopted 2008/2009
<b>EXPENDITURES</b>			
MEDICAL SERVICES	(262,059,749)	(278,960,827)	(228,362,277)
PUBLIC WORKS	(115,897,434)	(142,263,650)	(146,895,813)
TOTAL EXPENDITURES	<u>(377,957,183)</u>	<u>(421,224,477)</u>	<u>(375,258,090)</u>
<b>BOND/LOAN PROCEEDS</b>	(41,709,545)	50,000,000	28,942,363
<b>NET OPERATING TRANSFERS</b>	16,298	(4,282,586)	(9,646,635)
<b>NET ASSETS, ENDING</b>	<u>56,073,257</u>	<u>124,232,542</u>	<u>153,806,123</u>

**THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY**

**INTERNAL SERVICE FUNDS**

<b>NET ASSETS, BEGINNING (See note)</b>	7,670,415	9,729,962	17,973,002
<b>REVENUES</b>			
INTERGOVERNMENTAL	27,594	40,000	1,072,594
CHARGES FOR SERVICES	38,125,619	41,694,894	44,312,298
INTEREST	2,416,570	837,500	1,812,006
MISCELLANEOUS	2,095,826	958,803	228,435
MEMO REVENUE	451,208	300,000	231,525
TOTAL REVENUES	<u>43,116,817</u>	<u>43,831,197</u>	<u>47,656,858</u>
<b>EXPENDITURES</b>			
COUNTY ADMINISTRATION	(19,087,986)	(22,687,930)	(23,872,535)
PUBLIC WORKS	(17,631,804)	(15,249,293)	(17,089,702)
TOTAL EXPENDITURES	<u>(36,719,790)</u>	<u>(37,937,223)</u>	<u>(40,962,237)</u>
<b>OTHER ADJUSTMENTS</b>	(628,457)	0	0
<b>NET OPERATING TRANSFERS</b>	582,822	252,124	(1,000,000)
<b>NET ASSETS, ENDING</b>	<u>14,021,807</u>	<u>15,876,060</u>	<u>23,667,623</u>

**Note:** Fund balances on this schedule are not comparable from year to year because the beginning budgeted fund balances for fiscal year 2007/2008 and fiscal year 2008/2009 are based on estimates made before the end of each preceding fiscal year.

**SUMMARY OF EXPENDITURES BY FUND AND SUPER DEPARTMENT  
FISCAL YEARS 2006/2007 - 2008/2009**

<b>FUND/FUNCTIONAL AREA/SUPER DEPT</b>	<b>ACTUAL 2006/2007</b>	<b>REVISED 2007/2008</b>	<b>ADOPTED 2008/2009</b>
<b>GENERAL FUND</b>			
<b><u>COUNTY ADMINISTRATION</u></b>			
ASSESSOR	8,190,125	9,084,701	8,650,641
BOARD OF SUPERVISORS	1,639,265	1,921,797	1,913,415
CLERK OF THE BOARD	1,166,285	1,373,401	1,290,022
COUNTY ADMINISTRATOR	1,319,151	1,831,684	1,706,819
ELECTIONS	4,013,340	2,623,929	5,331,891
FINANCE & RISK MANAGEMENT	6,392,314	7,561,209	7,745,395
FORENSIC SCIENCE CENTER	2,526,357	2,837,589	2,782,179
HUMAN RESOURCES	2,356,993	2,751,874	2,705,605
INFORMATION TECHNOLOGY	6,290,891	7,067,630	6,428,269
NON DEPARTMENTAL	15,964,943	46,451,111	52,487,144
PROCUREMENT	1,534,519	2,409,730	2,278,019
RECORDER	2,518,921	2,755,731	4,191,028
TREASURER	1,873,743	2,607,371	2,513,840
<b>TOTAL COUNTY ADMINISTRATION</b>	<b>55,786,847</b>	<b>91,277,757</b>	<b>100,024,267</b>
<b><u>COMMUNITY &amp; ECONOMIC DEVELOPMENT</u></b>			
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	516,849	742,290	686,691
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	4,530,084	5,282,947	5,266,269
COMMUNITY RESOURCES	4,738,358	4,811,678	4,605,598
COMMUNITY SVCS, EMPLOYMENT & TRAINING	5,293,226	5,601,997	5,303,459
SCHOOL SUPERINTENDENT	1,328,992	1,383,689	2,347,834
<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOPMEN</b>	<b>16,407,509</b>	<b>17,822,601</b>	<b>18,209,851</b>
<b><u>JUSTICE &amp; LAW ENFORCEMENT</u></b>			
CLERK OF SUPERIOR COURT	10,631,121	10,776,432	10,322,747
CONSTABLES	873,703	923,628	1,009,524
COUNTY ATTORNEY	18,266,372	20,545,265	19,870,057
INDIGENT DEFENSE	14,209,886	15,600,457	14,991,199
JUSTICE COURT AJO	457,238	685,194	696,810
JUSTICE COURT GREEN VALLEY	436,399	487,538	503,613
JUSTICE COURTS TUCSON	6,359,663	6,819,890	6,569,954
JUVENILE COURT	23,150,185	23,979,913	22,747,340
OFFICE OF COURT APPOINTED COUNSEL	11,835,961	11,690,713	11,480,346
PUBLIC FIDUCIARY	2,395,777	2,516,268	2,378,281
SHERIFF	106,824,891	113,797,747	118,065,906
SUPERIOR COURT	28,990,088	30,413,579	29,552,794
<b>TOTAL JUSTICE &amp; LAW ENFORCEMENT</b>	<b>224,431,284</b>	<b>238,236,624</b>	<b>238,188,571</b>
<b><u>MEDICAL SERVICES</u></b>			
INSTITUTIONAL HEALTH	96,684,401	107,815,243	112,187,310
<b>TOTAL MEDICAL SERVICES</b>	<b>96,684,401</b>	<b>107,815,243</b>	<b>112,187,310</b>
<b><u>PUBLIC WORKS</u></b>			
FACILITIES MANAGEMENT	13,410,992	16,353,662	15,674,792
GRAPHIC SERVICES	0	811,055	753,163
NATURAL RESOURCES, PARKS & RECREATION	14,694,298	16,352,706	16,280,139
PUBLIC WORKS ADMINISTRATION	71,503	100,000	95,000
<b>TOTAL PUBLIC WORKS</b>	<b>28,176,793</b>	<b>33,617,423</b>	<b>32,803,094</b>
<b>TOTAL GENERAL FUND</b>	<b>421,486,834</b>	<b>488,769,648</b>	<b>501,413,093</b>

**SUMMARY OF EXPENDITURES BY FUND AND SUPER DEPARTMENT  
FISCAL YEARS 2006/2007 - 2008/2009**

<b>FUND/FUNCTIONAL AREA/SUPER DEPT</b>	<b>ACTUAL 2006/2007</b>	<b>REVISED 2007/2008</b>	<b>ADOPTED 2008/2009</b>
<b>SPECIAL REVENUE FUNDS</b>			
<b><u>COUNTY ADMINISTRATION</u></b>			
COUNTY ADMINISTRATOR	2,713,748	1,745,009	1,279,298
FINANCE & RISK MANAGEMENT	43,438	50,000	50,000
FORENSIC SCIENCE CENTER	0	0	110,000
INFORMATION TECHNOLOGY	1,665,259	1,547,200	374,743
NON DEPARTMENTAL	1,968,388	6,300,000	1,091,324
RECORDER	997,749	4,570,045	1,998,731
TREASURER	186,780	238,670	484,300
<b>TOTAL COUNTY ADMINISTRATION</b>	<b>7,575,362</b>	<b>14,450,924</b>	<b>5,388,396</b>
<b><u>COMMUNITY &amp; ECONOMIC DEVELOPMENT</u></b>			
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	5,458,312	9,924,844	10,240,431
COMMUNITY RESOURCES	789,885	1,121,710	1,264,705
COMMUNITY SVCS, EMPLOYMENT & TRAINING	11,226,808	10,875,658	13,914,467
COUNTY FREE LIBRARY	27,529,672	37,090,595	36,107,582
ECONOMIC DEVELOPMENT & TOURISM	1,584,943	2,477,386	2,022,773
SCHOOL SUPERINTENDENT	3,006,965	3,910,000	3,910,000
STADIUM DISTRICT	2,529,936	2,533,809	3,412,924
<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>	<b>52,126,521</b>	<b>67,934,002</b>	<b>70,872,882</b>
<b><u>JUSTICE &amp; LAW ENFORCEMENT</u></b>			
CLERK OF SUPERIOR COURT	1,151,194	973,714	925,770
COUNTY ATTORNEY	6,055,917	10,936,539	11,396,307
INDIGENT DEFENSE	232,913	1,942,318	2,121,511
JUSTICE COURT AJO	12,033	0	17,000
JUSTICE COURT GREEN VALLEY	1,872	3,575	5,825
JUSTICE COURTS TUCSON	151,410	847,086	1,079,455
JUVENILE COURT	11,588,889	13,065,143	12,351,838
SHERIFF	11,801,447	12,015,851	11,553,832
SUPERIOR COURT	14,239,898	15,287,145	15,634,539
<b>TOTAL JUSTICE &amp; LAW ENFORCEMENT</b>	<b>45,235,573</b>	<b>55,071,371</b>	<b>55,086,077</b>
<b><u>MEDICAL SERVICES</u></b>			
INSTITUTIONAL HEALTH	483,745	0	0
PUBLIC HEALTH	25,288,220	26,179,935	27,288,093
<b>TOTAL MEDICAL SERVICES</b>	<b>25,771,965</b>	<b>26,179,935</b>	<b>27,288,093</b>
<b><u>PUBLIC WORKS</u></b>			
ENVIRONMENTAL QUALITY	4,496,752	4,698,236	4,165,993
FACILITIES MANAGEMENT	1,189,094	2,080,633	1,099,307
NATURAL RESOURCES, PARKS & RECREATION	444,337	843,396	851,686
REGIONAL FLOOD CONTROL DISTRICT	14,325,101	17,074,685	12,544,587
SOLID WASTE MANAGEMENT	6,765,906	8,561,778	8,259,875
TRANSPORTATION	42,639,203	47,337,071	48,330,237
<b>TOTAL PUBLIC WORKS</b>	<b>69,860,393</b>	<b>80,595,799</b>	<b>75,251,685</b>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>200,569,814</b>	<b>244,232,031</b>	<b>233,887,133</b>
<b>DEBT SERVICE FUND</b>			
<b><u>COUNTY ADMINISTRATION</u></b>			
NON DEPARTMENTAL	68,616,019	77,945,345	100,521,623
<b>TOTAL COUNTY ADMINISTRATION</b>	<b>68,616,019</b>	<b>77,945,345</b>	<b>100,521,623</b>
<b>TOTAL DEBT SERVICE FUND</b>	<b>68,616,019</b>	<b>77,945,345</b>	<b>100,521,623</b>

**SUMMARY OF EXPENDITURES BY FUND AND SUPER DEPARTMENT  
FISCAL YEARS 2006/2007 - 2008/2009**

<b>FUND/FUNCTIONAL AREA/SUPER DEPT</b>	<b>ACTUAL 2006/2007</b>	<b>REVISED 2007/2008</b>	<b>ADOPTED 2008/2009</b>
<b>CAPITAL PROJECTS FUNDS</b>			
<b><u>PUBLIC WORKS</u></b>			
CAPITAL PROJECTS	202,659,243	250,542,995	166,449,329
<b>TOTAL PUBLIC WORKS</b>	<b>202,659,243</b>	<b>250,542,995</b>	<b>166,449,329</b>
<b>TOTAL CAPITAL PROJECTS FUNDS</b>	<b>202,659,243</b>	<b>250,542,995</b>	<b>166,449,329</b>
<b>ENTERPRISE FUNDS</b>			
<b><u>MEDICAL SERVICES</u></b>			
PIMA HEALTH SYSTEM & SERVICES	262,059,749	278,960,827	228,362,277
<b>TOTAL MEDICAL SERVICES</b>	<b>262,059,749</b>	<b>278,960,827</b>	<b>228,362,277</b>
<b><u>PUBLIC WORKS</u></b>			
DEVELOPMENT SERVICES	15,466,246	15,342,014	12,518,120
FACILITIES MANAGEMENT	1,589,869	1,667,462	2,084,344
WASTEWATER RECLAMATION	98,841,319	125,254,174	132,293,349
<b>TOTAL PUBLIC WORKS</b>	<b>115,897,434</b>	<b>142,263,650</b>	<b>146,895,813</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>377,957,183</b>	<b>421,224,477</b>	<b>375,258,090</b>
<b>TOTAL EXPENDITURES/EXPENSES</b>	<b>1,271,289,093</b>	<b>1,482,714,496</b>	<b>1,377,529,268</b>
<b>Internal Service Funds -- Informational Purposes Only</b>			
<b>INTERNAL SERVICE FUNDS</b>			
COMMUNICATIONS	3,715,470	3,682,774	4,674,074
RISK MANAGEMENT	15,372,516	19,005,156	19,198,461
FLEET SERVICES	15,613,077	14,227,926	15,888,913
GRAPHIC SERVICES	2,018,727	1,021,367	1,200,789
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>36,719,790</b>	<b>37,937,223</b>	<b>40,962,237</b>
<b>TOTAL ALL FUNDS</b>	<b>1,308,008,883</b>	<b>1,520,651,719</b>	<b>1,418,491,505</b>

**SUMMARY OF REVENUES BY FUND AND CATEGORY**  
**FISCAL YEARS 2006/2007 - 2008/2009**

<b>SOURCES OF REVENUE</b>	<b>Actual 2006/2007</b>	<b>Revised 2007/2008</b>	<b>Adopted 2008/2009</b>
<b>GENERAL FUND</b>			
<b><u>PROPERTY TAX</u></b>			
REAL PROPERTY TAXES	234,941,972	249,771,729	265,254,407
PERSONAL PROPERTY TAXES	12,259,208	12,189,483	11,148,887
INTEREST ON DELINQUENT TAX	4,388,035	5,246,601	5,359,466
PENALTIES ON DELINQUENT TAX	760,695	576,648	614,585
<b>TOTAL PROPERTY TAX</b>	<b>252,349,910</b>	<b>267,784,461</b>	<b>282,377,345</b>
<b><u>LICENSES AND PERMITS</u></b>			
BUSINESS LICENSES & PERMITS	2,794,802	2,926,812	2,955,925
<b>TOTAL LICENSES AND PERMITS</b>	<b>2,794,802</b>	<b>2,926,812</b>	<b>2,955,925</b>
<b><u>INTERGOVERNMENTAL</u></b>			
FEDERAL GRANTS AND AID	3,905,163	2,980,160	2,987,107
STATE GRANTS AND AID	6,259,925	1,114,329	4,798,163
SALES AND USE TAX	106,932,435	112,200,000	104,800,000
ALCOHOLIC BEVERAGES	68,380	61,600	32,000
AUTO LIEU TAX	26,966,858	28,000,000	27,775,000
TRANSIENT LODGING TAX	7,689,659	7,919,244	7,349,649
CITY PARTICIPATION	448,699	248,878	699,729
<b>TOTAL INTERGOVERNMENTAL</b>	<b>152,271,119</b>	<b>152,524,211</b>	<b>148,441,648</b>
<b><u>CHARGES FOR SERVICES</u></b>			
GENERAL GOVERNMENT	3,311,158	2,097,031	1,998,849
RECORDER FEES	2,815,951	3,042,500	2,342,500
COURT FEES	4,362,936	4,264,212	3,967,957
SHERIFF DEPT FEES	819,700	782,148	850,148
CORRECTIONAL HOUSING	7,393,454	6,850,700	7,318,000
HEALTH FEES	1,363,721	1,035,000	1,155,000
RECREATION FEES	739,384	688,375	669,550
INTERDEPARTMENTAL CHARGES	300	310,000	293,200
OVERHEAD - GRANTS	80,329	88,810	88,810
CONTRIBUTIONS FOR ADMINISTRATIVE OVERHEAD	12,716,494	12,327,074	14,411,994
<b>TOTAL CHARGES FOR SERVICES</b>	<b>33,603,427</b>	<b>31,485,850</b>	<b>33,096,008</b>
<b><u>FINES AND FORFEITS</u></b>			
SUPERIOR COURT - FINES AND FORFEITS	308,701	227,500	226,000
JUSTICE COURTS FINES AND FORFEITS	3,698,091	4,410,240	3,867,007
OTHER FINES AND FORFEITS	1,519,552	936,851	1,144,625
<b>TOTAL FINES AND FORFEITS</b>	<b>5,526,344</b>	<b>5,574,591</b>	<b>5,237,632</b>
<b><u>INTEREST</u></b>			
INTEREST	101,285	112,054	93,804
INT. REV - POOLED INV	3,219,892	2,194,600	1,770,177
<b>TOTAL INTEREST</b>	<b>3,321,177</b>	<b>2,306,654</b>	<b>1,863,981</b>
<b><u>MISCELLANEOUS</u></b>			
RENTS AND ROYALTIES	3,252,855	5,134,255	4,644,090
COLLECTION OF SALES TAX ON RENTAL PROPERTIES	9,640	0	0
POSTAGE REVENUES	0	7,000	9,400
OTHER MISCELLANEOUS REVENUE	3,565,330	1,472,881	2,708,194
<b>TOTAL MISCELLANEOUS</b>	<b>6,827,825</b>	<b>6,614,136</b>	<b>7,361,684</b>
<b>TOTAL GENERAL FUND</b>	<b>456,694,604</b>	<b>469,216,715</b>	<b>481,334,223</b>

**SUMMARY OF REVENUES BY FUND AND CATEGORY**  
**FISCAL YEARS 2006/2007 - 2008/2009**

<b>SOURCES OF REVENUE</b>	<b>Actual 2006/2007</b>	<b>Revised 2007/2008</b>	<b>Adopted 2008/2009</b>
<b><u>SPECIAL REVENUE FUNDS</u></b>			
<b><u>EMPLOYMENT AND TRAINING</u></b>			
INTERGOVERNMENTAL	11,560,939	11,478,523	14,587,872
MISCELLANEOUS	160,891	202,500	302,200
<b>TOTAL EMPLOYMENT AND TRAINING</b>	<b>11,721,830</b>	<b>11,681,023</b>	<b>14,890,072</b>
<b><u>ENVIRONMENTAL QUALITY</u></b>			
LICENSES AND PERMITS	1,879,216	2,166,050	2,142,200
INTERGOVERNMENTAL	1,034,517	1,344,155	1,330,926
FINES AND FORFEITS	62,925	0	0
INTEREST	85,296	30,400	35,000
MISCELLANEOUS	91,576	25,150	36,150
<b>TOTAL ENVIRONMENTAL QUALITY</b>	<b>3,153,530</b>	<b>3,565,755</b>	<b>3,544,276</b>
<b><u>PUBLIC HEALTH</u></b>			
LICENSES AND PERMITS	2,214,272	2,497,630	2,452,230
INTERGOVERNMENTAL	9,840,804	10,375,734	11,643,405
CHARGES FOR SERVICES	2,424,521	2,428,020	2,645,450
FINES AND FORFEITS	213,428	205,801	206,800
INTEREST	3,391	0	0
MISCELLANEOUS	238,129	192,146	348,389
<b>TOTAL PUBLIC HEALTH</b>	<b>14,934,545</b>	<b>15,699,331</b>	<b>17,296,274</b>
<b><u>REGIONAL FLOOD CONTROL DISTRICT</u></b>			
TAXES	22,738,616	25,112,708	25,332,649
INTERGOVERNMENTAL	1,440,138	4,500,000	217,470
CHARGES FOR SERVICES	226,068	100,000	175,000
INTEREST	278,317	200,000	100,000
MISCELLANEOUS	256,561	185,500	180,750
<b>TOTAL REGIONAL FLOOD CONTROL DISTRICT</b>	<b>24,939,700</b>	<b>30,098,208</b>	<b>26,005,869</b>
<b><u>TRANSPORTATION</u></b>			
LICENSES AND PERMITS	243,680	311,000	210,000
INTERGOVERNMENTAL	62,607,754	65,831,423	63,903,057
CHARGES FOR SERVICES	814,829	1,010,000	375,000
INTEREST	677,398	400,000	606,318
MISCELLANEOUS	437,365	136,100	137,450
MEMO REVENUE	527,363	0	0
<b>TOTAL TRANSPORTATION</b>	<b>65,308,389</b>	<b>67,688,523</b>	<b>65,231,825</b>
<b><u>OTHER SPECIAL REVENUE FUNDS AND GRANTS</u></b>			
INTERGOVERNMENTAL	40,364,473	46,992,172	45,886,610
CHARGES FOR SERVICES	8,053,657	6,920,620	6,737,130
FINES AND FORFEITS	290	606,000	603,500
INTEREST	2,040,429	1,167,913	1,652,644
MISCELLANEOUS	11,262,334	8,045,099	8,839,627
<b>TOTAL OTHER SPECIAL REVENUE FUNDS AND GRANTS</b>	<b>61,721,183</b>	<b>63,731,804</b>	<b>63,719,511</b>
<b><u>IMPROVEMENT DISTRICTS</u></b>			
SPECIAL ASSESSMENT	520,999	560,124	448,619
INTEREST	6,774	0	0
<b>TOTAL IMPROVEMENT DISTRICTS</b>	<b>527,773</b>	<b>560,124</b>	<b>448,619</b>

**SUMMARY OF REVENUES BY FUND AND CATEGORY**  
**FISCAL YEARS 2006/2007 - 2008/2009**

<b>SOURCES OF REVENUE</b>	<b>Actual 2006/2007</b>	<b>Revised 2007/2008</b>	<b>Adopted 2008/2009</b>
<b><u>SOLID WASTE MANAGEMENT</u></b>			
INTERGOVERNMENTAL	1,196,175	1,200,000	1,200,000
CHARGES FOR SERVICES	4,747,277	5,553,500	3,962,500
INTEREST	175,594	130,900	85,325
MISCELLANEOUS	87,707	93,000	54,250
<b>TOTAL SOLID WASTE MANAGEMENT</b>	<b>6,206,753</b>	<b>6,977,400</b>	<b>5,302,075</b>
<b><u>COUNTY FREE LIBRARY</u></b>			
TAXES	24,888,527	31,957,142	31,926,830
INTERGOVERNMENTAL	7,033,985	4,797,000	2,100,000
FINES AND FORFEITS	748,372	500,000	600,000
INTEREST	469,065	300,000	503,000
MISCELLANEOUS	1,517,002	1,150,000	355,000
<b>TOTAL COUNTY FREE LIBRARY</b>	<b>34,656,951</b>	<b>38,704,142</b>	<b>35,484,830</b>
<b><u>STADIUM DISTRICT</u></b>			
INTERGOVERNMENTAL	1,907,199	1,905,000	2,034,000
CHARGES FOR SERVICES	19,022	0	0
INTEREST	7,296	0	15,000
MISCELLANEOUS	1,201,477	1,116,203	1,276,003
<b>TOTAL STADIUM DISTRICT</b>	<b>3,134,994</b>	<b>3,021,203</b>	<b>3,325,003</b>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>226,305,648</b>	<b>241,727,513</b>	<b>235,248,354</b>
<b>DEBT SERVICE FUND</b>			
TAXES	48,722,260	56,252,488	57,164,072
INTERGOVERNMENTAL	17,587	7,500	7,500
INTEREST	1,612,184	1,000,000	1,000,000
<b>TOTAL DEBT SERVICE FUND</b>	<b>50,352,031</b>	<b>57,259,988</b>	<b>58,171,572</b>
<b>CAPITAL PROJECTS FUNDS</b>			
INTERGOVERNMENTAL	11,027,057	13,781,039	25,848,887
CHARGES FOR SERVICES	12,416,626	23,517,156	9,424,903
INTEREST	5,312,827	3,598,141	1,117,697
MISCELLANEOUS	263,587	370,946	94,122
MEMO REVENUE	390,380	0	0
<b>TOTAL CAPITAL PROJECTS FUNDS</b>	<b>29,410,477</b>	<b>41,267,282</b>	<b>36,485,609</b>
<b>ENTERPRISE FUNDS</b>			
<b><u>MEDICAL SERVICES</u></b>			
INTERGOVERNMENTAL	4,738,090	4,721,877	5,058,352
CHARGES FOR SERVICES	257,061,952	276,815,284	221,917,892
INTEREST	1,028,703	845,089	1,782,960
MISCELLANEOUS	1,060,050	29,427	208,285
<b>TOTAL MEDICAL SERVICES</b>	<b>263,888,795</b>	<b>282,411,677</b>	<b>228,967,489</b>
<b><u>DEVELOPMENT SERVICES</u></b>			
LICENSES AND PERMITS	7,095,381	9,846,397	7,176,537
CHARGES FOR SERVICES	4,143,033	5,155,219	3,757,000
INTEREST	762,901	780,626	500,000
MISCELLANEOUS	216,442	178,704	129,000
<b>TOTAL DEVELOPMENT SERVICES</b>	<b>12,217,757</b>	<b>15,960,946</b>	<b>11,562,537</b>

**SUMMARY OF REVENUES BY FUND AND CATEGORY**  
**FISCAL YEARS 2006/2007 - 2008/2009**

<b>SOURCES OF REVENUE</b>	<b>Actual 2006/2007</b>	<b>Revised 2007/2008</b>	<b>Adopted 2008/2009</b>
<b><u>WASTEWATER RECLAMATION</u></b>			
LICENSES AND PERMITS	11,170	5,000	5,000
INTERGOVERNMENTAL	7,290,546	0	0
CHARGES FOR SERVICES	100,132,001	112,053,936	121,916,920
FINES AND FORFEITS	66,809	58,800	58,800
INTEREST	3,683,551	2,312,600	2,411,626
MISCELLANEOUS	458,489	100,000	100,000
MEMO REVENUE	25,216,805	15,000,000	15,000,000
<b>TOTAL WASTEWATER RECLAMATION</b>	<b>136,859,371</b>	<b>129,530,336</b>	<b>139,492,346</b>
<b><u>PARKING GARAGES</u></b>			
INTEREST	80,962	60,000	118,000
MISCELLANEOUS	1,548,114	1,698,946	1,764,946
<b>TOTAL PARKING GARAGES</b>	<b>1,629,076</b>	<b>1,758,946</b>	<b>1,882,946</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>414,594,999</b>	<b>429,661,905</b>	<b>381,905,318</b>
<b>TOTAL REVENUES</b>	<b>1,177,357,759</b>	<b>1,239,133,403</b>	<b>1,193,145,076</b>
<b><u>THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY</u></b>			
<b>INTERNAL SERVICE FUNDS</b>			
<b><u>COMMUNICATIONS</u></b>			
CHARGES FOR SERVICES	3,197,284	4,458,348	4,640,898
INTEREST	76,623	37,500	76,000
MISCELLANEOUS	33,543	32,803	70,355
MEMO REVENUE	115,453	0	0
<b>TOTAL COMMUNICATIONS</b>	<b>3,422,903</b>	<b>4,528,651</b>	<b>4,787,253</b>
<b><u>FLEET SERVICES</u></b>			
INTERGOVERNMENTAL	27,594	40,000	1,072,594
CHARGES FOR SERVICES	15,771,759	18,119,204	20,494,058
INTEREST	133,251	100,000	180,000
MISCELLANEOUS	1,363,845	925,000	157,080
MEMO REVENUE	335,755	300,000	231,525
<b>TOTAL FLEET SERVICES</b>	<b>17,632,204</b>	<b>19,484,204</b>	<b>22,135,257</b>
<b><u>GRAPHIC SERVICES PRODUCTION</u></b>			
CHARGES FOR SERVICES	1,568,920	1,240,000	1,300,000
MISCELLANEOUS	43,771	1,000	1,000
<b>TOTAL GRAPHIC SERVICES PRODUCTION</b>	<b>1,612,691</b>	<b>1,241,000</b>	<b>1,301,000</b>
<b><u>RISK MANAGEMENT</u></b>			
CHARGES FOR SERVICES	17,587,656	17,877,342	17,877,342
INTEREST	2,206,696	700,000	1,556,006
MISCELLANEOUS	654,667	0	0
<b>TOTAL RISK MANAGEMENT</b>	<b>20,449,019</b>	<b>18,577,342</b>	<b>19,433,348</b>
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>43,116,817</b>	<b>43,831,197</b>	<b>47,656,858</b>
<b>TOTAL ALL FUNDS</b>	<b>1,220,474,576</b>	<b>1,282,964,600</b>	<b>1,240,801,934</b>

**SUMMARY OF EXPENDITURES BY FUNCTIONAL AREA AND SUPER DEPARTMENT  
FISCAL YEARS 2006/2007 - 2008/2009**

<b>FUNCTIONAL AREA/SUPER DEPT.</b>	<b>ACTUAL EXPENDITURES/ EXPENSES 2006/2007</b>	<b>REVISED EXPENDITURES/ EXPENSES 2007/2008</b>	<b>ADOPTED EXPENDITURES/ EXPENSES 2008/2009</b>
<b><u>COUNTY ADMINISTRATION</u></b>			
ASSESSOR	8,190,125	9,084,701	8,650,641
BOARD OF SUPERVISORS	1,639,265	1,921,797	1,913,415
CLERK OF THE BOARD	1,166,285	1,373,401	1,290,022
COUNTY ADMINISTRATOR	4,032,899	3,576,693	2,986,117
ELECTIONS	4,013,340	2,623,929	5,331,891
FINANCE & RISK MANAGEMENT	6,435,752	7,611,209	7,795,395
FORENSIC SCIENCE CENTER	2,526,357	2,837,589	2,892,179
HUMAN RESOURCES	2,356,993	2,751,874	2,705,605
INFORMATION TECHNOLOGY	7,956,150	8,614,830	6,803,012
NON DEPARTMENTAL	86,549,350	130,696,456	154,100,091
PROCUREMENT	1,534,519	2,409,730	2,278,019
RECORDER	3,516,670	7,325,776	6,189,759
TREASURER	2,060,523	2,846,041	2,998,140
<b>TOTAL COUNTY ADMINISTRATION</b>	<b>131,978,228</b>	<b>183,674,026</b>	<b>205,934,286</b>
<b><u>JUSTICE &amp; LAW ENFORCEMENT</u></b>			
CLERK OF SUPERIOR COURT	11,782,315	11,750,146	11,248,517
CONSTABLES	873,703	923,628	1,009,524
COUNTY ATTORNEY	24,322,289	31,481,804	31,266,364
INDIGENT DEFENSE	14,442,799	17,542,775	17,112,710
JUSTICE COURT AJO	469,271	685,194	713,810
JUSTICE COURT GREEN VALLEY	438,271	491,113	509,438
JUSTICE COURTS TUCSON	6,511,073	7,666,976	7,649,409
JUVENILE COURT	34,739,074	37,045,056	35,099,178
OFFICE OF COURT APPOINTED COUNSEL	11,835,961	11,690,713	11,480,346
PUBLIC FIDUCIARY	2,395,777	2,516,268	2,378,281
SHERIFF	118,626,338	125,813,598	129,619,738
SUPERIOR COURT	43,229,986	45,700,724	45,187,333
<b>TOTAL JUSTICE &amp; LAW ENFORCEMENT</b>	<b>269,666,857</b>	<b>293,307,995</b>	<b>293,274,648</b>
<b><u>COMMUNITY &amp; ECONOMIC DEVELOPMENT</u></b>			
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	516,849	742,290	686,691
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	9,988,396	15,207,791	15,506,700
COMMUNITY RESOURCES	5,528,243	5,933,388	5,870,303
COMMUNITY SVCS, EMPLOYMENT & TRAINING	16,520,034	16,477,655	19,217,926
COUNTY FREE LIBRARY	27,529,672	37,090,595	36,107,582
ECONOMIC DEVELOPMENT & TOURISM	1,584,943	2,477,386	2,022,773
SCHOOL SUPERINTENDENT	4,335,957	5,293,689	6,257,834
STADIUM DISTRICT	2,529,936	2,533,809	3,412,924
<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>	<b>68,534,030</b>	<b>85,756,603</b>	<b>89,082,733</b>
<b><u>MEDICAL SERVICES</u></b>			
INSTITUTIONAL HEALTH	97,168,146	107,815,243	112,187,310
PIMA HEALTH SYSTEM & SERVICES	262,059,749	278,960,827	228,362,277
PUBLIC HEALTH	25,288,220	26,179,935	27,288,093
<b>TOTAL MEDICAL SERVICES</b>	<b>384,516,115</b>	<b>412,956,005</b>	<b>367,837,680</b>
<b><u>PUBLIC WORKS</u></b>			
CAPITAL PROJECTS	202,659,243	250,542,995	166,449,329
DEVELOPMENT SERVICES	15,466,246	15,342,014	12,518,120
ENVIRONMENTAL QUALITY	4,496,752	4,698,236	4,165,993
FACILITIES MANAGEMENT	16,189,955	20,101,757	18,858,443
GRAPHIC SERVICES	0	811,055	753,163
NATURAL RESOURCES, PARKS & RECREATION	15,138,635	17,196,102	17,131,825
PUBLIC WORKS ADMINISTRATION	71,503	100,000	95,000
REGIONAL FLOOD CONTROL DISTRICT	14,325,101	17,074,685	12,544,587
SOLID WASTE MANAGEMENT	6,765,906	8,561,778	8,259,875

**SUMMARY OF EXPENDITURES BY FUNCTIONAL AREA AND SUPER DEPARTMENT  
FISCAL YEARS 2006/2007 - 2008/2009**

<b>FUNCTIONAL AREA/SUPER DEPT.</b>	<b>ACTUAL EXPENDITURES/ EXPENSES 2006/2007</b>	<b>REVISED EXPENDITURES/ EXPENSES 2007/2008</b>	<b>ADOPTED EXPENDITURES/ EXPENSES 2008/2009</b>
TRANSPORTATION	42,639,203	47,337,071	48,330,237
WASTEWATER RECLAMATION	98,841,319	125,254,174	132,293,349
<b>TOTAL PUBLIC WORKS</b>	<b>416,593,863</b>	<b>507,019,867</b>	<b>421,399,921</b>
<b>TOTAL ALL FUNCTIONAL AREAS</b>	<b>1,271,289,093</b>	<b>1,482,714,496</b>	<b>1,377,529,268</b>
<b>Internal Service Funds -- Informational Purposes Only</b>			
<b>INTERNAL SERVICE FUNDS</b>			
FINANCE & RISK MANAGEMENT	15,372,516	19,005,156	19,198,461
COMMUNICATIONS	3,715,470	3,682,774	4,674,074
FLEET SERVICES	15,613,077	14,227,926	15,888,913
GRAPHIC SERVICES	2,018,727	1,021,367	1,200,789
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>36,719,790</b>	<b>37,937,223</b>	<b>40,962,237</b>
<b>TOTAL ALL FUNDS</b>	<b>1,308,008,883</b>	<b>1,520,651,719</b>	<b>1,418,491,505</b>

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 10-46.

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 10-28.

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 14-48.

**SUMMARY OF REVENUES BY FUNCTIONAL AREA AND SUPER DEPARTMENT  
FISCAL YEARS 2006/2007 - 2008/2009**

FUNCTIONAL AREA/SUPER DEPT.	ACTUAL REVENUES 2006/2007	REVISED REVENUES 2007/2008	ADOPTED REVENUES 2008/2009
<b><u>COUNTY ADMINISTRATION</u></b>			
ASSESSOR	5,921	6,000	6,000
BOARD OF SUPERVISORS	0	0	0
CLERK OF THE BOARD	12,301	10,000	2,300
COUNTY ADMINISTRATOR	232,109	30,000	0
ELECTIONS	1,640,940	435,000	955,000
FINANCE & RISK MANAGEMENT	354,468	120,000	139,200
FORENSIC SCIENCE CENTER	1,371,104	1,041,200	1,165,275
HUMAN RESOURCES	6,381	8,850	1,500
INFORMATION TECHNOLOGY	776,687	684,884	778,920
NON DEPARTMENTAL	474,144,570	494,956,230	507,360,643
PROCUREMENT	995	0	6,000
RECORDER	4,876,463	4,973,750	3,658,900
TREASURER	117,966	113,150	108,150
<b>TOTAL COUNTY ADMINISTRATION</b>	<b>483,539,905</b>	<b>502,379,064</b>	<b>514,181,888</b>
<b><u>JUSTICE &amp; LAW ENFORCEMENT</u></b>			
CLERK OF SUPERIOR COURT	4,869,712	3,731,520	3,811,674
CONSTABLES	496,603	420,052	465,254
COUNTY ATTORNEY	8,835,356	8,823,955	9,559,192
INDIGENT DEFENSE	486,464	473,082	486,462
JUSTICE COURT AJO	258,446	266,006	267,432
JUSTICE COURT GREEN VALLEY	333,763	265,372	284,163
JUSTICE COURTS TUCSON	5,812,785	6,808,010	6,550,069
JUVENILE COURT	12,453,143	13,364,411	12,564,955
OFFICE OF COURT APPOINTED COUNSEL	1,099,391	808,176	718,608
PUBLIC FIDUCIARY	556,693	495,918	498,318
SHERIFF	17,284,126	16,422,327	16,977,308
SUPERIOR COURT	15,072,144	14,205,532	14,336,778
<b>TOTAL JUSTICE &amp; LAW ENFORCEMENT</b>	<b>67,558,626</b>	<b>66,084,361</b>	<b>66,520,213</b>
<b><u>COMMUNITY &amp; ECONOMIC DEVELOPMENT</u></b>			
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	5,386,184	8,654,684	8,970,271
COMMUNITY RESOURCES	1,045,075	1,303,832	1,456,205
COMMUNITY SVCS, EMPLOYMENT & TRAINING	10,840,517	10,571,661	13,625,367
COUNTY FREE LIBRARY	34,656,951	38,704,142	35,484,830
ECONOMIC DEVELOPMENT & TOURISM	1,500,039	1,792,964	1,619,933
SCHOOL SUPERINTENDENT	3,672,640	3,886,200	4,879,533
STADIUM DISTRICT	3,134,994	3,021,203	3,325,003
<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>	<b>60,236,400</b>	<b>67,934,686</b>	<b>69,361,142</b>
<b><u>MEDICAL SERVICES</u></b>			
INSTITUTIONAL HEALTH	998,185	141,819	132,969
PIMA HEALTH SYSTEM & SERVICES	263,888,795	282,411,677	228,967,489
PUBLIC HEALTH	14,934,545	15,699,331	17,296,274
<b>TOTAL MEDICAL SERVICES</b>	<b>279,821,525</b>	<b>298,252,827</b>	<b>246,396,732</b>
<b><u>PUBLIC WORKS</u></b>			
CAPITAL PROJECTS	29,410,477	41,267,282	36,485,609
DEVELOPMENT SERVICES	12,217,757	15,960,946	11,562,537
ENVIRONMENTAL QUALITY	3,153,530	3,565,755	3,544,276
FACILITIES MANAGEMENT	6,158,250	7,927,294	7,632,728
GRAPHIC SERVICES	0	311,000	294,200
NATURAL RESOURCES, PARKS & RECREATION	1,943,241	1,155,721	1,133,636
PUBLIC WORKS ADMINISTRATION	3,835	0	0
REGIONAL FLOOD CONTROL DISTRICT	24,939,700	30,098,208	26,005,869
SOLID WASTE MANAGEMENT	6,206,753	6,977,400	5,302,075
TRANSPORTATION	65,308,389	67,688,523	65,231,825
WASTEWATER RECLAMATION	136,859,371	129,530,336	139,492,346
<b>TOTAL PUBLIC WORKS</b>	<b>286,201,303</b>	<b>304,482,465</b>	<b>296,685,101</b>
<b>TOTAL ALL FUNCTIONAL AREAS</b>	<b>1,177,357,759</b>	<b>1,239,133,403</b>	<b>1,193,145,076</b>

**SUMMARY OF REVENUES BY FUNCTIONAL AREA AND SUPER DEPARTMENT  
FISCAL YEARS 2006/2007 - 2008/2009**

<b>FUNCTIONAL AREA/SUPER DEPT.</b>	<b>ACTUAL REVENUES 2006/2007</b>	<b>REVISED REVENUES 2007/2008</b>	<b>ADOPTED REVENUES 2008/2009</b>
<b>Internal Service Funds -- Informational Purposes Only</b>			
<b>INTERNAL SERVICE FUNDS</b>			
RISK MANAGEMENT	20,449,019	18,577,342	19,433,348
COMMUNICATIONS	3,422,903	4,528,651	4,787,253
FLEET SERVICES	17,632,204	19,484,204	22,135,257
GRAPHIC SERVICES	1,612,691	1,241,000	1,301,000
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>43,116,817</b>	<b>43,831,197</b>	<b>47,656,858</b>
<b>TOTAL ALL FUNDS</b>	<b>1,220,474,576</b>	<b>1,282,964,600</b>	<b>1,240,801,934</b>

**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 10-46.

**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 10-28.

**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 14-48.

**SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT**

<b>FUND/DEPARTMENTS</b>	<b>PERSONAL SERVICES</b>	<b>SUPPLIES</b>	<b>SERVICES AND OTHER CHARGES</b>	<b>CAPITAL OUTLAY</b>	<b>OTHER</b>	<b>TOTAL EXPENDITURES</b>
<b><u>GENERAL FUND</u></b>						
ASSESSOR	7,595,693	181,588	873,360			8,650,641
BOARD OF SUPERVISORS	1,690,429	44,496	161,929	16,561		1,913,415
CLERK OF SUPERIOR COURT	9,491,495	301,614	529,638			10,322,747
CLERK OF THE BOARD	1,012,666	25,144	251,012	1,200		1,290,022
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	458,960	27,640	192,691	7,400		686,691
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	1,033,560	39,453	4,179,256	14,000		5,266,269
COMMUNITY RESOURCES	2,692,063	449,513	1,322,122	141,900		4,605,598
COMMUNITY SERVICES	2,376,817	117,906	2,753,536	55,200		5,303,459
CONSTABLES	859,534	23,588	123,828	2,574		1,009,524
CONTINGENCY			1,852,613		35,442,420	37,295,033
CONTRACT ATTORNEYS			10,781,177			10,781,177
COUNTY ADMINISTRATOR	1,339,458	61,393	296,468	9,500		1,706,819
COUNTY ATTORNEY	17,815,154	604,008	1,450,895			19,870,057
ELECTIONS	2,829,683	190,600	2,023,608	288,000		5,331,891
FACILITIES MANAGEMENT	7,397,559	846,658	7,430,575			15,674,792
FINANCE	6,701,616	88,094	938,685	17,000		7,745,395
FORENSIC SCIENCE CENTER	2,416,846	68,826	291,507	5,000		2,782,179
GENERAL FUND DEBT SERVICE					5,941,559	5,941,559
GENERAL GOVERNMENT REVENUES			705,000			705,000
GRAPHIC SERVICES DESIGN	479,010	12,250	261,903			753,163
HUMAN RESOURCES	2,314,255	39,550	343,050	8,750		2,705,605
INDIGENT DEFENSE	13,670,266	198,205	1,122,728			14,991,199
INFORMATION TECHNOLOGY	4,402,315	378,746	1,639,096	8,112		6,428,269
INSTITUTIONAL HEALTH	2,344,804	68,373	109,762,933	11,200		112,187,310
JUSTICE COURT AJO	522,660	10,650	163,500			696,810
JUSTICE COURT GREEN VALLEY	426,953	8,017	68,643			503,613
JUSTICE COURTS TUCSON	5,676,584	125,190	768,180			6,569,954
JUVENILE COURT	19,473,649	842,000	2,394,491	37,200		22,747,340
NATURAL RESOURCES, PARKS & RECREATION	11,774,665	1,374,267	2,954,234	176,973		16,280,139
NON DEPARTMENTAL	1,143,631	250	7,401,671			8,545,552
OFFICE OF COURT APPOINTED COUNSEL	682,097	4,252	12,820			699,169
PROCUREMENT	2,165,012	36,904	76,103			2,278,019
PUBLIC FIDUCIARY	2,207,995	20,495	149,791			2,378,281
PUBLIC WORKS ADMINISTRATION	94,956	68,959	(68,915)			95,000
RECORDER	2,220,066	51,150	1,919,812			4,191,028
SCHOOL SUPERINTENDENT	985,714	13,153	1,341,855	7,112		2,347,834
SHERIFF	94,906,051	5,868,020	16,891,835	400,000		118,065,906
SUPERIOR COURT	23,982,678	780,265	2,797,226		169,100	27,729,269
SUPERIOR COURT MANDATED SERVICES		9,682	1,813,843			1,823,525
TREASURER	2,063,607	86,432	340,201	23,600		2,513,840
<b>TOTAL GENERAL FUND</b>	<b>257,248,501</b>	<b>13,067,331</b>	<b>188,312,900</b>	<b>1,231,282</b>	<b>41,553,079</b>	<b>501,413,093</b>
<b><u>SPECIAL REVENUE FUNDS</u></b>						
<b>EMPLOYMENT AND TRAINING</b>						
EMPLOYMENT & TRAINING	2,474,530	45,577	11,350,760	43,600		13,914,467
PIMA VOCATIONAL HIGH SCHOOL	964,438	98,786	171,981	29,500		1,264,705
<b>EMPLOYMENT AND TRAINING</b>	<b>3,438,968</b>	<b>144,363</b>	<b>11,522,741</b>	<b>73,100</b>		<b>15,179,172</b>
<b>ENVIRONMENTAL QUALITY</b>						
ENVIRONMENTAL QUALITY	2,050,987	46,563	915,563	29,979		3,043,092
ENVIRONMENTAL QUALITY GRANTS	541,765	31,200	507,936	42,000		1,122,901
<b>ENVIRONMENTAL QUALITY</b>	<b>2,592,752</b>	<b>77,763</b>	<b>1,423,499</b>	<b>71,979</b>		<b>4,165,993</b>
<b>REGIONAL FLOOD CONTROL DISTRICT</b>						
REGIONAL FLOOD CONTROL DISTRICT	6,450,413	212,679	5,741,895	139,600		12,544,587
<b>REGIONAL FLOOD CONTROL DISTRICT</b>	<b>6,450,413</b>	<b>212,679</b>	<b>5,741,895</b>	<b>139,600</b>		<b>12,544,587</b>

**SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT**

<b>FUND/DEPARTMENTS</b>	<b>PERSONAL SERVICES</b>	<b>SUPPLIES</b>	<b>SERVICES AND OTHER CHARGES</b>	<b>CAPITAL OUTLAY</b>	<b>OTHER</b>	<b>TOTAL EXPENDITURES</b>
<b>PUBLIC HEALTH</b>						
PUBLIC HEALTH	14,117,685	1,209,017	1,707,419	110,791		17,144,912
PUBLIC HEALTH GRANTS	6,534,549	378,036	3,154,296	76,300		10,143,181
<b>PUBLIC HEALTH</b>	<b>20,652,234</b>	<b>1,587,053</b>	<b>4,861,715</b>	<b>187,091</b>		<b>27,288,093</b>
<b>TRANSPORTATION</b>						
TRANSPORTATION	18,256,515	2,183,998	27,796,324	93,400		48,330,237
<b>TRANSPORTATION</b>	<b>18,256,515</b>	<b>2,183,998</b>	<b>27,796,324</b>	<b>93,400</b>		<b>48,330,237</b>
<b>OTHER SPECIAL REVENUE FUNDS</b>						
CO ATTY BAD CHECK PROGRAM	494,889	9,000	92,497			596,386
CO ATTY C.O.T. CONSUMER PROTECTION	30,108					30,108
CO ATTY FILL THE GAP	1,114,108		2,325			1,116,433
CO ATTY VICTIM RESTITUTION			20,000			20,000
CO ATTY VICTIM WITNESS COMP	70,023		415,404			485,427
COC CHILD SUPPORT INCENTIVE	17,775					17,775
COC DOCUMENT STORAGE & RETRIEVAL		17,000	200,000		76,920	293,920
COC LOCAL COURT AUTOMATION FUND	73,928	28,000		20,000		121,928
COC SPOUSAL MAINTENANCE ENFORCEMENT	28,639					28,639
COC TIME PAY FEES			350,000		108,000	458,000
COC VICTIM LOCATION FUND	5,508					5,508
COMMUNITY SERVICES GRANTS	730,024	11,778	7,043,229	5,400		7,790,431
COUNTY ATTORNEY GRANTS	3,099,291	12,221	383,115	44,815		3,539,442
COUNTY LAW ENFORCEMENT ANTIRACKETEERING	1,315,982	670,824	3,290,498	331,207		5,608,511
COURT AUTOMATION FUND				346,000		346,000
COURTS FILL THE GAP	916,735	3,604	89,443			1,009,782
ECONOMIC DEVELOPMENT & TOURISM	329,240	16,550	1,572,483	14,500	90,000	2,022,773
EMPLOYEE BENEFIT LIABILITY FUND	1,000,000					1,000,000
FACILITIES RENEWAL FUND			1,279,298			1,279,298
FORENSIC SCIENCE CENTER GRANTS			110,000			110,000
HOUSING TRUST FUND			1,000,000			1,000,000
IMPROVEMENT DISTRICTS FORMATION FUND	48,000		2,000			50,000
INDIGENT DEFENSE FILL THE GAP	105,561	40,000	1,359,116	534,506		2,039,183
IT ENHANCEMENT FUND					374,743	374,743
JC AJO TIME PAY FEES			17,000			17,000
JC GV TIME PAY FEES			3,825	2,000		5,825
JC TUCSON FARE SPECIAL REV		30,000				30,000
JC TUCSON TIME PAY FEES	64,772		46,089	472,273		583,134
JUSTICE COURTS TUCSON GRANTS	96,702		23,619			120,321
JUVENILE TITLE IV-E	42,470					42,470
JUVENILE COURT GRANTS	6,923,972	198,372	4,414,011			11,536,355
JUVENILE PROBATION SERVICES	726,945		12,068			739,013
JUVENILE VICTIM RESTITUTION			34,000			34,000
LEGAL DEFENDER TRAINING FUND			20,180			20,180
NEIGHBORHOOD CONSERVATION					1,450,000	1,450,000
PARKS & RECREATION GRANTS		97,686	5,000			102,686
PARKS SPECIAL PROGRAMS			749,000			749,000
PUBLIC DEFENDER TRAINING FUND			62,148			62,148
PUBLIC WORKS BUILDING	95,657	21,291	979,759	2,600		1,099,307
RECORDER DOC STORAGE & RETRIEVAL	604,931	440,200	911,100	42,500		1,998,731
SCHOOL RESERVE FUND			3,910,000			3,910,000
SHERIFF CNA ANTIRACKETEERING FUND			2,600,000			2,600,000
SHERIFF COMMISSARY OPERATIONS		900,000	77,500			977,500
SHERIFF CRIMINAL JUSTICE ENHANCEMENT		100,000	200,000	100,000		400,000
SHERIFF FEDERAL RICO FUND			500,000			500,000
SHERIFF GRANTS	3,791,067	295,000	1,920,793			6,006,860
SHERIFF INMATE WELFARE FUND	105,638	162,834	226,000	75,000		569,472
SHERIFF STATE RICO FUND			500,000			500,000

**SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT**

<b>FUND/DEPARTMENTS</b>	<b>PERSONAL SERVICES</b>	<b>SUPPLIES</b>	<b>SERVICES AND OTHER CHARGES</b>	<b>CAPITAL OUTLAY</b>	<b>OTHER</b>	<b>TOTAL EXPENDITURES</b>
SUPERIOR COURT CHILD SUPPORT VISITATION			135,000			135,000
SUPERIOR COURT CONCILIATION	621,488	47,200	116,818			785,506
SUPERIOR COURT COUNTY LAW LIBRARY		257,698	2,080			259,778
SUPERIOR COURT GRANTS	8,848,757	8,314	1,186,183			10,043,254
SUPERIOR COURT PROBATE		300	17,890			18,190
SUPERIOR COURT PROBATION SERVICES	2,155,246	25,000	127,344	30,000		2,337,590
SUPERIOR CRT LOCAL COURT AUTOMATION FUND	75,439	45,000	475,000	450,000		1,045,439
TAXPAYER INFORMATION FUND			154,300	330,000		484,300
<b>OTHER SPECIAL REVENUE FUNDS</b>	<b>33,532,895</b>	<b>3,437,872</b>	<b>36,636,115</b>	<b>2,800,801</b>	<b>2,099,663</b>	<b>78,507,346</b>
<b>SOLID WASTE MANAGEMENT</b>						
SOLID WASTE MANAGEMENT	2,029,090	304,208	3,907,252		451,000	6,691,550
TIRE FUND	134,694	158	1,433,473			1,568,325
<b>SOLID WASTE MANAGEMENT</b>	<b>2,163,784</b>	<b>304,366</b>	<b>5,340,725</b>	<b>0</b>	<b>451,000</b>	<b>8,259,875</b>
<b>COUNTY FREE LIBRARY</b>						
COUNTY FREE LIBRARY	18,418,820	7,737,950	7,926,762	1,824,050		35,907,582
COUNTY FREE LIBRARY GRANTS		80,000	120,000			200,000
<b>COUNTY FREE LIBRARY</b>	<b>18,418,820</b>	<b>7,817,950</b>	<b>8,046,762</b>	<b>1,824,050</b>		<b>36,107,582</b>
<b>STADIUM DISTRICT</b>						
STADIUM DISTRICT	1,159,129	249,900	2,003,895			3,412,924
<b>STADIUM DISTRICT</b>	<b>1,159,129</b>	<b>249,900</b>	<b>2,003,895</b>	<b>0</b>		<b>3,412,924</b>
<b>IMPROVEMENT DISTRICTS</b>						
IMPROVEMENT DISTRICTS					91,324	91,324
<b>IMPROVEMENT DISTRICTS</b>					<b>91,324</b>	<b>91,324</b>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>106,665,510</b>	<b>16,015,944</b>	<b>103,373,671</b>	<b>5,190,021</b>	<b>2,641,987</b>	<b>233,887,133</b>
<b>DEBT SERVICE FUND</b>						
DEBT SERVICE					100,521,623	100,521,623
<b>TOTAL DEBT SERVICE FUND</b>					<b>100,521,623</b>	<b>100,521,623</b>
<b>CAPITAL PROJECTS FUNDS</b>						
CAPITAL PROJECTS	639,643	8,000	211,054	165,590,632		166,449,329
<b>TOTAL CAPITAL PROJECTS FUNDS</b>	<b>639,643</b>	<b>8,000</b>	<b>211,054</b>	<b>165,590,632</b>		<b>166,449,329</b>
<b>ENTERPRISE FUNDS</b>						
<b>DEVELOPMENT SERVICES</b>						
DEVELOPMENT SERVICES	9,794,595	63,086	2,660,439			12,518,120
<b>DEVELOPMENT SERVICES</b>	<b>9,794,595</b>	<b>63,086</b>	<b>2,660,439</b>	<b>0</b>		<b>12,518,120</b>
<b>MEDICAL SERVICES</b>						
PIMA HEALTH SYSTEM & SERVICES	32,933,612	1,972,242	188,398,071			223,303,925
PIMA HEALTH SYSTEM GRANTS			5,058,352			5,058,352
<b>MEDICAL SERVICES</b>	<b>32,933,612</b>	<b>1,972,242</b>	<b>193,456,423</b>	<b>0</b>		<b>228,362,277</b>
<b>PARKING GARAGES</b>						
PARKING GARAGES	255,833	18,468	1,779,043	31,000		2,084,344
<b>PARKING GARAGES</b>	<b>255,833</b>	<b>18,468</b>	<b>1,779,043</b>	<b>31,000</b>		<b>2,084,344</b>

**SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT**

<b>FUND/DEPARTMENTS</b>	<b>PERSONAL SERVICES</b>	<b>SUPPLIES</b>	<b>SERVICES AND OTHER CHARGES</b>	<b>CAPITAL OUTLAY</b>	<b>OTHER</b>	<b>TOTAL EXPENDITURES</b>
<b>WASTEWATER RECLAMATION</b>						
WASTEWATER RECLAMATION	38,098,861	8,330,543	56,808,377	734,400	25,171,168	129,143,349
WASTEWATER SYSTEM DEVELOPMENT FUND			3,150,000			3,150,000
<b>WASTEWATER RECLAMATION</b>	<b>38,098,861</b>	<b>8,330,543</b>	<b>59,958,377</b>	<b>734,400</b>	<b>25,171,168</b>	<b>132,293,349</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>81,082,901</b>	<b>10,384,339</b>	<b>257,854,282</b>	<b>765,400</b>	<b>25,171,168</b>	<b>375,258,090</b>
<b>TOTAL EXPENDITURES/EXPENSES</b>	<b>445,636,555</b>	<b>39,475,614</b>	<b>549,751,907</b>	<b>172,777,335</b>	<b>169,887,857</b>	<b>1,377,529,268</b>
<b>INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY</b>						
<b>INTERNAL SERVICE FUNDS</b>						
COMMUNICATIONS	1,372,846	499,276	2,799,292	2,660		4,674,074
FLEET SERVICES	3,339,127	6,915,089	5,622,997	11,700		15,888,913
GRAPHIC SERVICES PRODUCTION	723,052	263,200	214,537			1,200,789
RISK MANAGEMENT	2,439,483	161,225	16,597,753			19,198,461
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>7,874,508</b>	<b>7,838,790</b>	<b>25,234,579</b>	<b>14,360</b>		<b>40,962,237</b>
<b>TOTAL ALL FUNDS</b>	<b>453,511,063</b>	<b>47,314,404</b>	<b>574,986,486</b>	<b>172,791,695</b>	<b>169,887,857</b>	<b>1,418,491,505</b>

**SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS  
FISCAL YEARS 2006/2007 - 2008/2009**

<b>FUNCTIONAL AREA/SUPER DEPARTMENT</b>	<b>ADOPTED 2006/2007</b>	<b>REVISED 2007/2008</b>	<b>ADOPTED 2008/2009</b>
<b><u>COUNTY ADMINISTRATION</u></b>			
ASSESSOR	161.0	161.0	160.5
BOARD OF SUPERVISORS	21.1	24.4	23.7
CLERK OF THE BOARD	19.0	19.0	18.0
COUNTY ADMINISTRATOR	16.3	15.8	14.8
ELECTIONS	14.0	15.0	18.0
FINANCE & RISK MANAGEMENT	94.6	98.0	101.9
FORENSIC SCIENCE CENTER	27.5	30.1	29.0
HUMAN RESOURCES	40.9	37.5	38.0
INFORMATION TECHNOLOGY	102.6	118.0	107.7
PROCUREMENT	33.8	34.0	32.5
RECORDER	66.0	57.0	67.0
TREASURER	41.0	41.0	40.0
<b>TOTAL COUNTY ADMINISTRATION</b>	<b>637.8</b>	<b>650.8</b>	<b>651.1</b>
<b><u>COMMUNITY &amp; ECONOMIC DEVELOPMENT</u></b>			
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	7.6	8.0	7.0
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	27.5	27.5	26.5
COMMUNITY RESOURCES	72.9	77.0	85.7
COMMUNITY SVCS, EMPLOYMENT & TRAINING	115.3	116.9	117.3
COUNTY FREE LIBRARY	337.9	357.5	378.5
ECONOMIC DEVELOPMENT & TOURISM	2.0	5.0	5.0
SCHOOL SUPERINTENDENT	15.4	16.0	15.0
STADIUM DISTRICT	11.4	14.6	4.6
<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>	<b>590.0</b>	<b>622.5</b>	<b>639.6</b>
<b><u>JUSTICE &amp; LAW ENFORCEMENT</u></b>			
CLERK OF SUPERIOR COURT	230.1	226.2	221.5
CONSTABLES	13.0	13.0	13.0
COUNTY ATTORNEY	402.2	441.3	447.4
INDIGENT DEFENSE	197.7	218.5	225.5
JUSTICE COURT AJO	9.8	10.8	10.8
JUSTICE COURT GREEN VALLEY	8.5	9.1	9.5
JUSTICE COURTS TUCSON	118.0	122.3	122.1
JUVENILE COURT	557.3	582.1	569.5
OFFICE OF COURT APPOINTED COUNSEL	11.0	10.0	9.2
PUBLIC FIDUCIARY	36.1	37.6	37.1
SHERIFF	1,365.0	1,386.6	1,411.2
SUPERIOR COURT	653.2	664.0	663.5
<b>TOTAL JUSTICE &amp; LAW ENFORCEMENT</b>	<b>3,601.9</b>	<b>3,721.5</b>	<b>3,740.3</b>
<b><u>MEDICAL SERVICES</u></b>			
INSTITUTIONAL HEALTH	27.0	27.0	31.5
PIMA HEALTH SYSTEM & SERVICES	968.2	992.4	700.2
PUBLIC HEALTH	368.5	375.1	391.8
<b>TOTAL MEDICAL SERVICES</b>	<b>1,363.7</b>	<b>1,394.5</b>	<b>1,123.5</b>
<b><u>PUBLIC WORKS</u></b>			
CAPITAL PROJECTS	11.0	10.5	10.5
DEVELOPMENT SERVICES	183.0	182.0	135.3
ENVIRONMENTAL QUALITY	62.8	60.4	52.5
FACILITIES MANAGEMENT	166.6	173.0	176.0
GRAPHIC SERVICES	0.0	7.8	7.8
NATURAL RESOURCES, PARKS & RECREATION	261.8	283.8	293.0
PUBLIC WORKS ADMINISTRATION	35.5	37.5	38.4
REGIONAL FLOOD CONTROL DISTRICT	63.0	75.4	67.0

**SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS  
FISCAL YEARS 2006/2007 - 2008/2009**

<b>FUNCTIONAL AREA/SUPER DEPARTMENT</b>	<b>ADOPTED 2006/2007</b>	<b>REVISED 2007/2008</b>	<b>ADOPTED 2008/2009</b>
SOLID WASTE MANAGEMENT	52.6	53.0	42.6
TRANSPORTATION	416.7	425.9	414.7
WASTEWATER RECLAMATION	570.7	583.7	599.1
<b>TOTAL PUBLIC WORKS</b>	<b>1,823.7</b>	<b>1,893.0</b>	<b>1,836.9</b>
<b>TOTAL FUNCTIONAL AREAS</b>	<b>8,017.1</b>	<b>8,282.3</b>	<b>7,991.4</b>
<b><u>INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY</u></b>			
<b><u>INTERNAL SERVICE FUNDS</u></b>			
COMMUNICATIONS	18.0	19.0	22.0
UNIFORMS & FOOTWEAR	18.0	25.5	24.0
FLEET SERVICES	56.0	57.0	62.2
GRAPHIC SERVICES	20.6	12.8	13.8
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>112.6</b>	<b>114.3</b>	<b>122.0</b>
<b>TOTAL ALL FUNDS</b>	<b>8,129.7</b>	<b>8,396.6</b>	<b>8,113.4</b>

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS  
FISCAL YEARS 2008/2009 - 2012/2013 AND BEYOND**

Department/Program	Prior Years Expenditures	FY 2008/09 Adopted	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	Beyond	Total
<u>Facilities Management</u>								
FM-95-011 Improve Disabled Access	963,450	106,491						1,069,941
FM-97-012 Marana Library Expansion	68,666							68,666
FM-03-001 Flowing Wells Community Center	575,000							575,000
FM-04-202 Psychiatric Hospital & Crisis Recovery Center	7,006,747	15,980,000	34,200,000	5,813,253				63,000,000
FM-04-203 Theresa Lee Health Clinic	152,109		130,000	675,986	1,041,905			2,000,000
FM-04-204 Animal Care Center	1,010,646	3,240,000	349,354					4,600,000
FM-04-205 Roy Place Commercial Bldg Restoration	43,333		756,667					800,000
FM-04-206 Green Valley Performing Arts Center Phase 2	2,569,621	1,880,379						4,450,000
FM-04-208 Amado Food Bank Kitchen	580,000							580,000
FM-04-213 Arizona Sonora Desert Museum - Gray Water			200,000					200,000
FM-04-302 Justice Court/Municipal Court Complex	22,580,933	6,200,000	18,312,012	18,520,000	50,983,927	20,257,108		136,853,980
FM-04-303 Rehabilitation of Old Courthouse					500,000	4,000,000		4,500,000
FM-04-304 Corrections Jail Security Project	3,310,223	664,441						3,974,664
FM-04-305 Interagency Victim Advocacy Center	3,965,116	2,034,884						6,000,000
FM-04-306 Juvenile Court Build-Out	2,000,000							2,000,000
FM-04-444 Marana Continental Ranch New Library	6,395,000							6,395,000
FM-04-446 Wilmot Branch Library	263,956	2,415,045	4,321,000					7,000,001
FM-05-003 Mission Road - Building 27 Tenant Improvements	440,348							440,348
FM-05-005 Flowing Wells Library	1,450,710	349,290						1,800,000
FM-06-002 Psychiatric Urgent Care Center	2,292,254	5,000,000	10,707,746					18,000,000
FM-06-003 Administration Building Remodeling	1,772,927	472,072						2,244,999
FM-07-001 Jackson Employment Center	165,612	1,334,389						1,500,001
FM-07-002 33 N Stone Building	26,874,882	773,640	482,000	292,000	192,000			28,614,522
FM-07-003 Public Works Building Renovation Development Services	76,734							76,734
FM-08-002 U OF A Medical School - Abrams	190,560	889,425						1,079,985
FM-08-004 Admin Building 9th Floor Rehab		1,300,000						1,300,000
FM-08-005 Downtown Complex		500,000						500,000
FM-08-006 Central Plant Transformer		750,000						750,000
FM-08-007 LSB Cooling Tower Replacement		350,000						350,000
FM-08-008 Public Works Building Economizer Coils - HVAC		300,000						300,000
<b>Facilities Management Totals:</b>	<b>\$84,748,827</b>	<b>\$44,540,056</b>	<b>\$69,458,779</b>	<b>\$25,301,239</b>	<b>\$52,717,832</b>	<b>\$24,257,108</b>		<b>\$301,023,841</b>
<u>Transportation</u>								
TR-93-002 Veterans Memorial Overpass	25,177,244	12,500						25,189,744
TR-93-011 Wetmore Rd and Ruthrauff Rd, La Cholla Blvd to Fairview Ave	25,024,565	5,000						25,029,565
TR-94-006 Silverbell Rd at Blanco/ Brawley Washes	405,453	1,940	2,104,604					2,511,997
TR-95-027 ADA Pedestrian Improvements	245,109	50,000	50,000	50,000	50,000	50,000	29,722	524,831
TR-96-003 River Rd at Ventana Wash	719,236	4,000	4,000	794	250,000	1,382,955	5,640,045	8,001,030
TR-97-013 Alvernon Way, Ft Lowell Road to River Road	8,773,320	20,000						8,793,320
TR-97-018 Cortaro Farms Road, Union Pacific RR Crossing to Thornydale Rd	12,154,692	629,054	5,000,000	8,132,229	4,466,503			30,382,478
TR-97-019 Craycroft Road, River Road to Sunrise Drive	30,044,637	2,071,233						32,115,870
TR-97-033 Colossal Cave Rd: Acacia School to Old Vail Road	1,094,558	362,000	570,000	1,000,000	1,967,264			4,993,822
TR-97-034 Valencia Road, Mark Road to Camino De La Tierra	20,945,120	637,702						21,582,822
TR-97-041 Twin Peaks: Sidewinder Rd - Marana Town Limits	218,316	2,000					7,519,094	7,739,410
TR-97-047 Thornydale Road, Cortaro Farms Road to Linda Vista Boulevard	953,284		789,860	3,493,479	7,499,000	7,664,377		20,400,000
TR-97-050 Madera Canyon Road at Medium Wash	468,203		2,033,500					2,501,703
TR-97-051 Madera Canyon Road at Florida Canyon Wash	457,969		3,663,500					4,121,469
TR-98-003 Orange Grove Road at Geronimo Wash	116,026	2,000		2,000	2,000	407,576	1,370,398	1,900,000
TR-98-006 Country Club Road, 36th Street to Milber	11,860,977	4,000	446,000					12,310,977
TR-98-010 I-19 SB Frontage Road at Continental Rd	3,197,157	2,000						3,199,157
TR-98-015 Kolb Road, Sabino Canyon Road to Sunrise Drive	2,866,922	5,000	159,701	540,000	6,000,000	3,772,000	498,997	13,842,620

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS  
FISCAL YEARS 2008/2009 - 2012/2013 AND BEYOND**

Department/Program	Prior Years Expenditures	FY 2008/09 Adopted	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	Beyond	Total
TR-98-023 Neighborhood Transportation Improvements	1,027,197	86,645	73,000	73,000	73,000	73,000	8,594,158	10,000,000
TR-98-026 Orange Grove Road, Thornydale Road to Oracle Road	4,296,244	2,000	3,324	957,020	1,306,961	14,860,243	15,737,400	37,163,192
TR-98-027 La Cholla Boulevard, River Road to Magee Road	26,233,898	12,500						26,246,398
TR-98-028 Sunrise Drive, Craycroft Road to Kolb Road	7,629,493	2,077,000	13,615,507					23,322,000
TR-98-030 Valencia Road, Mission Road to Interstate-19	12,427,999	100,000						12,527,999
TR-98-031 Kinney Road, Ajo Way to Bopp Road	3,252,296	8,595,016	11,682,103					23,529,415
TR-98-034 Old Tucson-Nogales Highway-Summit Neighborhood	141,928	10,000				3,120,367	2,927,705	6,200,000
TR-98-035 Mt. Lemmon Shuttle Parking	2,234,998	2,000						2,236,998
TR-98-038 Safety Improvements	18,532,550	1,850,200	740,453					21,123,203
TR-98-040 Mainsail Boulevard and Twin Lakes Dr, Twenty-Seven Wash Vicinity	241,261	1,000	1,000	1,000	29,593	712,900	6,412,656	7,399,410
TR-98-048 Drexel Road, Tucson Boulevard to Alvernon Way	58,473	4,000					19,937,527	20,000,000
TR-03-002 Colossal Cave Road: Camino Loma Alta to Vail Road	7,870,000	30,000						7,900,000
TR-03-004 Edwin Road	1,585,555	30,000						1,615,555
TR-04-001 Hayhook Ranch Road Improvement District	1,771,520	500						1,772,020
TR-05-001 Canoa Road Interchange	3,272,066	2,977,934						6,250,000
TR-05-002 Dodge Blvd: Ft Lowell Rd to River Rd Bike Lanes and Sidewalks	782,283	425,000						1,207,283
TR-05-003 Kino Parkway Overpass at 22nd Street	502,260	20,000			2,999,834	3,605,000	2,872,906	10,000,000
TR-05-007 Sunset Villa Sidewalk/Pedestrian Enhancement	602,600	292,400	100,000					995,000
TR-06-003 Laguna Elementary School Sidewalks/Landscaping	180,096	335,841						515,937
TR-06-004 Hohokam Middle School Bike Lane, Pathways, and Landscape	166,112		903,000					1,069,112
TR-06-017 Continental Elementary & Middle School Safe Routes	169,596	42,000	1,364,000					1,575,596
TR-06-019 Homer Davis Elementary Bicycle & Pedestrian Enhancement	356,253	195,265	1,337,043					1,888,561
TR-07-001 Picture Rock & Desert Winds Enhancements	121,946	243,051	527,179					892,176
TR-07-016 Mt. Lemmon Hwy Repairs MP 9.8 to 10.5	120,000	380,000						500,000
TR-08-001 Rose Neighborhood	150,000							150,000
TR-08-002 Camino Loma Alta: Old Spanish Trail to Colossal Cave Rd	200,000	860,000	1,870,000					2,930,000
TR-08-014 Magee Rd: Mona Lisa to La Cholla Int Capacity & Safety Improve	203,000	15,000						218,000
TR-RT-004 La Cholla Boulevard: Tangerine Road to Magee Road							48,333,000	48,333,000
TR-RT-007 Magee Rd/Cortaro Farms Rd: La Canada Dr to Thornydale Rd	152,000	440,000	990,000	80,000	6,240,000	7,809,501	17,188,499	32,900,000
TR-RT-008 Sunset Road: Silverbell Road to I-10 to River Road							17,764,000	17,764,000
TR-RT-009 Railroad Overpass: Ruthrauff Road							62,000,000	62,000,000
TR-RT-010 La Cholla Boulevard: River Road to Ruthrauff Road	1,493,885	1,049,000	760,373	709,000	7,438,000	8,014,000	535,742	20,000,000
TR-RT-011 La Canada Drive: Ina Road to Calle Concordia	1,119,019	1,850,000	13,565,000	13,390,000	7,950,981			37,875,000
TR-RT-012 Magee Road: La Cañada Drive to Oracle Road	896,026	212,000	260,000	130,000	3,570,388	3,713,000	4,927,586	13,709,000
TR-RT-013 First Avenue: Orange Grove Road to Ina Road							7,256,000	7,256,000
TR-RT-014 Valencia Road, Alvernon to Kolb Advance R/W Acquisition	5,000	5,000					43,298,000	43,308,000
TR-RT-017 Broadway Boulevard: Euclid Avenue to Country Club	1,358,953	141,048			8,000,000	8,000,000	7,500,000	25,000,001
TR-RT-020 Barraza/Aviation Parkway: Palo Verde Road to I-10							19,600,000	19,600,000
TR-RT-021 Valencia Road: Mark Road to Wade Road	1,194,085	1,080,000	675,915	850,000	3,000,000	3,000,000	5,200,000	15,000,000
TR-RT-022 Valencia Road: Wade Road to Mt. Eagle Road							16,000,000	16,000,000
TR-RT-023 Valencia Road: Mt. Eagle Road to Ajo Highway							14,000,000	14,000,000
TR-RT-027 Tanque Verde Road: Catalina Highway to Houghton Road	1,312,037	1,279,000	5,849,963	10,659,000				19,100,000
TR-RT-032 Houghton Road, I-10 to Tanque Verde Road	6,000	54,000	2,000,000	2,180,000			27,760,000	32,000,000
TR-RT-033 Wilmot Road: South of I-10							10,290,000	10,290,000
TR-RT-035 I-19 Frontage Rd: Continental Road to Canoa Road	1,133,262	3,134,510	9,935,229	1,770,000				15,973,001
TR-RT-036 Magee Road/Cortaro Farms Road: Magee/La Cholla Intersection	186,860	264,000	309,000	6,240,140				7,000,000
TR-RT-037 La Canada Drive: River Road to Ina Road	1,337,693	1,162,307	3,500,000	1,850,000	12,550,000	12,550,000	13,050,000	46,000,000
TR-RT-038 RTA Safety & Capacity Intersection Improvements	5,043,851	8,069,237	4,675,099					17,788,187
TR-RT-039 Greenways, Pathways, Bikeways & Sidewalks	1,176,500	2,514,500	733,500					4,424,500
TR-RT-041 Elderly & Pedestrian Safety Improvements & Safe Routes To School	1,048,064	937,000						1,985,064
TR-RT-044 Traffic Signalization Technology	880,000	595,000						1,475,000

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS  
FISCAL YEARS 2008/2009 - 2012/2013 AND BEYOND**

Department/Program	Prior Years Expenditures	FY 2008/09 Adopted	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	Beyond	Total
<b>Transportation Totals:</b>	<b>\$257,195,647</b>	<b>\$45,182,383</b>	<b>\$90,291,853</b>	<b>\$52,107,662</b>	<b>\$73,393,524</b>	<b>\$78,734,919</b>	<b>\$386,243,435</b>	<b>\$983,149,423</b>
<u>Regional Flood Control District</u>								
FC-87-001 Agua Caliente Wash at Tanque Verde Road	1,060,269							1,060,269
FC-87-046 Floodprone Land Acquisition Program	24,911,700		1,091,750					26,003,450
FC-92-005 Arroyo Chico Detention Basin (USACOE)	6,568,953	2,200,000						8,768,953
FC-97-009 T.V. Creek: Sabino Canyon to Craycroft (USACOE)	549,295		350,000	1,000,000				2,049,295
FC-97-028 Mission View Wash	2,606,289	3,991,074						6,597,363
FC-98-003 Santa Cruz River: Paseo de Las Iglesias Restoration (USACOE)	2,581,119	1,350,000	300,000					4,231,119
FC-98-005 Rillito/Swan Wetlands (USACOE)	1,318,804	34,000						1,352,804
FC-00-003 Tres Rios del Norte (USACOE Study)	1,211,474	280,000						1,491,474
FC-00-004 Santa Cruz River: Cortaro Mesquite Bosque	1,847,145	75,000						1,922,145
FC-03-001 El Rio Medio (USACOE Study)	876,172	200,000	445,000					1,521,172
FC-03-002 Urban Drainage	10,003,542	2,000,000	5,500,000	3,200,000				20,703,542
FC-04-501 Floodprone and Riparian Land Acquisition	3,644,189	250,000	1,547,090					5,441,279
FC-04-502 Urban Drainage Infrastructure Program	3,734,604	802,000	751,689	897,000	897,000	897,000	1,120,931	9,100,224
FC-04-503 City of South Tucson Urban Drainage	600,718	500,000	618,282					1,719,000
FC-04-504 Tohono O'Odham Nation Drainage Improvements	606,489		893,511					1,500,000
FC-04-505 Pascua Yaqui Tribe Black Wash Urban Drainage Flood Control Improv	187,130	100,000	712,870					1,000,000
FC-04-506 Santa Cruz River Flood Control, Erosion Control and Linear Park, Ajo	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	781,278		3,389,819	2,065,659				6,236,756
FC-04-508 Rillito River Linear Park, Alvernon to Craycroft	2,726,946	1,822,848						4,549,794
FC-04-510 Canada del Oro River Park, Thornydale to Magee	1,238,204	2,400,000	5,034,275					8,672,479
FC-05-003 Cienega - Empirita Restoration	130,501							130,501
FC-07-007 Diablo Village Regional Detention Basins	1,451,731	149,000				5,150,000		6,750,731
FC-07-009 Santa Cruz River Continental Ranch Remediation Project	149,936	120,000	100,000					369,936
<b>Regional Flood Control District Totals:</b>	<b>\$68,788,535</b>	<b>\$16,423,922</b>	<b>\$25,734,286</b>	<b>\$12,162,659</b>	<b>\$4,897,000</b>	<b>\$6,047,000</b>	<b>\$1,120,931</b>	<b>\$135,174,333</b>
<u>Natural Resources, Parks and Recreation</u>								
P-05 Tucson Athletic and Play Field Improvements	1,807,972	1,177,834	673,928					3,659,734
P-11 Yaqui Park Improvements	624,380	759,145	231,327					1,614,852
P-18 Armory Park/Children's Museum Improvements	788	232,712						233,500
P-31 Rillito River Park - Campbell to Alvernon	1,916,070	519,339						2,435,409
P-32 Rillito Park at Columbus Boulevard District Park	466,075	99,757						565,832
P-34 Oro Valley Cañada Del Oro River Park	999,999							999,999
P-36 Santa Cruz River Park, Irvington to Valencia	180,482		953,339					1,133,821
P-37 Santa Cruz River Community Park	1,518		848,482					850,000
P-45 Marana Rattlesnake Park (Continental Ranch)	5,074		409,436					414,510
P-46 Columbus Park	2,000,001							2,000,001
P-51 Lawrence Park Infrastructure Improvements	635,300							635,300
P-56 Thomas Jay Community Center	697,529	140,920						838,449
T-20 Tortolita Mountain Park Trail System	130,464							130,464
T-21 Various Trailhead Parking/Staging	207,215							207,215
T-23 Various Trail Acquisitions	767,281							767,281
PR-04-001 Saguaro Ranch Trailhead	200,000							200,000
PR-04-419 Southeast Regional Park/Shooting Range - Phase II	1,563,349	1,212,732	783,920					3,560,001
PR-04-420 Sports Field Lighting of Existing Fields	2,623,444	1,263,643	37,012					3,924,099
PR-04-422 Catalina Community Park	789,335	210,665						1,000,000
PR-04-423 Dan Felix Memorial Park - Pegler Wash	287,714	134,299						422,013
PR-04-425 Mehl-Foothills Park	595,385	1,404,616						2,000,001
PR-04-426 Rillito Race Track	2,250,001							2,250,001
PR-04-427 Kino Public Sports Field Lighting	110,000	540,000						650,000

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS  
FISCAL YEARS 2008/2009 - 2012/2013 AND BEYOND**

Department/Program	Prior Years Expenditures	FY 2008/09 Adopted	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	Beyond	Total
PR-04-430 Eastside Sports Complex and Senior Center	162,397	855,000	3,982,603	1,000,000				6,000,000
PR-04-431 Northside Community Park	200,332	238,955	1,952,501	3,108,212				5,500,000
PR-04-432 Southeast Community Park	41,687	2,298,313	2,790,000	870,000				6,000,000
PR-04-433 Houghton Greenway	44,236	1,355,765						1,400,001
PR-04-434 Julian Wash Linear Park	341,942	414,387	2,943,188					3,699,517
PR-04-435 Arroyo Chico	75,000	125,000	400,000	400,000				1,000,000
PR-04-436 Atturbury Wash Sanctuary	130,263	267,000	450,000	352,737				1,200,000
PR-04-437 Pantano River Park, 22nd Street to Michael Perry Park	1,524,517	1,000,000	975,483					3,500,000
PR-04-438 Rio Vista Natural Resource Park	220,667	1,279,333						1,500,000
PR-04-439 Marana Cultural and Heritage Park	706,051	293,949						1,000,000
PR-04-440 Tortolita Trail System	956,435		243,566					1,200,001
PR-04-442 Bicycle Lane on Sahuarita Road	2,290		1,497,710					1,500,000
<b>Natural Resources, Parks and Recreation Totals:</b>	<b>\$23,265,193</b>	<b>\$15,823,364</b>	<b>\$19,172,495</b>	<b>\$5,730,949</b>				<b>\$63,992,001</b>
<u>Open Space</u>								
SD-10 Tumamoc Hill - Open Space	62,170		1,340,000					1,402,170
OS-04-199 2004 Open Space	65,566,256	18,866,358	1,113,927					85,546,541
OS-04-120 Davis Monthan Encroachment Prevention	7,866,358	2,133,642						10,000,000
<b>Open Space Totals:</b>	<b>\$73,494,784</b>	<b>\$21,000,000</b>	<b>\$2,453,927</b>					<b>\$96,948,711</b>
<u>Cultural Resources</u>								
HP-97-003 Empirita Ranch Buildings Rehabilitation	320,000							320,000
HP-97-006 Canoa Ranch Buildings Rehabilitation (1997 Auth)	1,052,834	227,167						1,280,001
HP-97-008 Tumamoc Hill	5,352		1,244,040					1,249,392
HP-04-401 Empirita Ranch Buildings Rehabilitation	400,001							400,001
HP-04-402 Canoa Ranch Buildings Rehabilitation	1,137,982	750,000	812,017					2,699,999
HP-04-403 Juan Bautista de Anza National Historic Trail	1,986,574	481,280	285,000	894,418	150,000			3,797,272
HP-04-404 Fort Lowell Acquisition & San Pedro Chapel	1,241,612	760,645	790,000	207,743				3,000,000
HP-04-406 Steam Pump Ranch Rehabilitation	4,750,871	246,937						4,997,808
HP-04-408 Marana Mound Community Site Acquisition	26,045			673,955				700,000
HP-04-409 Dakota Wash Site Acquisition	521,836	78,163						599,999
HP-04-412 Performing Arts Center Rehabilitation	174,266	507,734						682,000
HP-04-413 Tumamoc Site Acquisition			1,337,074					1,337,074
HP-04-414 Los Morteros Preservation	247,000	3,000						250,000
HP-04-415 Pantano Townsite Preservation	10,554	39,446						50,000
HP-04-416 Ajo Curley School Art Institute	32,794				467,206			500,000
HP-04-417 Dunbar School	71,321	740,000	406,680					1,218,001
<b>Cultural Resources Totals:</b>	<b>\$11,979,042</b>	<b>\$3,834,372</b>	<b>\$4,874,811</b>	<b>\$1,776,116</b>	<b>\$617,206</b>			<b>\$23,081,547</b>
<u>Neighborhood/Housing Reinvestment</u>								
NR-1 Neighborhood Reinvestment	8,993,074	343,616	716,522					10,053,212
HR-04-210 Housing Reinvestment 2004 Authorization	4,551,139	911,614	1,237,178	900,000	900,000	900,000	600,069	10,000,000
NR-04-209 Neighborhood Reinvestment 2004 Authorization	8,499,056	2,340,584	3,474,122	4,402,887	1,183,351	100,000		20,000,000
<b>Neighborhood/Housing Reinvestment Totals:</b>	<b>\$22,043,269</b>	<b>\$3,595,814</b>	<b>\$5,427,822</b>	<b>\$5,302,887</b>	<b>\$2,083,351</b>	<b>\$1,000,000</b>	<b>\$600,069</b>	<b>\$40,053,212</b>
<u>Solid Waste Management</u>								
SW-97-001 Regional Solid Waste Management	58,200							58,200
SW-97-002 Tangerine Closure	90,000	766,000	6,825,100	1,318,900				9,000,000
SW-97-004 Environmental Remediation/EI Camino Del Cerro	2,154,704	499,419	212,500	350,000				3,216,623
SW-07-001 Sahuarita Expansion Phase 2			140,000	1,850,000				1,990,000
<b>Solid Waste Management Totals:</b>	<b>\$2,302,904</b>	<b>\$1,265,419</b>	<b>\$7,177,600</b>	<b>\$3,518,900</b>				<b>\$14,264,823</b>

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS  
FISCAL YEARS 2008/2009 - 2012/2013 AND BEYOND**

Department/Program	Prior Years Expenditures	FY 2008/09 Adopted	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	Beyond	Total
<u>Sheriff</u>								
SD-04-301 Regional Public Safety Communications System	7,885,185	12,766,002	46,370,320	34,187,013	9,774,313			110,982,833
<b>Sheriff Totals:</b>	<b>\$7,885,185</b>	<b>\$12,766,002</b>	<b>\$46,370,320</b>	<b>\$34,187,013</b>	<b>\$9,774,313</b>			<b>\$110,982,833</b>
<u>Information Technology</u>								
IT-07-001 Library Phone System 2007	878,468	13,000						891,468
IT-07-002 33 N Stone IT Upgrades	462,700	1,037,300						1,500,000
IT-07-003 Radio Equipment and Tower Upgrade	250,000	100,000						350,000
<b>Information Technology Totals:</b>	<b>\$1,591,168</b>	<b>\$1,150,300</b>						<b>\$2,741,468</b>
<u>Wastewater Reclamation</u>								
WL-87-001 Miscellaneous Sewer Relocations	2,920,758							2,920,758
WL-87-427 Arivaca Junction Wastewater Treatment Facility Sewer Extension	960,579	400,000		2,842,000				4,202,579
WL-90-019 Green Valley Trunk Sewer Protection at Drainageway No. 7	306,747							306,747
WL-94-4L7 Green Valley Sewer Protection	199,071	78,000						277,071
WL-94-5L6 West Branch Santa Cruz River Sewer Crossing Protection	106,436							106,436
WL-97-4L3 Tanque Verde Interceptor: Craycroft to Tucson Country Club	1,504,323	191,000	120,000	250,000	2,514,344			4,579,667
WL-97-4L4 Tanque Verde Interceptor: Hidden Hills Wash to Arbor Circle	385,345							385,345
WL-00-3L1 Marana Colonia Project	1,466,135							1,466,135
WL-00-3L2 Avra Valley BNRD Expansion (KB Homes Expansion)	2,190,478							2,190,478
WL-01-1L1 Tangerine Road Sewer Crossing at Big Wash	128,123	2,542,658						2,670,781
WL-01-4L1 Tanuri Drive Relief Sewer	68,684	50,000	58,158					176,842
WL-04-601 Roger Road WWTP Rehabilitation	16,357,956	3,939,876	290,000					20,587,832
WL-04-602 Miscellaneous Conveyance System Rehabilitation and Repair	11,174,166	5,900,000	5,000,000	1,000,000				23,074,166
WL-04-603 Santa Cruz Interceptor: Prince to Franklin	22,292,151	1,656,658						23,948,809
WL-04-605 Tanque Verde Interceptor: Craycroft to Tucson Country Club						8,718,469		8,718,469
WL-04-606 Marana Regional Airport Sewer Connection	393,345							393,345
WL-04-610 New Marana WWTP BNRD Expansion (2.2 mgd)	9,832,242	7,966,975	15,000,000					32,799,217
WL-04-611 Avra Valley BNRD Expansion	28,895,982	25,345,600	23,200	23,200	34,800			54,322,782
WL-04-612 Mt. Lemmon Sewer System	605,609	2,500,000	3,200,000	894,391				7,200,000
WL-05-0L8 Santa Cruz Interceptor Out-of-Service		125,000	230,000	174,473				529,473
WL-05-1L1 Richey Yard Field Operations Division Facility	1,226,635	1,768,571						2,995,206
WL-05-3F1 Ina Rd WPCF Safety Railings	1,634,681							1,634,681
WL-05-3F2 Ina Biosolids Transfer Station	400,000							400,000
WL-05-3L2 Capstan Lift Station	534,736	754,398						1,289,134
WL-05-3L3 Green Valley Flood Control Protection Wall	67,018	137,768	100,602					305,388
WL-05-3L4 Green Valley Recharge Monitoring System	47,500							47,500
WL-05-3R6 Roger Road SCADA Upgrades	379,722	100,000						479,722
WL-05-5F3 Ina Rd Scum Pumping System	500,000	50,000						550,000
WL-05-5F4 Ina Rd Recycle Line Modifications	619,998	50,000						669,998
WL-05-5F5 Ina Struvite Management								
WL-06-2L1 Mission View Wash	533,000	5,500,000						6,033,000
WL-06-3L1 Continental Ranch Regional Pump Station		214,000						214,000
WL-06-5L1 Ina Road Property Acquisition	198,000	200,000						398,000
WL-06-5L2 Ina Rd WWTF Wiring Infrastructure Deficiencies	411,550							411,550
WL-06-5L3 Ina Plate & Frame Heat Exchangers	165,000							165,000
WL-07-2L2 Park / 18th Sewer Augmentation			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	260,000							260,000
WL-07-3L2 Prince Rd & I-10 ADOT Sewer Modifications	209,031	200,000	1,500,000	4,624,166	930,970			7,464,167
WL-07-3L9 Roger Rd New NdN Facility Place Holder (ROMP)	500,000	2,919,144	13,879,144	16,500,000	44,300,000	97,500,000	179,401,712	355,000,000
WL-07-4L6 Sabino Creek Pump Station	80,000	300,000						380,000

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS  
FISCAL YEARS 2008/2009 - 2012/2013 AND BEYOND**

Department/Program	Prior Years Expenditures	FY 2008/09 Adopted	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	Beyond	Total
WL-07-4L7 Marana BNROD Exp 1.5 to 3.0 MGD						5,000,000	15,000,000	20,000,000
WL-07-5L2 Ina Road Telephone System		525,000						525,000
WL-07-5L3 Ina Road WPCF Ingress/Egress Roadways	300,000							300,000
WL-07-6L8 Green Valley BNROD Exp 2.0 to 4.0 MGD		200,000	19,800,000	10,000,000				30,000,000
WL-07-999 Ina Road ROMP Place Holder								
WL-08-0L1 Region Wide Conveyance Odor Control System		400,000						400,000
WL-08-0L2 RW Conveyance Vapor Treatment Unit Odor Control		495,000						495,000
WL-08-0L3 Region Wide Conveyance Odor Control		940,000						940,000
WL-08-1L1 Sunrise Lift Station		80,000	723,000					803,000
WL-08-2L1 Ina Rd WPCF Electrical Substation No. 1		325,000						325,000
WL-08-2L2 Ina Rd WPCF Lighting Improvements		200,000	100,000					300,000
WL-08-2L3 Ina Rd WPCF Primary Sluice Gates		250,000						250,000
WL-08-2L4 Ina Rd WPCF Centrate Line From Centrifuge to Thickener		350,000						350,000
WL-08-2L5 Ina Rd WPCF Electrical Centrifuge 700 BUS		100,000						100,000
WL-08-2L6 Ina Rd WPCF Concrete Floor Replacements		100,000	100,000	100,000	100,000	100,000		500,000
WL-08-2L7 Ina Rd WPCF Digester Gas Equipment Replacement		3,000,000	1,000,000					4,000,000
WL-08-2L8 KERP Dechlorination Building		100,000						100,000
WL-08-2L9 Ina Rd WPCF SCADA Process Optimization		350,000	350,000	350,000	350,000	350,000		1,750,000
WL-08-3L1 Ina Rd WPCF Variable Frequency		340,000						340,000
WL-08-3L2 Ina Rd WPCF New Heat Exchanger			110,000					110,000
WL-08-3L3 Ina Rd WPCF Relocate Final Effluent Samplers		300,000						300,000
WL-08-3L4 Ina Rd WPCF East/West Electrical Upgrade		200,000	2,000,000					2,200,000
WL-08-3L6 Ina Rd WPCF - Road Replacements/Additions		250,000	250,000	250,000				750,000
WL-08-3L7 Ina Rd WPCF Enclosed Transfer Station Dewatering		850,000						850,000
WL-08-3L8 Ina Rd WPCF - Upgrade of Blower Heat Exchanger		200,000	2,000,000					2,200,000
WL-08-3L9 Ina Rd WPCF - Gravity Belt Thickeners for Biosolids		1,500,000						1,500,000
WL-08-4L1 Corona de Tucson WWTF - Sludge Storage Facility		500,000						500,000
WL-08-4L2 Corona de Tucson WWTF - Odor Control for Headworks		250,000						250,000
WL-08-4L3 Corona de Tucson WWTF - UV Disinfection & Filtration		1,000,000	1,000,000					2,000,000
WL-08-4L4 Green Valley WWTF - Sludge Digestion Facility Cover		500,000						500,000
WL-08-4L5 Green Valley WWTF - Screens, Washer & Compactors		500,000						500,000
WL-08-4L6 Ina Rd WPCF Corrosion Prevention Program		100,000	100,000	100,000	100,000	100,000		500,000
WL-08-4L7 Prudence Lift Station		150,000	1,200,000					1,350,000
WL-08-604 Santa Cruz Interceptor, Phase III	50,000	15,479,053						15,529,053
WR-07-202 Ina Road WPCF Denitrification	2,886,010							2,886,010
WR-07-203 ROMP Ina Rd WPCF HPO Replacement	102,800	3,902,557	18,256,601	31,224,601	21,920,791	4,560,073	4,814,497	84,781,920
WR-07-204 ROMP Ina Rd WPCF 12.5 MGD Expansion	75,200	2,882,619	13,137,351	22,438,630	15,774,933	3,334,554	3,720,210	61,363,497
WR-07-205 ROMP Ina Rd WPCF BNRAS System Modification	48,000	1,713,858	7,866,912	13,440,495	9,445,893	1,989,442	2,189,994	36,694,594
WR-07-206 Ina Rd WPCF Biosolids Facilities Improvements	75,200	2,882,619	13,137,351	22,438,630	15,774,933	3,334,554	3,720,210	61,363,497
WR-07-207 ROMP Ina Rd WPCF Power Generation & Distribution	62,800	593,761	652,621	909,597	19,996,835	20,691,139	8,793,555	51,700,308
WR-07-208 Ina Rd WPCF Class A Biosolids Improvements	36,000	74,593	58,761	61,699	64,784	68,023	30,438,242	30,802,102
WR-07-309 Roger Road WWTP to Ina Road WPCF Plant Interconnect	3,299,942	12,679,502	23,784,516					39,763,960
<b>Wastewater Reclamation Totals:</b>	<b>\$114,490,953</b>	<b>\$117,153,210</b>	<b>\$150,028,217</b>	<b>\$142,621,882</b>	<b>\$146,308,283</b>	<b>\$145,746,254</b>	<b>\$248,078,420</b>	<b>\$1,064,427,219</b>
<b>Total Capital Improvement Projects</b>	<b>\$667,785,507</b>	<b>\$282,734,842</b>	<b>\$420,990,110</b>	<b>\$282,709,307</b>	<b>\$289,791,509</b>	<b>\$255,785,281</b>	<b>\$636,042,855</b>	<b>\$2,835,839,411</b>
<b>Administrative Costs</b>		<b>\$867,697</b>						
<b>Total Capital Improvement Program</b>		<b>\$283,602,539</b>						
<b>Funded by Wastewater Reclamation</b>		<b>(\$117,153,210)</b>						
<b>Total FY 2008/09 Adopted Capital Projects Fund</b>		<b>\$166,449,329</b>						

**SUMMARY OF ADOPTED SUPPLEMENTAL PACKAGES  
BY FUNCTIONAL AREA AND DEPARTMENT  
FISCAL YEAR 2008/2009**

<u>FUNCTIONAL AREA/DEPARTMENT</u>	<u>SUPPLEMENTAL PACKAGE</u>	<u>EXPENDITURE</u>	<u>REVENUE</u>	<u>NET IMPACT</u>
<b>COUNTY ADMINISTRATION</b>				
Elections	B High Speed Ballot Counters	291,900	0	291,900
	C Sentio Ballot on Demand Printers	140,000	0	140,000
<b>TOTAL COUNTY ADMINISTRATION</b>		<b>431,900</b>	<b>0</b>	<b>431,900</b>
<b>JUSTICE &amp; LAW ENFORCEMENT</b>				
County Attorney	B Byrne Grant Reduction	207,085	0	207,085 *
	C Justice Assistance Grant Reduction	95,554	0	95,554 *
Sheriff	G COPS in School '05 Grant	560,666	0	560,666
Superior Court	B Replacement of Byrne Grant Funding for Pro Tempore	173,554	0	173,554 *
	C Replacement of IV-D Supp. Funding for Two Positions	21,332	0	21,332 *
<b>TOTAL JUSTICE &amp; LAW ENFORCEMENT</b>		<b>1,058,191</b>	<b>0</b>	<b>1,058,191</b>
<b>PUBLIC WORKS</b>				
Natural Resources, Parks & Recreation	F Sportspark Proposal	500,000	0	500,000
Solid Waste Management	B Ajo Landfill Support	353,750	0	353,750
	C Catalina Transfer Station Support	235,000	82,000	153,000
	D Ryan Field Transfer Station Support	236,750	6,750	230,000
	E Arivaca RCC Support	82,000	0	82,000
	F Sasabe/Arivaca RCC Support	14,500	0	14,500
	G Mount Lemmon RCC Support	21,000	0	21,000
	H Lukeville RCC Support	29,500	0	29,500
	I Why RCC Support	47,500	0	47,500
	J Community Cleanup Support	7,000	0	7,000
	K Wildcat Dump Contingent Support	106,500	0	106,500
<b>TOTAL PUBLIC WORKS</b>		<b>1,633,500</b>	<b>88,750</b>	<b>1,544,750</b>
<b>TOTAL ALL FUNCTIONAL AREAS</b>		<b>3,123,591</b>	<b>88,750</b>	<b>3,034,841</b>
<b>Total General Fund</b>		<b>1,990,091</b>	<b>0</b>	<b>1,990,091</b>
<b>Total Non General Fund</b>		<b>1,133,500</b>	<b>88,750</b>	<b>1,044,750</b>
<b>TOTAL ALL FUNDS</b>		<b>3,123,591</b>	<b>88,750</b>	<b>3,034,841</b>

\* Funding is budgeted in the Contingency department

## 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 2004/2005 and ending with fiscal year 2008/2009. Revenues for fiscal years 2004/2005, 2005/2006, and 2006/2007 are based on audited actuals. Revenues for fiscal year 2007/2008 are based on the Revised Budget. Fiscal year 2008/2009 revenues are from the Adopted Budget.

A summary of the total budgeted fiscal year 2008/2009 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.

	<b>Total Revenue</b>
General Fund.....	\$481,334,223
Capital Projects Fund .....	36,485,609
Communications Fund.....	4,787,253
County Free Library .....	35,484,830
Debt Service .....	58,171,572
Development Services.....	11,562,537
Economic Development & Tourism .....	1,619,933
Employment & Training .....	14,890,072
Environmental Quality.....	3,544,276
Fleet Services .....	22,135,257
Graphic Services Production .....	1,301,000
Improvement Districts .....	448,619
Medical Services.....	228,967,489
Other Special Revenue Funds.....	62,099,578
Parking Garages.....	1,882,946
Public Health.....	17,296,274
Regional Flood Control District .....	26,005,869
Risk Management.....	19,433,348
Solid Waste Management.....	5,302,075
Stadium District.....	3,325,003
Transportation.....	65,231,825
Wastewater Reclamation.....	139,492,346

**GENERAL FUND**

**Tax** revenues are derived from primary tax levies on real and personal property. The fiscal year 2008/09 primary net assessed value is \$8,239,671,672, an increase of \$886,340,584 over fiscal year 2007/08. The primary tax rate for fiscal year 2008/09 is lowered from the 2007/08 rate of \$3.6020 per \$100 of net assessed value to \$3.3913. Total budget primary property tax collections are \$282,377,345 with current year collections of \$269,827,516, delinquent taxes of \$6,575,778, and interest and penalties on delinquent taxes totaling \$5,974,051. Tax revenues increased a total of \$14,592,884 between fiscal year 2007/08 and fiscal year 2008/09.

**Licenses and Permits** revenues increased \$29,113 for fiscal year 2008/09. This increase is the result of rising collections of cable TV franchise fees due to the growth in unincorporated Pima County.

**Intergovernmental** revenues decreased \$4,082,563 to \$148,441,648 in fiscal year 2008/09. Due to a shrinking economy, State Shared Sales Tax revenue decreased \$7,400,000 to \$104,800,000 and the Shared Vehicle License Tax declined \$225,000 to \$27,775,000. The Unincorporated Transient Lodging Excise Tax revenue decreased \$569,595 because of the slowdown in the national economy. A slowdown in the expansion rate of the population in unincorporated areas reduced the prospect for new restaurants, lounges, and liquor stores thus decreasing Alcoholic Beverage revenues by \$29,600 in fiscal year 2008/09.

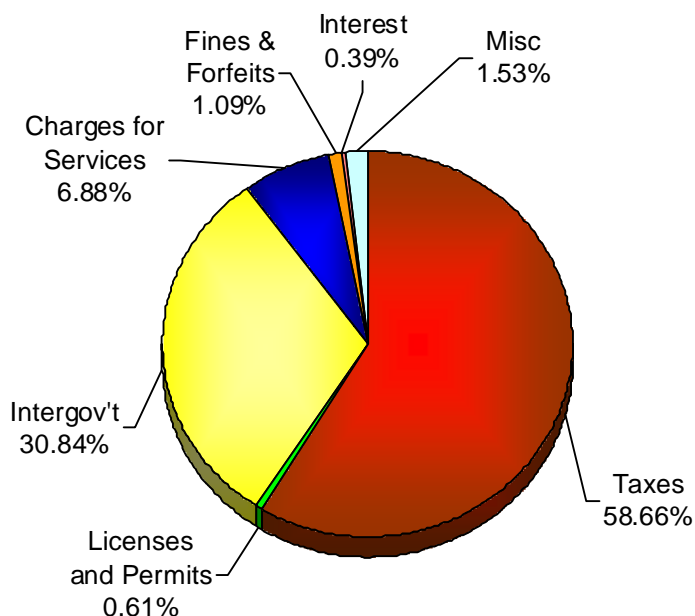
Federal, state and city grant and aid revenues increased \$4,141,632 because the Proposition 204 “hold harmless” funds of \$3,817,000 were budgeted in fiscal year 2008/09. This revenue increase was offset somewhat by a \$281,250 reduction due to the ending of the Recorder’s fiscal 2008 Presidential Preference reimbursements. Elections revenue was raised \$520,000 due to partial reimbursements for state and city activity in the general election.

**Charges for Services** revenues increased \$1,610,158 for fiscal year 2008/09. The primary source of this increase is the \$2,084,920 from contributions to the General Fund from other funds for administrative services. This increase was brought about by higher costs of services and more services being provided to the other funds. Higher inmate population in the County adult correctional facilities from the state, cities, and towns increased Sheriff’s revenue \$610,000. Filing fee revenue from the Justice Courts Tucson will increase \$197,522 because of changes in the County Ordinance allowing Justice Court Tucson to collect fees. The Forensic Science Center increased its revenues \$120,000 by increasing fees and volume of services.

These substantial revenue increases are being offset by revenue declines caused by a slowing economy and lower utilization of some law enforcement programs. The Recorder’s Office recording fees declined \$700,000 because of fewer real estate transactions being filed. Juvenile Courts’ correctional housing revenue decreased \$142,700 because of lower numbers of Pascua Yaque detainees. Court fees for Contract Attorneys declined \$89,568 because fewer cases are being referred to them.

Court fees to the Clerk of the Superior Court declined \$416,171. Part of this drop in court fees, \$227,145 is being reassigned to general government fees. There is a real drop of \$189,026 because the Justice

**Fiscal Year 2008/2009**



**Pima County FY 2008/2009 Adopted Budget**

Courts are collecting their own court fees which, in the past, were collected by the Clerk of the Superior Court. The Clerk of the Superior Court's jury fees declined \$58,000 because there are fewer civil jury trials thus lowering jury fee receipts. Revenue from the Sheriff's work release programs decreased \$52,000 because of lower participation. Justice Courts Tucson also lowered its General Government fee \$204,771 because the fees from programs initiated last fiscal year did not produce expected revenues and were budgeted lower in fiscal year 2008/09.

**Fines and Forfeits** to the General Fund decreased \$336,959 in fiscal year 2008/09. The number of traffic cases decreased substantially in Justice Courts Tucson decreasing revenue from fines by \$543,233. The decrease is partially offset somewhat by the Clerk of the Superior Court raising \$215,780 through increased bond forfeitures.

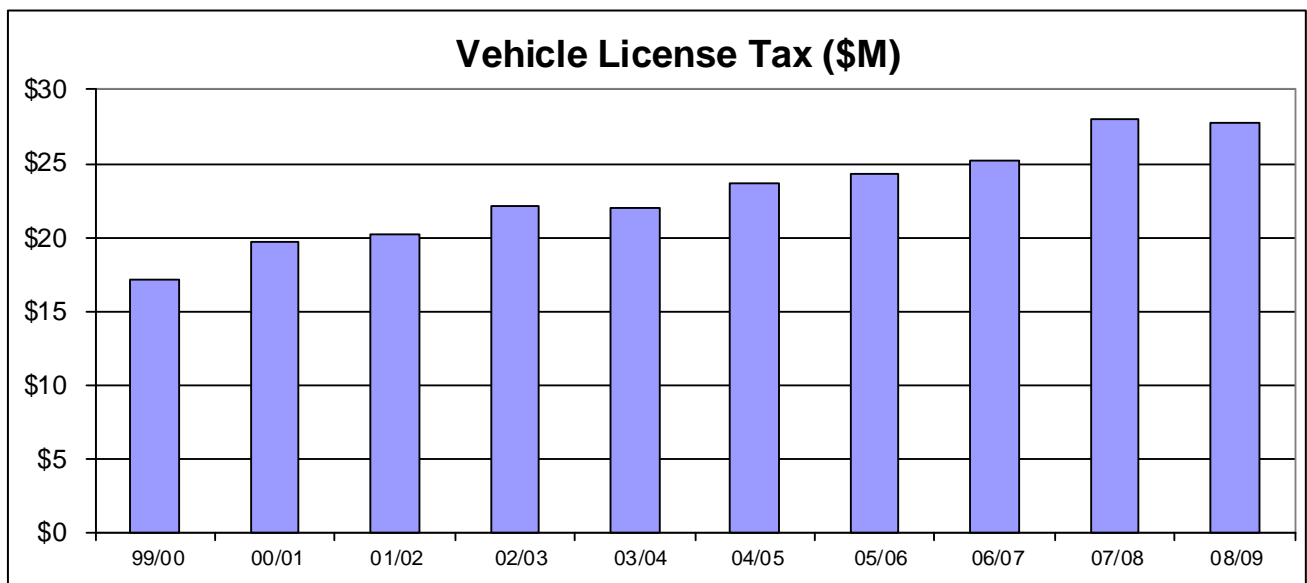
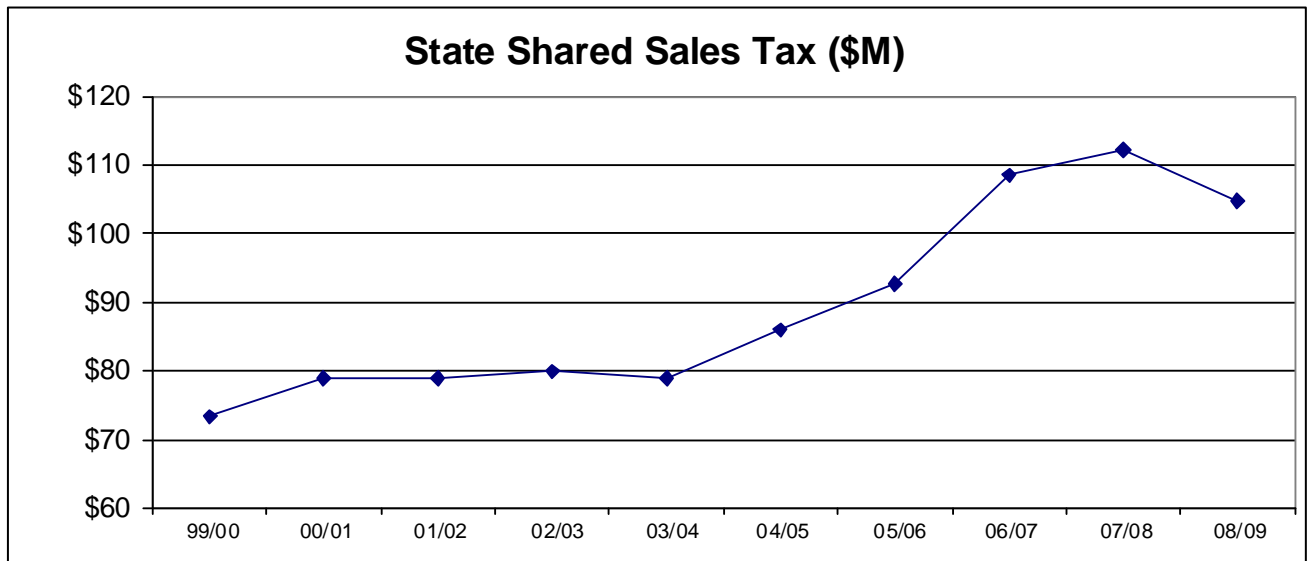
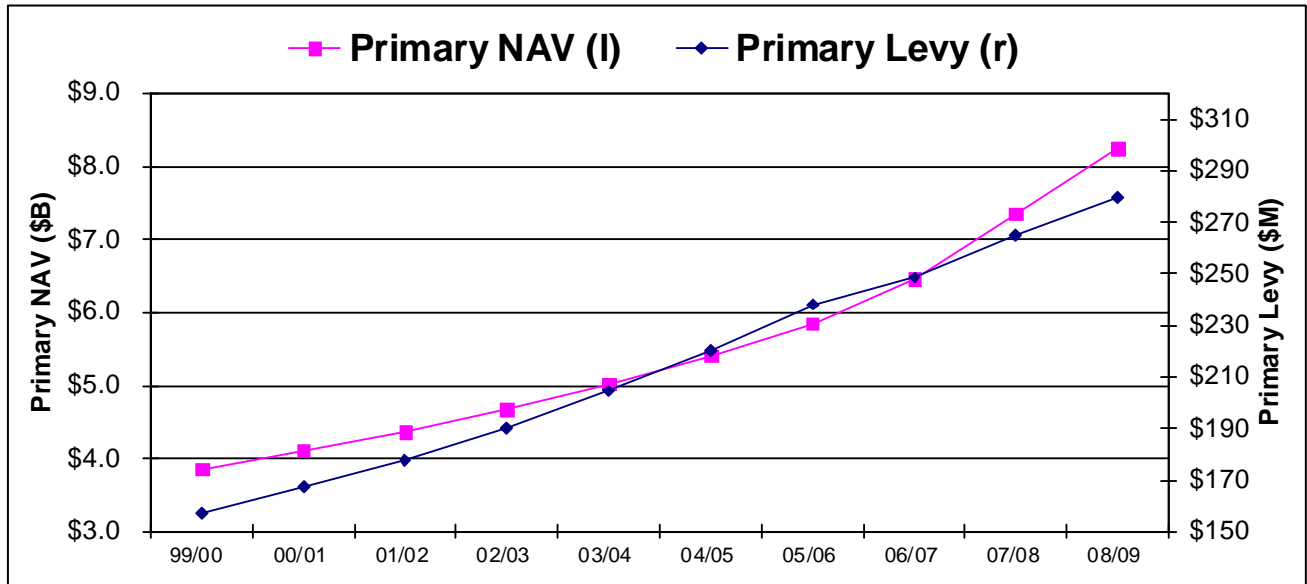
**Interest** revenue for the General Fund decreased \$442,673 in fiscal year 2008/09. This decrease is the result of lower rates of return. Total interest income for the General Fund will be \$1,863,981 in fiscal year 2008/09.

**Miscellaneous** revenues increased \$747,548 to \$7,361,684 in fiscal year 2008/09. A decrease of \$490,165 is from rents and royalties revenue. This decrease in rents and royalties is the result of losing rents from private tenants moving from buildings the County purchased over the last few years. Rental income from the Kino Community Center and Sports Complex are also declining. Other Miscellaneous Revenue increased \$1,235,313. The largest part of this increase is a \$1,025,000 reimbursement to the Superintendent of Schools Office for school district election services. Other revenue increases include reimbursement to Court Mandated Services for lengthy trials and city jurors provided, and Justice Courts Tucson began to budget for unclaimed bond revenues. The Recorder's Office revenues from postage fees collected for returning recorded documents by mail decreased as a result of the slower economy.

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

Note: Other revenue sources include transfers-in of \$11,913,687

Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Taxes	225,958,766	242,948,462	252,349,910	267,784,461	282,377,345
Licenses & Permits	2,350,389	2,535,630	2,794,802	2,926,812	2,955,925
Intergovernmental	125,202,781	143,920,448	152,271,119	152,524,211	148,441,648
Charges for Svcs	24,904,530	27,101,623	33,603,427	31,485,850	33,096,008
Fines & Forfeits	5,034,953	5,786,442	5,526,344	5,574,591	5,237,632
Interest	1,357,245	2,490,854	3,321,177	2,306,654	1,863,981
Miscellaneous	4,443,181	4,935,286	6,827,825	6,614,136	7,361,684
<b>Total Revenue</b>	<b>389,251,845</b>	<b>429,718,745</b>	<b>456,694,604</b>	<b>469,216,715</b>	<b>481,334,223</b>



**CAPITAL PROJECTS FUND**  
**Capital Projects Fund**

**Intergovernmental** revenues consist of \$18,715,044 in reimbursements from the Regional Transportation Authority funded by its half-cent excise tax approved by voters in May 2006; \$7,020,843 in state highway funds, transportation enhancement program funds, grants, and reimbursements; and \$113,000 of federal and city participation funds. Intergovernmental revenues are expected to increase by \$12,067,848 over fiscal year 2007/08 due to the new Regional Transportation Authority revenue and increased state revenue.

**Charges for Services** represent the impact fees collected for new development and contributions from developers and other outside sources. These revenues are expected to decrease by \$14,092,253 over fiscal year 2007/08 due to the continuing housing and construction slowdown and one-time project contribution made in fiscal year 2007/08.

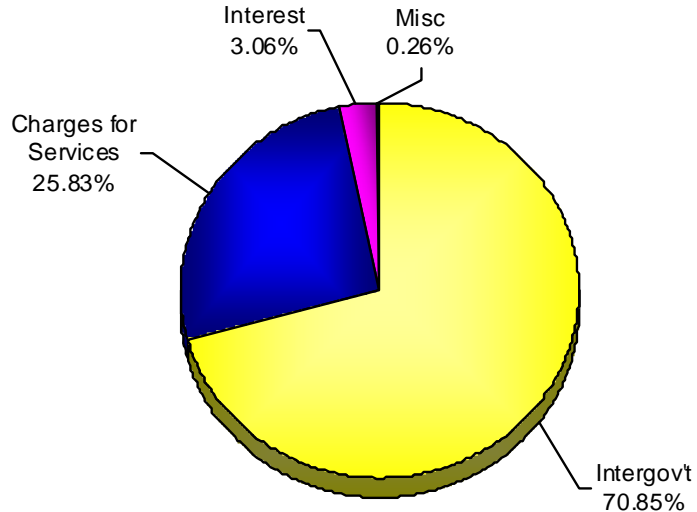
**Interest** earnings are expected to decrease, since the cash balance in the Local Government Investment Pool will be smaller than fiscal year 2007/08 due to lower revenues.

**Miscellaneous** revenues are various reimbursements.

**Memo Revenue** in fiscal year 2006/07 is for the sale of land.

Note: Other funding sources include operating transfers of \$10,000,000 from the Regional Flood Control District, \$1,560,735 from the Space Acquisition Fund, \$1,389,400 from the Transportation Department, \$1,000,000 from Risk Management, \$700,000 from the Facilities Renewal Fund, \$300,000 from Public Works Building, and \$172,000 from the County Free Library District; general obligation bond proceeds of \$65,000,000; and Certificates of Participation proceeds of \$35,000,000.

**Fiscal Year 2008/2009**



Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Intergovernmental	22,928,009	11,157,270	11,027,057	13,781,039	25,848,887
Charges for Services	17,971,422	19,100,807	12,416,626	23,517,156	9,424,903
Interest	1,884,485	4,639,069	5,312,827	3,598,141	1,117,697
Miscellaneous	771,502	567,219	263,587	370,946	94,122
Memo Revenue			390,380		
<b>Total Revenue</b>	<b>43,555,418</b>	<b>35,464,365</b>	<b>29,410,477</b>	<b>41,267,282</b>	<b>36,485,609</b>

**COMMUNICATIONS FUND**  
Internal Service Fund

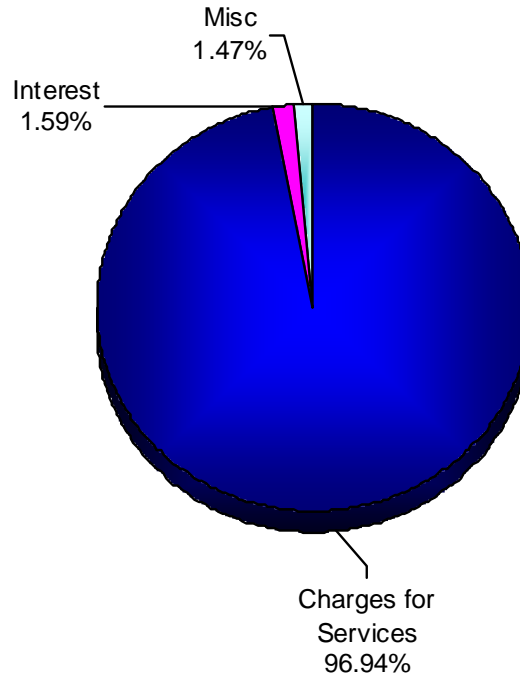
**Charges for Services** include basic telephone line charges of \$1,994,489, long distance charges of \$218,000, network infrastructure service charges of \$1,434,770, and radio access and repair charges of \$993,639. The increase of \$182,550 over fiscal year 2007/08 is due to growth in the number of lines and radios.

**Interest** earnings increased due to the larger cash balances resulting from the large increases in monthly service rates in fiscal year 2007/08 and increases in the number of lines and radios in fiscal year 2008/09.

**Miscellaneous** revenues in fiscal year 2005/06 were refunds from vendors and loss recovery from the local government investment pool. Fiscal year 2006/07 and fiscal year 2007/08 miscellaneous revenues were fees from non-County radio users, maintenance of a weather radio transmitter, and loss recovery from the local government investment pool. Fiscal year 2008/09 miscellaneous revenues are for maintenance of a weather radio transmitter and fees from non-County users of telephones, network infrastructure, and radios.

**Memo** revenue in fiscal year 2006/07 was from the sale of assets and the transfer of telephone equipment from another fund.

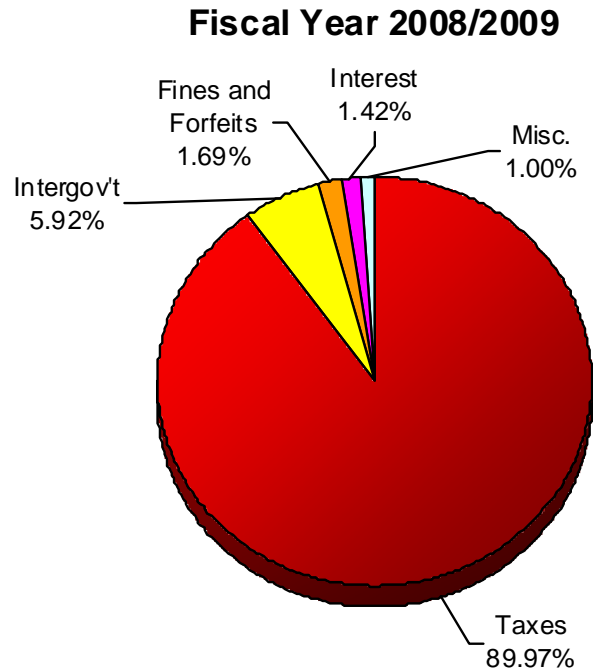
**Fiscal Year 2008/2009**



Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Charges for Services	2,140,729	2,335,335	3,197,284	4,458,348	4,640,898
Interest	15,998	52,343	76,623	37,500	76,000
Miscellaneous	2,414	340,107	33,543	32,803	70,355
Memo			115,453		
<b>Total Revenue</b>	<b>2,159,141</b>	<b>2,727,785</b>	<b>3,422,903</b>	<b>4,528,651</b>	<b>4,787,253</b>

**COUNTY FREE LIBRARY**  
**Special Revenue Fund**

Tax revenues are derived from a secondary tax levy on real property and personal property. The fiscal year 2008/09 secondary net assessed value is \$9,594,861,519 which amounts to an increase of \$1,374,465,684 over the fiscal year 2007/08 final valuation. The tax rate for fiscal year 2008/09 is \$0.3393, a decrease of \$0.0582 from the fiscal year 2007/08 rate of \$0.3975 per \$100 of net assessed value. Property tax collections will be sufficient 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 \$31,926,830, with current year collections of \$31,372,776 and delinquent taxes of \$554,054. (The current year collections reflect expected collection rates.)



**Intergovernmental** revenues consist of \$100,000 in federal and state grants for library projects and \$2,000,000 from the city of Tucson for the final year of the transition of the Library System to the Pima County Free Library District.

**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 2004/05 and 2005/06 were for interest from the Local Government Investment Pool on funds received from property tax collections. Revenues for 2006/07 through 2008/09 represent interest from the Treasurer's commingled interest distribution. Fiscal year 2008/09 revenues have increased as a result of an increased cash balance.

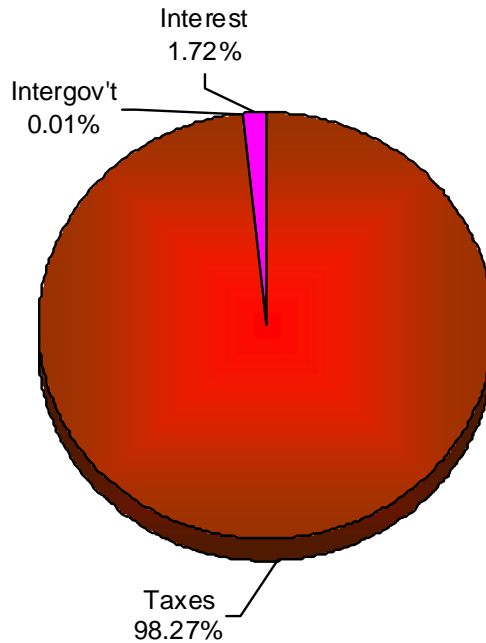
**Miscellaneous** revenues in fiscal years 2006/07 through 2008/09 represent collections and donations. Prior to the transfer of the Library System in fiscal year 2006/07, donations were collected by the city, not the Pima County Free Library District. In fiscal years 2004/05 and 2005/06 miscellaneous revenues are prior year transaction adjustments.

Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Taxes	11,911,026	15,449,990	24,888,527	31,957,142	31,926,830
Intergovernmental	2,291	300,000	7,033,985	4,797,000	2,100,000
Fines and Forfeits			748,372	500,000	600,000
Interest	146,325	305,605	469,065	300,000	503,000
Miscellaneous	47,851	318,325	1,517,002	1,150,000	355,000
<b>Total Revenue</b>	<b>12,107,493</b>	<b>16,373,920</b>	<b>34,656,951</b>	<b>38,704,142</b>	<b>35,484,830</b>

**DEBT SERVICE**  
Debt Service Fund

Tax revenues are derived from a secondary tax levy on real property and personal property. The fiscal year 2008/09 secondary net assessed value is \$9,594,861,519, which amounts to an increase of \$1,374,465,684 over the fiscal year 2007/08 final valuation. The tax rate for fiscal year 2008/09 is \$0.6050 per \$100 of net assessed value. This is a \$0.08 decrease from the fiscal year 2007/08 rate of \$0.6850 per \$100 of net assessed value. Total secondary property tax collections are budgeted at \$57,164,072, with current year collections of \$55,927,158 and delinquent taxes of \$1,236,914. (The current year collections reflect expected collection rates.)

**Fiscal Year 2008/2009**



**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 of funds for repayment of interfund loans for Improvement Districts is 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 2007/08 actual earnings.

**Miscellaneous** 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 \$757,450, Transportation of \$19,573,643, Capital Projects of \$14,603,365, and Wastewater Reclamation of \$9,646,635.

Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Taxes	45,721,339	43,255,157	48,722,260	56,252,488	57,164,072
Special Assessment	21,954	214,757			
Intergovernmental	8,790		17,587	7,500	7,500
Interest	610,626	1,316,788	1,612,184	1,000,000	1,000,000
Miscellaneous	10,872	5,102			
<b>Total Revenue</b>	<b>46,373,581</b>	<b>44,791,804</b>	<b>50,352,031</b>	<b>57,259,988</b>	<b>58,171,572</b>

**DEVELOPMENT SERVICES**  
Enterprise Fund

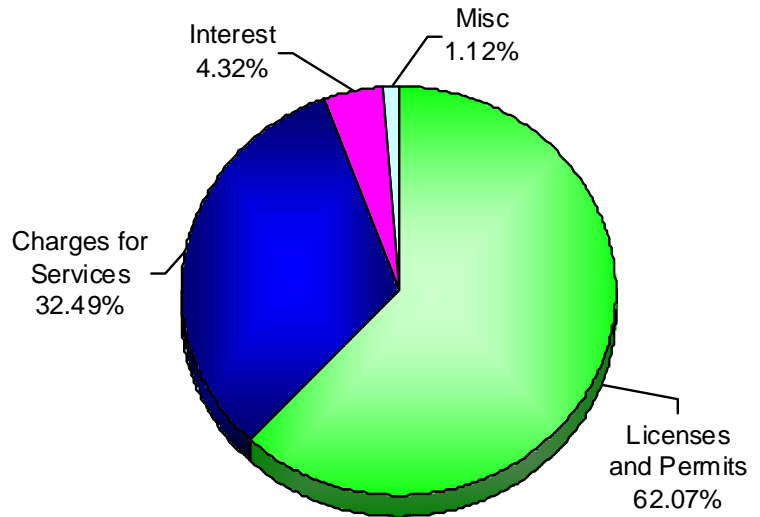
**Licenses and Permits** includes building permits of \$4,597,572, plumbing permits of \$1,064,715, electrical permits of \$997,538, and mechanical permits of \$516,712. The \$2,669,860 decrease in licenses and permits revenue is due to the continuing slowdown in housing and construction activity.

**Charges for Services** include \$1,507,310 for checking plans, \$1,115,725 for subdivision fees, \$1,113,965 for zoning fees, and \$20,000 for native plant preservation fees. The \$1,398,219 decrease is due to the continuing slowdown in housing and construction activity.

**Interest** earnings of \$500,000 are expected in fiscal year 2008/09 from the Local Government Investment Pool. A decrease in revenue is expected due to a lower fund balance.

**Miscellaneous** revenues come from various sources: \$56,000 from Boards of Adjustment hearing fees; \$25,800 from employee reimbursements and other cost recovery; \$13,400 from records maintenance fees and service charges; \$12,000 from intergovernmental agreements with the cities of Tucson and Oro Valley for addressing services; \$10,000 from technical permits; \$5,500 from copies and the sale of reports, maps, and books; \$3,600 from conditional use permits; and \$2,700 from building code violations.

**Fiscal Year 2008/2009**



Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Licenses and Permits	10,879,686	12,196,115	7,095,381	9,846,397	7,176,537
Charges for Services	3,850,305	4,944,768	4,143,033	5,155,219	3,757,000
Interest	205,565	554,989	762,901	780,626	500,000
Miscellaneous	200,886	247,520	216,442	178,704	129,000
<b>Total Revenue</b>	<b>15,136,442</b>	<b>17,943,392</b>	<b>12,217,757</b>	<b>15,960,946</b>	<b>11,562,537</b>

**ECONOMIC DEVELOPMENT & TOURISM**  
**Special Revenue Fund**

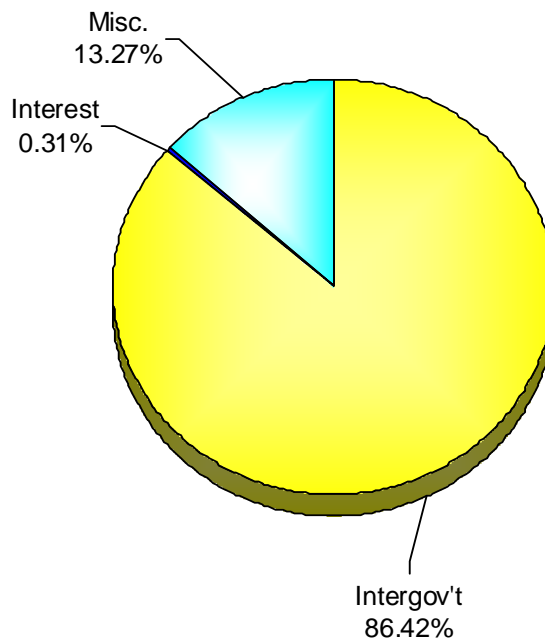
**Intergovernmental** revenues represent hotel/motel taxes designated for economic development and tourism activities.

**Charges for Services** in fiscal year 2007/08 represent the revenues from 15 County leased properties. In fiscal year 2008/09 these revenues are shown in Miscellaneous.

**Interest** earnings of \$5,000 are expected from the Treasurer's commingled interest distribution. This amount is based on the department's expected cash balance.

**Miscellaneous** represents the revenues from 15 County leased properties used for recreational and tourism purposes. These properties were transferred to Economic Development & Tourism effective fiscal year 2007/08. The increase over fiscal year 2007/08 is due to these leased property revenues being shown in Charges for Services in fiscal year 2007/08.

**Fiscal Year 2008/2009**



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 \$302,840 from the General Fund to fund five outside agencies.

Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Intergovernmental		796,858	1,464,697	1,508,427	1,399,933
Charges for Services				232,537	
Interest		2,446	35,342	30,000	5,000
Miscellaneous		5,000		22,000	215,000
<b>Total Revenue</b>		<b>804,304</b>	<b>1,500,039</b>	<b>1,792,964</b>	<b>1,619,933</b>

**EMPLOYMENT & TRAINING**  
**Special Revenue Fund**

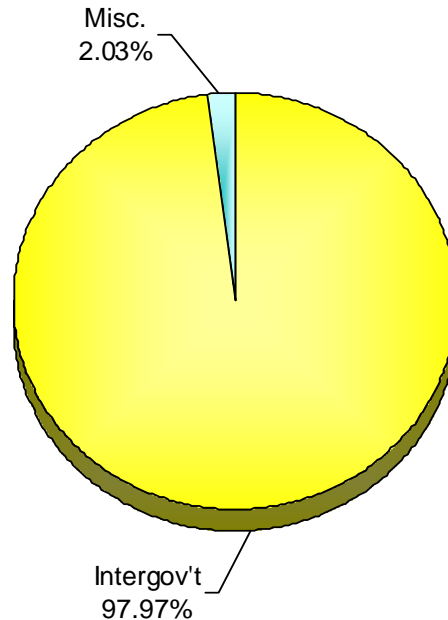
**Intergovernmental** revenues are comprised of federal grants for employment and training programs designed for low-income individuals. These funds go to programs that include counseling of the homeless and employment training, as well as summer youth employment. Additional funding for these programs is provided by the state of Arizona and the city of Tucson. Additional funding is also provided to the Pima Vocational High School (Charter School) via federal stimulus grants and state educational reimbursement funding.

Service demands have continued to increase due to poverty level and population increases. Amounts received fluctuate from year to year. However, over the fiscal years 2004/05 through fiscal year 2007/08 there has been a continuing downward trend of these revenues. In fiscal year 2008/09 a number of new grants, including the Workforce Innovation in Regional Economic Development (WIRED) Grant for \$1,600,000, the Regional Logistics Workforce Grant for \$666,667, the State Youth Grant for \$300,000, and the city of Tucson utilities grant for \$280,000 are expected to reverse this downward trend in grant revenues.

**Miscellaneous** revenues are composed of a \$300,000 private grant from the Kellogg Foundation and \$2,200 in 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.

**Fiscal Year 2008/2009**



Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Intergovernmental	15,176,878	12,770,507	11,560,939	11,478,523	14,587,872
Miscellaneous	62,772	70,603	160,891	202,500	302,200
<b>Total Revenue</b>	<b>15,239,650</b>	<b>12,841,110</b>	<b>11,721,830</b>	<b>11,681,023</b>	<b>14,890,072</b>

**ENVIRONMENTAL QUALITY**  
Special Revenue Fund

**Licenses and Permits** revenues include \$1,202,500 from air quality inspection and application fees, \$772,000 from review and inspection of water, septic, and sewer plans and systems, \$130,700 for base fees and hauling of solid waste, and \$37,000 from hazardous material related permits. The decrease in Licenses and Permits in fiscal year 2008/09 is due to anticipated reductions in construction activities.

**Intergovernmental** revenues consist of \$490,000 in federal grants, \$821,413 in state program funding and grants, and \$19,513 in city participation.

**Charges for Services** included small miscellaneous recycling revenues and business waste assistance program fees in fiscal year 2004/05.

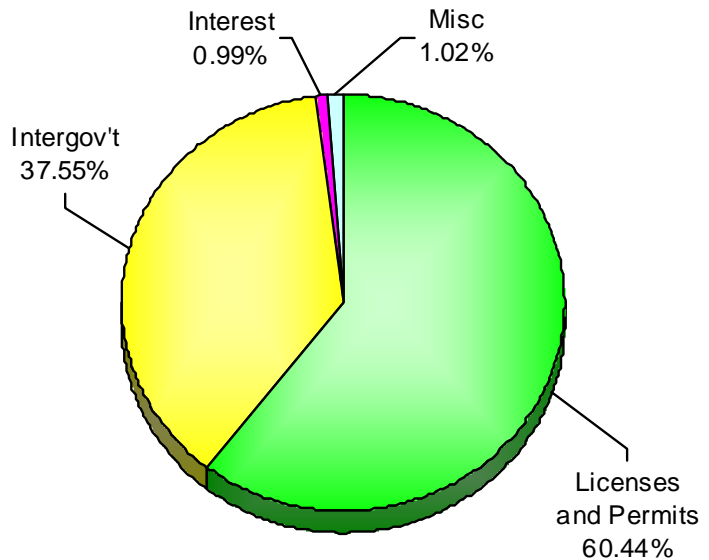
**Fines and Forfeits** in prior fiscal years reflect fines collected for violations of environmental regulations. Because fines and forfeits are not easily forecasted, they are budgeted as zero for fiscal year 2008/09.

**Interest** earnings of \$35,000 are expected in fiscal year 2008/09 from the Local Government Investment Pool.

**Miscellaneous** revenues include \$25,150 from request for public records, \$10,000 for the Brush Wellman Beryllium Monitoring contract, and \$1,000 from employee reimbursements and other cost recoveries.

Note: Other funding sources include an operating transfer of \$408,906 from the General Fund to fund air quality programs.

**Fiscal Year 2008/2009**



Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Licenses and Permits	2,273,073	2,255,553	1,879,216	2,166,050	2,142,200
Intergovernmental	1,567,773	1,308,948	1,034,517	1,344,155	1,330,926
Charges for Services	11,923				
Fines and Forfeits	37,662	52,775	62,925		
Interest	22,018	63,237	85,296	30,400	35,000
Miscellaneous	21,648	20,852	91,576	25,150	36,150
<b>Total Revenue</b>	<b>3,934,097</b>	<b>3,701,365</b>	<b>3,153,530</b>	<b>3,565,755</b>	<b>3,544,276</b>

**FLEET SERVICES**  
Internal Service Fund

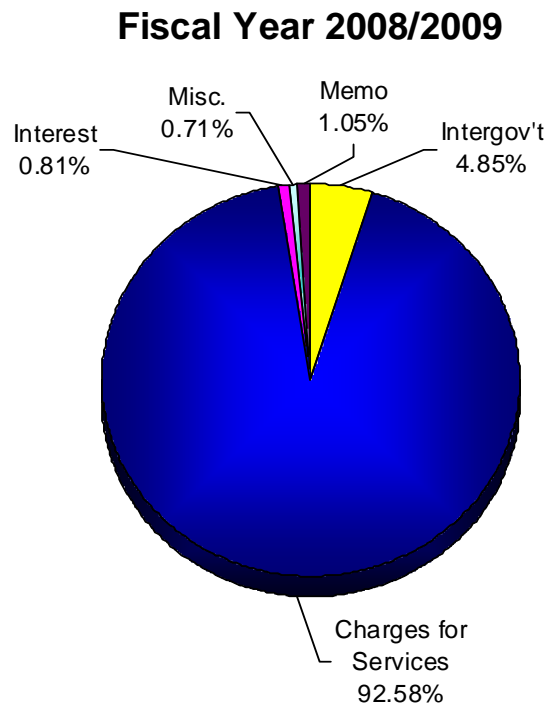
**Intergovernmental** revenues include \$1,045,000 in revenue from fuel and maintenance provided to other government agencies, which in prior fiscal years was budgeted as Miscellaneous revenue, and \$27,594 in diesel fuel tax refunds from the state. A diesel fuel tax is paid to the state when diesel fuel is purchased. Refunds are made at a later date based on the gallons of fuel used for off-road miles driven.

**Charges for Services** revenues include \$18,604,058 in per mile fees received from other County departments for the use of vehicles, and \$1,890,000 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 2008/09 is due to increases in mileage rates of between 5 – 10% 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 \$180,000 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, and \$7,080 for metals recycling. In prior fiscal years this category also included revenue from fuel and maintenance provided to other government agencies which for fiscal year 2008/09 is budgeted as Intergovernmental revenue.

**Memo** revenues include \$231,525 from the sale of obsolete County vehicles and equipment.



Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Intergovernmental	38,584	21,856	27,594	40,000	1,072,594
Charges for Services	12,301,657	13,910,231	15,771,759	18,119,204	20,494,058
Interest	53,672	99,303	133,251	100,000	180,000
Miscellaneous	787,886	1,059,519	1,363,845	925,000	157,080
Memo	233,162	274,747	335,755	300,000	231,525
<b>Total Revenue</b>	<b>13,414,961</b>	<b>15,365,656</b>	<b>17,632,204</b>	<b>19,484,204</b>	<b>22,135,257</b>

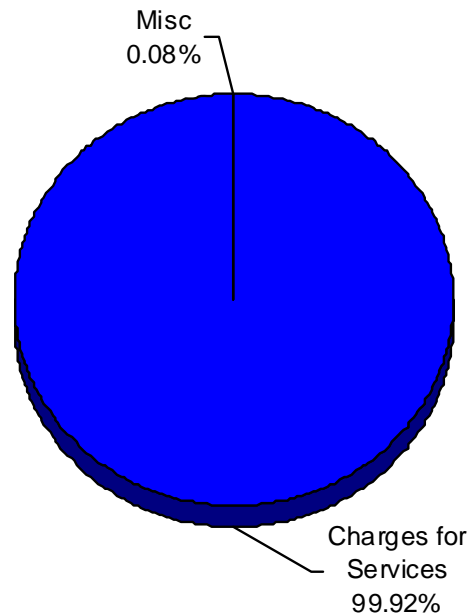
**GRAPHIC SERVICES PRODUCTION**  
Internal Service Fund

**Charges for Services** revenues consist of fees paid by other County departments for various printing services. The increase in revenue is due to an increase in rates along with anticipated greater printing volume. Decreased revenue from fiscal year 2006/07 to fiscal year 2007/08 was due to the Graphic Services Design function move 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.

**Fiscal Year 2008/2009**



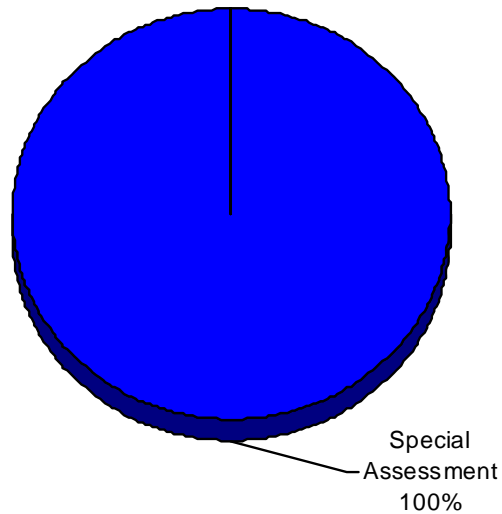
Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Charges for Services	1,467,882	1,405,467	1,568,920	1,240,000	1,300,000
Miscellaneous	143	7,249	43,771	1,000	1,000
<b>Total Revenue</b>	<b>1,468,025</b>	<b>1,412,716</b>	<b>1,612,691</b>	<b>1,241,000</b>	<b>1,301,000</b>

**IMPROVEMENT DISTRICTS**  
**Special Revenue Fund**

**Special Assessment** 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 \$257,452, La Cholla Boulevard at \$168,449, and Camino Ojo de Agua at \$22,718.

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 2008/2009**



Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Special Assessment				560,124	448,619
Total Revenue				560,124	448,619

**MEDICAL SERVICES**  
Enterprise Fund

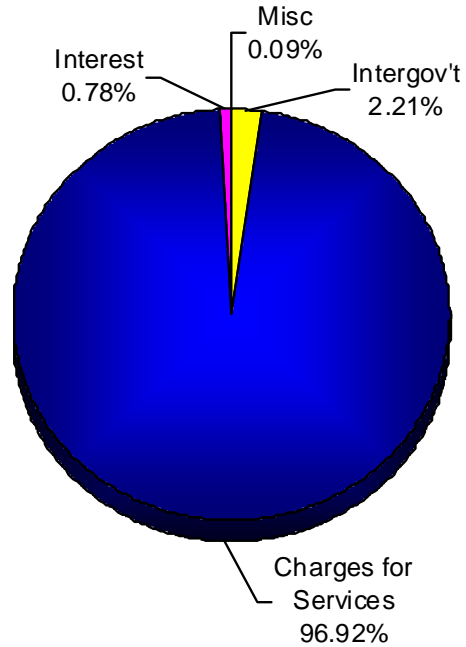
**Intergovernmental** revenues consist of \$5,058,352 in federal and state grants.

**Charges for Services** consist of \$33,841,918 in Pima Health Plan capitation fees, \$187,818,792 in Pima Long Term Care capitation fees, and \$257,182 in claims processing fees. The decrease in revenue is primarily due to the decrease in Pima Health Plan membership.

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

**Miscellaneous** revenues include record copying charges, cafeteria sales, reimbursements for therapy services, and training revenue.

**Fiscal Year 2008/2009**

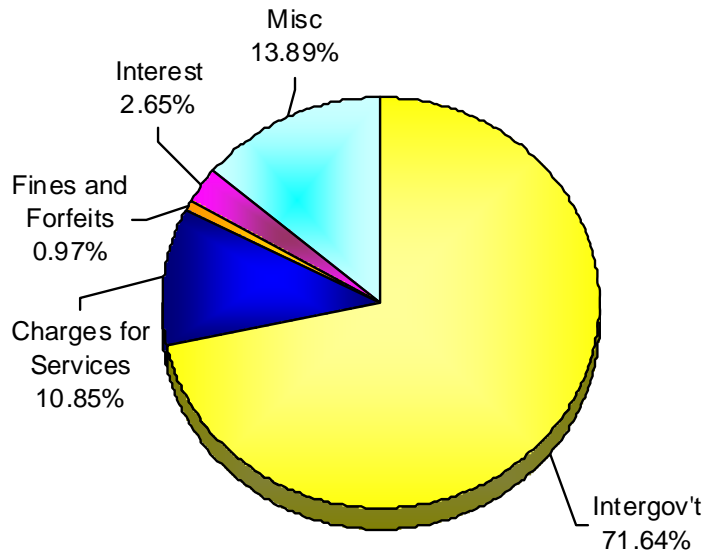


Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Intergovernmental	3,761,557	4,467,880	4,738,090	4,721,877	5,058,352
Charges for Services	245,742,907	254,364,309	257,061,952	276,815,284	221,917,892
Interest	769,670	1,464,164	1,028,703	845,089	1,782,960
Miscellaneous	52,497	32,906	1,060,050	29,427	208,285
<b>Total Revenue</b>	<b>250,326,631</b>	<b>260,329,259</b>	<b>263,888,795</b>	<b>282,411,677</b>	<b>228,967,489</b>

**OTHER SPECIAL REVENUE FUNDS**  
**Special Revenue Fund**

**Intergovernmental** revenues consist of federal and state funds received under County Law Enforcement Antiracketeering \$581,170; Fill the Gap funds for County Attorney, various courts, and Indigent Defense \$1,498,566; Victim Witness Compensation \$413,627; Sheriff Criminal Justice Enhancement \$400,000; Sheriff State RICO funds \$200,000; Juvenile Court Title IV-E funding \$30,000; the Clerk of the Superior Court Child Support Incentive \$27,000 and Justice Courts FARE funding \$15,000. The grants budgeted in Special Revenue Funds include Community Services Block Grants and Community Development Block Grants \$7,091,922, County Attorney \$3,338,052, Juvenile Court \$11,411,158, Sheriff \$6,006,860 Superior Court \$10,009,607, Justice Courts Tucson \$120,321, Public and Legal Defender Training Funds \$74,708, Natural Resources Parks & Recreation \$72,686, and the School Reserve Fund \$3,196,000. The decrease of \$997,068, or 2.2%, from fiscal year 2007/08 is due to decreased funding from County Law Enforcement Antiracketeering and decreased Community Services grants.

**Fiscal Year 2008/2009**



**Charges for Services** revenues include fees collected by the Superior Court Local Court Automation Fund \$408,000, Child Support Visitation Program \$86,245, Conciliation Court \$477,700, Law Library \$174,117 and Probation Services \$1,550,442; the Clerk of the Superior Court Time Pay Fees \$216,000, Local Court Automation Fund \$235,000, Spousal Maintenance \$23,000, and Document Storage and Retrieval \$395,000; Juvenile Court Probation Services \$422,000; Justice Courts Time Pay Fees \$214,136, Automation Fund \$152,590, FARE funding \$2,000; the Treasurer Taxpayer Information Fund \$45,000; Natural Resources, Parks & Recreation Special Programs \$75,000; Recorder Document Storage and Retrieval \$960,900; and Sheriff Commissary Operations \$1,300,000. These revenues are not significantly changed from fiscal year 2007/08.

**Fines and Forfeits** revenues consist of forfeiture funds and fines received by the County Attorney Bad Check Program \$597,500 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 \$5,800, Time Pay Fees \$54,900, Local Court Automation Fund \$60,000, Child Support Incentive \$2,800, Victim Location Fund \$400, Judicial Collection Enhancement \$3,000, and Document Storage and Retrieval \$35,000; County Attorney Law Enforcement Antiracketeering Fund \$455,500, Bad Check Program \$9,000, C.O.T Consumer Protection \$900, Fill The Gap \$51,000, Victim Restitution \$5,000, and County Attorney Grants \$35,503; Forensic Science Center Grants \$461, Indigent Defense Fill the Gap \$58,000 and Indigent Defense Grants \$7,620; Superior Court Local Court Automation Fund \$45,000, Courts Fill The Gap \$34,000, Conciliation \$35,000, Child Support Visitation \$7,684, Law Library \$6,400, Probate \$1,000, and Probation Services \$182,260; Sheriff Criminal Justice Enhancement \$50,000, Commissary Operations \$15,000, Inmate Welfare Fund \$50,000, and RICO \$4,000; Recorder Document Storage and Retrieval \$150,000;

**Pima County FY 2008/2009 Adopted Budget**

Juvenile Court Probation Services \$28,000, Title IV-E \$500, and Victim Restitution \$1,100; Justice Courts Time Pay Fees \$3,924; Treasurer Taxpayer Information Fund \$18,000; Neighborhood Conservation \$75,000; and Public Works Building \$155,892. 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 2008/09 by \$509,731 based on past actual interest earned and higher anticipated interest rates.

**Miscellaneous** revenues include funds paid to County Attorney Antiracketeering \$3,470,465, Bad Check Program \$3,000, Victim Witness Compensation \$71,800, and County Attorney Grants \$96,143; Housing Trust Fund \$1,000,000; Juvenile Court Victim Restitution \$27,000, and Grants \$125,197; the Superior Court Law Library \$25,000; rents received for space in the Public Works Building \$1,397,513; Sheriff Commissary Operations \$675,000; Taxpayer Information Fund \$45,000; Community Services Grants \$698,509; Parks Special Programs \$370,000; and School Reserve Fund \$620,000. The increase of \$601,528, or 7.5% over fiscal year 2007/08 is primarily from Community Services Grants.

Note: The following table presents Other Special Revenue Funds, excluding Economic Development & Tourism in the amount of \$1,619,933. 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 2008/09 is \$63,719,511.

<b>Revenue Object</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>	<b>FY 2006/2007</b>	<b>FY 2007/2008</b>	<b>FY 2008/2009</b>
<b>Intergovernmental</b>	<b>43,464,102</b>	<b>45,643,525</b>	<b>42,499,053</b>	<b>45,483,745</b>	<b>44,486,677</b>
<b>Charges for Services</b>	<b>6,749,098</b>	<b>7,195,182</b>	<b>7,580,425</b>	<b>6,688,083</b>	<b>6,737,130</b>
<b>Fines and Forfeits</b>	<b>668,881</b>	<b>599,738</b>	<b>473,522</b>	<b>606,000</b>	<b>603,500</b>
<b>Interest</b>	<b>595,009</b>	<b>1,238,327</b>	<b>2,005,087</b>	<b>1,137,913</b>	<b>1,647,644</b>
<b>Miscellaneous</b>	<b>8,424,950</b>	<b>8,725,124</b>	<b>7,663,057</b>	<b>8,023,099</b>	<b>8,624,627</b>
<b>Memo Revenue</b>		<b>261,719</b>			
<b>Total Revenue</b>	<b>59,902,040</b>	<b>63,663,615</b>	<b>60,221,144</b>	<b>61,938,840</b>	<b>62,099,578</b>

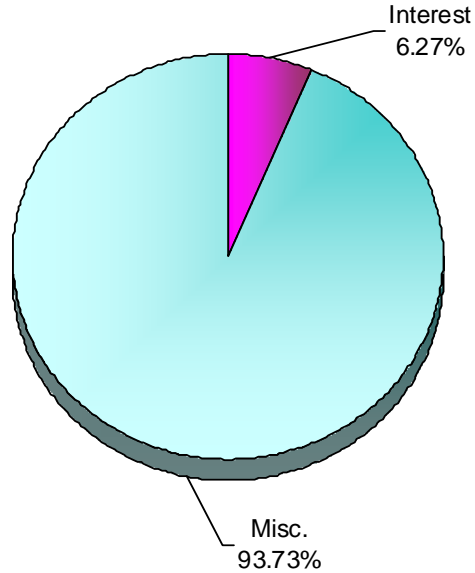
## PARKING GARAGES

### Enterprise Fund

**Interest** earnings of \$118,000 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 \$66,000 primarily due to a \$5 increase in monthly parking fees.

**Fiscal Year 2008/2009**



Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Interest	57,234	46,344	80,962	60,000	118,000
Miscellaneous	1,507,421	1,485,222	1,548,114	1,698,946	1,764,946
<b>Total Revenue</b>	<b>1,564,655</b>	<b>1,531,566</b>	<b>1,629,076</b>	<b>1,758,946</b>	<b>1,882,946</b>

**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 revenues are anticipated to decrease in fiscal year 2008/09.

**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 and increased grant funding.

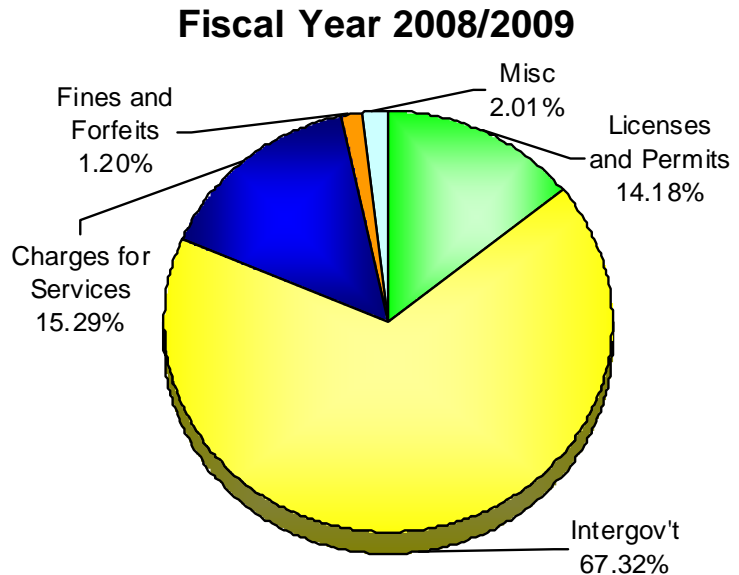
**Charges for Services** include services that range from processing birth and death certificates to providing immunizations and other public health related services. The department also charges fees for animal care services. Fees are charged for housing impounded animals; transferring and copying licensing records; adoption, spay, and neutering services; vaccinations; and other services. Increased revenue is primarily due to increased Vital Registration volume.

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

**Interest** earned in fiscal years 2004/05, 2005/06, and 2006/07 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 local grant funding.

Note: Other funding sources include \$9,689,214 in General Fund support.

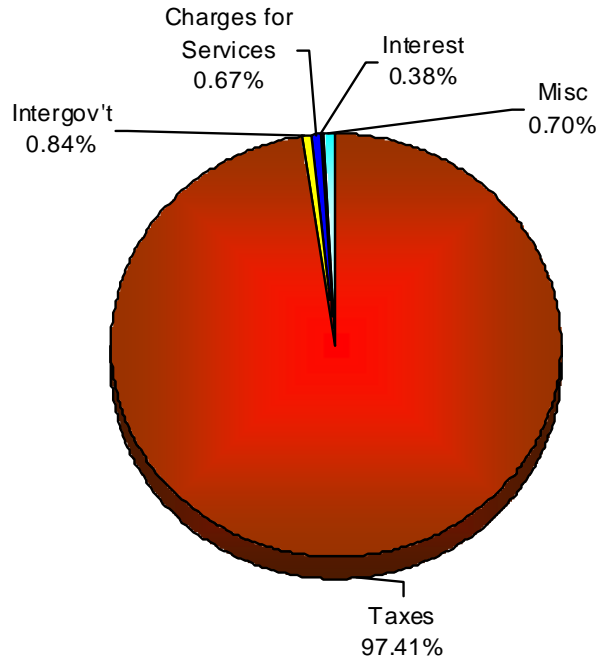


Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Licenses and Permits	2,294,449	2,293,059	2,214,272	2,497,630	2,452,230
Intergovernmental	12,453,021	10,923,640	9,840,804	10,375,734	11,643,405
Charges for Services	2,159,168	2,278,798	2,424,521	2,428,020	2,645,450
Fines and Forfeits	225,246	174,780	213,428	205,801	206,800
Interest	939	2,063	3,391		
Miscellaneous	248,798	394,932	238,129	192,146	348,389
<b>Total Revenue</b>	<b>17,381,621</b>	<b>16,067,272</b>	<b>14,934,545</b>	<b>15,699,331</b>	<b>17,296,274</b>

**REGIONAL FLOOD CONTROL DISTRICT  
Special Revenue Fund**

Tax revenues are only derived from a secondary tax levy on real property and secured personal property. The fiscal year 2008/09 secondary net assessed value of real and secured personal property is \$8,684,451,743, which is an increase of \$1,272,261,513 over the fiscal year 2007/08 final valuation. The tax rate for fiscal year 2008/09 is \$0.2935 per \$100 of net assessed value. This is a reduction of \$.0511 from the fiscal year 2007/08 rate of \$0.3346 per \$100 of net assessed value. Total secondary property tax collections are budgeted at \$25,332,649 with current year collections of \$24,693,097 and delinquent taxes of \$639,552. (The current year collections reflect expected collection rates.)

**Fiscal Year 2008/2009**



**Intergovernmental** revenue results from a cooperative effort with the state for a US Fish and Wildlife grant to fund the County's ecological multi-species monitoring plan and program. Fiscal year 2007/08 included state and federal reimbursement of \$4,500,000 for flood repair work necessitated by a July 2006 flood event.

**Charges for Services** are document sales and blasting permit fees.

**Interest** earnings of \$100,000 are expected in fiscal year 2008/09 from the Local Government Investment Pool. Decrease for fiscal year 2008/09 is due to a lower fund balance.

**Miscellaneous** revenues include \$30,000 from rentals of property, \$150,000 from riparian area development mitigation payments, and \$750 from the sale of manuals.

Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Taxes	17,381,100	19,821,655	22,738,616	25,112,708	25,332,649
Intergovernmental	23,240	2,157	1,440,138	4,500,000	217,470
Charges for Services	46,440	4,321	226,068	100,000	175,000
Interest	121,950	327,053	278,317	200,000	100,000
Miscellaneous	117,238	162,771	256,561	185,500	180,750
<b>Total Revenue</b>	<b>17,689,968</b>	<b>20,317,957</b>	<b>24,939,700</b>	<b>30,098,208</b>	<b>26,005,869</b>

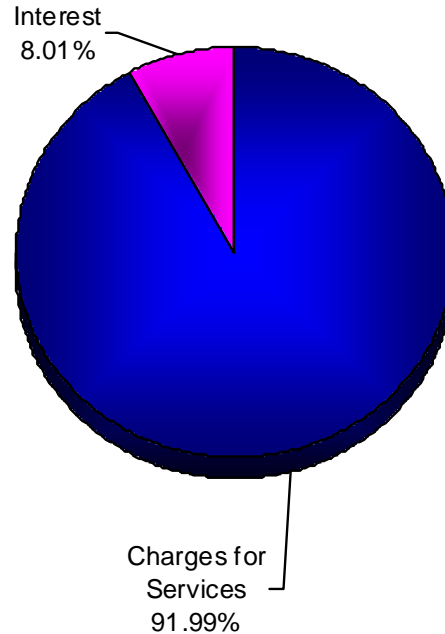
**RISK MANAGEMENT**  
Internal Service Fund

**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 \$1,556,006 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 and fiscal year 2006/07 miscellaneous revenues include recoveries from a pooled investment fund loss, stale dated warrants, settlements, and various refunds.

**Fiscal Year 2008/2009**



Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Charges for Services	13,565,475	14,527,449	17,587,656	17,877,342	17,877,342
Interest	799,600	1,380,046	2,206,696	700,000	1,556,006
Miscellaneous	735,556	699,623	654,667		
<b>Total Revenue</b>	<b>15,100,631</b>	<b>16,607,118</b>	<b>20,449,019</b>	<b>18,577,342</b>	<b>19,433,348</b>

**SOLID WASTE MANAGEMENT**  
Special Revenue Fund

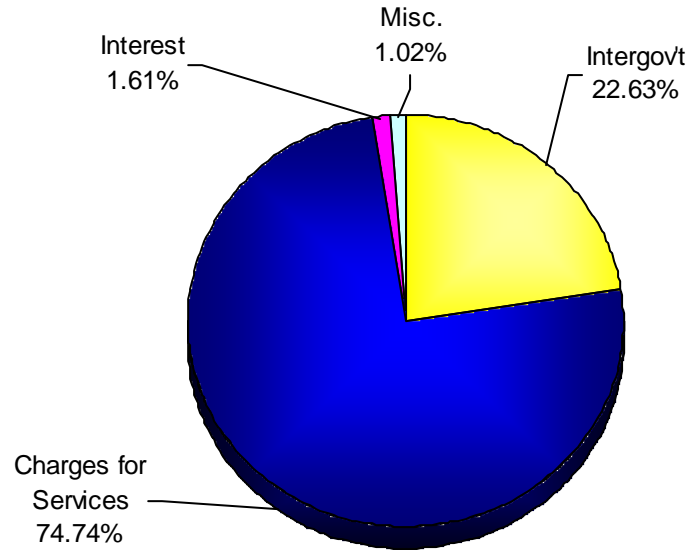
**Intergovernmental** revenue of \$1,200,000 is state tire recycling funding.

**Charges for Services** includes \$3,792,500 in landfill waste disposal fees and tire collection fees of \$170,000. The decrease of \$1,591,000 from fiscal year 2007/08 is due to the planned closure of the Tangerine landfill and lower projections for the Sahuarita cell partially offset by an increase in projected tire collection fees.

**Interest** earnings of \$85,325 are from the Local Government Investment Pool. The decrease of \$45,575 is due to a lower cash fund balance.

**Miscellaneous** revenues of \$54,250 are from the sale of recyclable items from the landfills and collection stations. The decrease of \$38,750 is due to the planned closure of the Tangerine landfill and lower projections for the Sahuarita cell.

**Fiscal Year 2008/2009**



Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Intergovernmental	1,162,869	1,136,454	1,196,175	1,200,000	1,200,000
Charges for Services	4,670,429	4,531,428	4,747,277	5,553,500	3,962,500
Interest	78,019	143,690	175,594	130,900	85,325
Miscellaneous	581,587	121,705	87,707	93,000	54,250
<b>Total Revenue</b>	<b>6,492,904</b>	<b>5,933,277</b>	<b>6,206,753</b>	<b>6,977,400</b>	<b>5,302,075</b>

**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 \$1,804,000 for car rentals and at \$230,000 for recreational vehicle space surcharges.

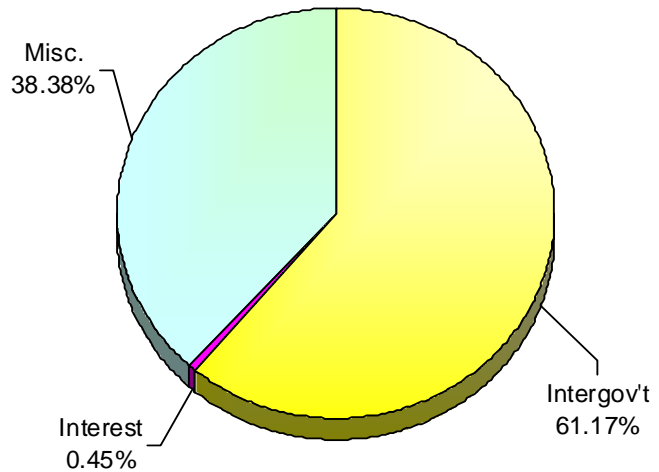
**Charges for Services** revenues in fiscal years 2005/06 and 2006/07 represent unbudgeted fees received for the use of the Stadium's playing fields.

**Interest** earnings of \$15,000 are expected from the Treasurer's commingled interest distribution. These earnings were not budgeted in fiscal year 2007/08.

**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 \$2,974,858 from the General Fund representing transient lodging excise (hotel/motel) tax collected by Pima County and distributed to the Stadium District.

**Fiscal Year 2008/2009**



Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Intergovernmental	1,795,179	1,802,612	1,907,199	1,905,000	2,034,000
Charges for Services		37,635	19,022		
Interest	31,663	9,622	7,296		15,000
Miscellaneous	1,117,217	1,138,440	1,201,477	1,116,203	1,276,003
<b>Total Revenue</b>	<b>2,944,059</b>	<b>2,988,309</b>	<b>3,134,994</b>	<b>3,021,203</b>	<b>3,325,003</b>

**TRANSPORTATION**  
**Special Revenue Fund**

**Licenses and Permits** revenues include \$180,000 in permits and inspection fees for construction in rights of way and \$30,000 for the use of rights of way.

**Intergovernmental** revenues consist primarily of \$45,128,626 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 a decrease of \$1,378,816 from fiscal year 2007/08. Other revenue includes \$956,755 in federal rural transit; \$425,000 in a new federal bike and pedestrian program; \$180,111 in Safe Route grant funding, state rural transit and grant funding; \$1,000,000 in state

HELP program funding; \$2,000 from the federal government's National Forest Reserve; \$21,000 from the city of Tucson for Safe Route and Bicycle and Pedestrian Safety grant match funding; and \$321,745 from the town of Marana for transit services. 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 funding of \$1,566,995 for expanded transit services including approximately \$1,100,000 for new circulator routes in Marana and the Green Valley/Sahuarita area. This additional funding is offset by decreases in HURF and HELP program funding due to the construction slowdown in the state of Arizona.

**Charges for Services** include \$305,000 in impact fees and highway and street fees charged to newly constructed subdivisions, \$65,000 from the abandonment of County property, and \$5,000 from oversized vehicle operating fees. The decrease of \$635,000 is due to the construction slowdown.

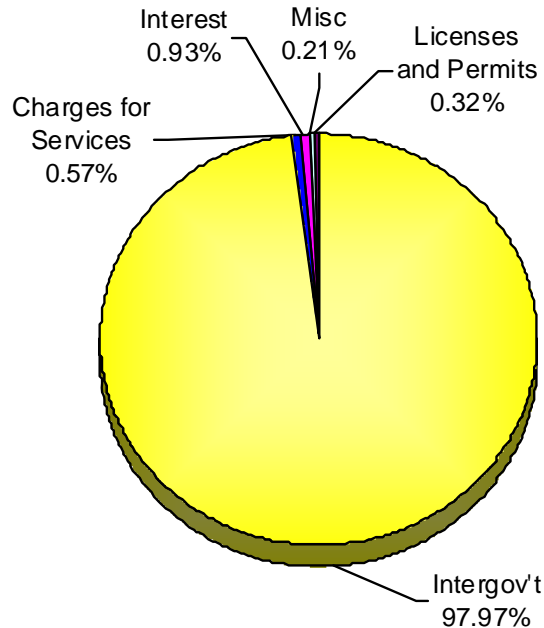
**Interest** earnings of \$606,318 are expected in fiscal year 2008/09 from the Local Government Investment Pool.

**Miscellaneous** revenue includes \$81,500 in earnings from County rental properties, \$46,950 in reimbursements for damages to property, \$4,000 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 for public transit and graffiti abatement and \$493,000 from Capital Projects for Impact Fee administration.

**Fiscal Year 2008/2009**



**TRANSPORTATION**  
Special Revenue Fund

<b>Revenue Object</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>	<b>FY 2006/2007</b>	<b>FY 2007/2008</b>	<b>FY 2008/2009</b>
Licenses and Permits	346,815	367,819	243,680	311,000	210,000
Intergovernmental	55,792,392	58,368,225	62,607,754	65,831,423	63,903,057
Charges for Services	686,928	1,602,498	814,829	1,010,000	375,000
Interest	406,014	839,862	677,398	400,000	606,318
Miscellaneous	587,004	765,449	437,365	136,100	137,450
Memo	16,850	376,422	527,363		
<b>Total Revenue</b>	<b>57,836,003</b>	<b>62,320,275</b>	<b>65,308,389</b>	<b>67,688,523</b>	<b>65,231,825</b>

**WASTEWATER RECLAMATION**  
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 \$89,138,804 in sewer user and septage hauler fees, \$32,765,116 in participating and nonparticipating sewer connection fees, and \$13,000 in small construction activity permits. The increase of \$9,862,984 is primarily due to growth and the 9.5% increase in sewer user and connection fees approved in July 2008.

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

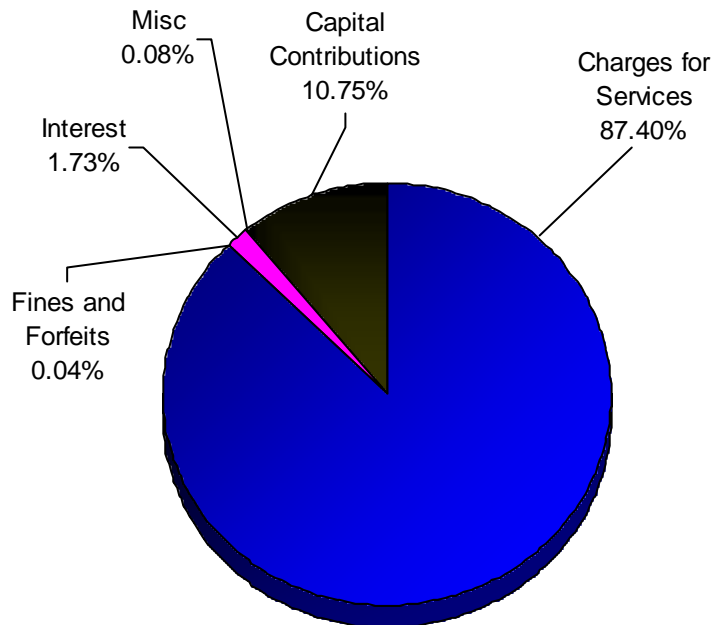
**Interest** earnings of \$2,411,626 are from the Local Government Investment Pool.

**Miscellaneous** revenues of \$100,000 are cost recovery and miscellaneous reimbursements.

**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 \$28,942,363.

**Fiscal Year 2008/2009**



Note: Miscellaneous includes Licenses and Permits

Revenue Object	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
Licenses and Permits	28,439	17,191	11,170	5,000	5,000
Intergovernmental	801,207	1,435,704	7,290,546		
Charges for Services	87,370,480	103,984,114	100,132,001	112,053,936	121,916,920
Fines and Forfeits	72,721	41,715	66,809	58,800	58,800
Interest	498,130	1,783,907	3,683,551	2,312,600	2,411,626
Miscellaneous	1,567,967	469,619	458,489	100,000	100,000
Capital Contributions	20,722,136	14,607,736	25,216,805	15,000,000	15,000,000
<b>Total Revenue</b>	<b>111,061,080</b>	<b>122,339,986</b>	<b>136,859,371</b>	<b>129,530,336</b>	<b>139,492,346</b>

**SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY  
Fiscal Year 2007/2008 vs Fiscal Year 2008/2009**

SOURCE OF REVENUES	ADOPTED REVENUES FY 2007/2008	ADOPTED REVENUES FY 2008/2009	CHANGE	EXPLANATION
<b>GENERAL FUND</b>				
Assessor				
Other Miscellaneous Revenues	6,000	6,000	0	
Clerk of the Board				
Alcoholic Beverages	1,600	2,000	400	Increased number of applications
General Government Fees	300	300	0	
Other Miscellaneous Revenues	8,100	0	(8,100)	Outsourced subscriptions to Pima County Code
Clerk of the Superior Court				
Federal Revenue	265,000	300,000	35,000	Increase in Title IV-D child support reimbursements
General Government Fees	180,000	407,145	227,145	Revenue previously recorded in Court Fees
Other Miscellaneous Revenues	12,100	28,000	15,900	28% collection fee from past due accounts
Court Fees	1,165,200	691,029	(474,171)	Revenue now recorded in General Gov't Fees, lower court & jury fees
Interest	19,600	5,600	(14,000)	Decrease in interest rate
Other Fines & Forfeits	884,220	1,100,000	215,780	Increase in bond forfeitures
Fines	225,000	222,000	(3,000)	Decrease in Superior Court fines collected
Community Development & Neighborhood Conservation				
Other Miscellaneous Revenues	104,840	104,840	0	
Community Resources				
Culture & Recreation Fees	135,000	136,000	1,000	Increase in Recreation Center revenue
Other Miscellaneous Revenues	2,500	24,500	22,000	Increase due to change in accounting for various expense reimbursements
Rents and Royalties	56,970	31,000	(25,970)	Decrease in Kino Community Center and Kino Sports Complex rentals
Community Services				
State Revenue	0	0	0	
Constables				
Court Fees	381,620	426,822	45,202	Increase due to higher volume of papers served
Miscellaneous	38,432	38,432	0	
Contingency				
Federal Revenue	300,000	0	(300,000)	State Criminal Alien Assistance Program (SCAAP) moved to Sheriff to comply with new deposit requirements
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	200,000	650,000	450,000	Increased jurisdictional elections held in conjunction with County general election
State Revenue	230,000	300,000	70,000	Reverse presidential preference election reimbursements; increase for primary and general sample ballots
Facilities Management				
Rents and Royalties	4,670,885	4,170,290	(500,595)	Decrease in rents for 97 E Congress (173.2k), 3434 E. 22nd Street (344.7k), 33 N. Stone (70.8k), and misc rent decreases (32.7k), partially offset by increased rent for Abrams Public Health Building 120.8k
Other Miscellaneous Revenues	4,500	26,087	21,587	Increase due to vendor rebates and expense reimbursements
Finance				
Other Miscellaneous Revenues	120,000	139,200	19,200	Wage garnishment and union processing fees
Forensic Science Center				
Federal Revenue	0	3,614	3,614	Grant funding
General Government Fees	2,700	2,700	0	
Charges for Services	1,035,000	1,155,000	120,000	Increase in fees and services
Miscellaneous	3,500	3,500	0	
General Fund Debt Service				
Interest	25,000	25,000	0	

**SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY**  
**Fiscal Year 2007/2008 vs Fiscal Year 2008/2009**

<b>SOURCE OF REVENUES</b>	<b>ADOPTED REVENUES FY 2007/2008</b>	<b>ADOPTED REVENUES FY 2008/2009</b>	<b>CHANGE</b>	<b>EXPLANATION</b>
<b>General Government Revenues</b>				
Alcoholic Beverages	60,000	30,000	(30,000)	Decrease in the number of liquor sales stores opening due to economic slowdown in Pima County
Auto Lieu Tax	28,000,000	27,775,000	(225,000)	Decrease in new car purchases due to a slower economy and slower population growth than in past years
Business Licenses & Permits	2,911,312	2,940,425	29,113	Higher number of cable connections in unincorporated Pima County
City Participation	16,438	17,289	851	Marginal increase in City Payments in Lieu of Taxes due to higher values
Contributions/Pub Enterprise	12,327,074	14,411,994	2,084,920	Increase in costs and expansion of County services
Federal Revenue	1,890,000	1,890,000	0	
General Government Fees	823,446	837,990	14,544	Increase in costs and expansion of County services
Interest	2,190,000	1,770,177	(419,823)	Lower interest rates and constant or decreasing fund balances
Other Miscellaneous Revenues	378,560	380,000	1,440	Adjust budget to even thousands
Overhead - Grant Reimbursement	88,810	88,810	0	
Sales & Use Tax	112,200,000	104,800,000	(7,400,000)	Decrease due to economic down turn in the County and the state
State Revenue	269,773	4,086,773	3,817,000	Inclusion of anticipated Prop 204 funds from the State that were not budgeted in FY 2007/08
Taxes / Interest on Delq. Prop. Taxe	5,246,601	5,359,466	112,865	Increase due to anticipated higher level of first year delinquencies
Taxes / Penalties on Delq. Prop.Tax	528,648	574,585	45,937	Higher level of older delinquencies.
Taxes / Personal Property	12,189,483	11,148,887	(1,040,596)	Decrease due to slightly higher valuation offset by a lower tax rate and a lower collection rate
Taxes / Real Property	249,771,729	265,254,407	15,482,678	Increase due to lower tax rates and collection rates being significantly offset by higher valuations and greater collections of delinquent property taxes
Transient Lodging Tax	3,205,408	2,974,858	(230,550)	Decrease due a slow down in the state and national economies
<b>Graphic Services</b>				
Interdepartmental Charges	310,000	293,200	(16,800)	Less usage of design service by county departments
Miscellaneous	1,000	1,000	0	
<b>Human Resources</b>				
General Government Fees	6,500	1,500	(5,000)	COBRA processing did not return as in-house function in FY 07/08 as planned and not expected to in FY 08/09
Other Miscellaneous Revenues	2,350	0	(2,350)	No unspent flexible spending account forfeitures expected
<b>Indigent Defense</b>				
Federal Revenue	12,960	12,960	0	
<b>Information Technology</b>				
Other Miscellaneous Revenues	292,884	350,520	57,636	Increased University Physicians Healthcare Kino Hospital operations support reimbursements
Rents and Royalties	392,000	428,400	36,400	Additional cell tower sites leases
<b>Institutional Health</b>				
Interest	72,054	63,204	(8,850)	UPI/UPH note receivable interest revenue
Other Miscellaneous Revenues	69,765	69,765	0	
<b>Justice Court Ajo</b>				
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	33,995	35,141	1,146	Increased Justice of the Peace salary reimbursement based on FY 2008/09 salary increase
<b>Justice Court Green Valley</b>				
Attorney Fees	0	11,760	11,760	Attorney fee reimbursements are now accounted for as revenues and not offsets to expenditures
State Revenue	34,050	35,441	1,391	Increased Justice of the Peace salary reimbursement based on FY 2008/09 salary increase
Court Fees	12,500	13,500	1,000	Increase in number of civil filings
Justice Courts - Fines	210,000	210,000	0	
<b>Justice Courts Tucson</b>				
State Revenue	265,261	340,808	75,547	Increased Justice of the Peace salary reimbursement based on FY 2008/09 salary increase
General Government Fees	929,980	725,209	(204,771)	Overestimated impact of increased defensive driving fee in FY 2007/08
Court Fees	1,246,717	1,444,239	197,522	Increase due to expected change in county ordinances
Justice Courts - Fines	3,987,100	3,443,867	(543,233)	Decreased traffic fines
Other Fines & Forfeits	52,631	44,625	(8,006)	Completed efforts to collect back-log of forfeitures, reflects only current caseload
Rents and Royalties	6,000	6,000	0	
Other Miscellaneous Revenues	0	60,000	60,000	Unclaimed bond revenues

**SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY**  
**Fiscal Year 2007/2008 vs Fiscal Year 2008/2009**

<b>SOURCE OF REVENUES</b>	<b>ADOPTED REVENUES FY 2007/2008</b>	<b>ADOPTED REVENUES FY 2008/2009</b>	<b>CHANGE</b>	<b>EXPLANATION</b>
<b>Juvenile Court</b>				
Federal Revenue	180,000	180,000	0	
Court Fees	25,000	37,000	12,000	Increase in collection of fees assessed due to delinquency
Superior Courts - Fines	2,500	4,000	1,500	Increase in total fines assessed
Correctional Housing	430,700	288,000	(142,700)	Decrease in estimated revenue from Pascua Yaqui contract to house juvenile detainees
Other Miscellaneous Revenues	5,000	5,000	0	
<b>Natural Resources, Parks, &amp; Recreation</b>				
Culture & Recreation Fees	553,375	533,550	(19,825)	Decrease in cultural & recreation fees
General Government Fees	12,600	2,500	(10,100)	Reduced federal land monitoring services
Other Miscellaneous Revenues	75,000	71,500	(3,500)	Utilities reimbursement agreements 1.5k, cattle sales (5.0k)
Rents and Royalties	8,400	8,400	0	
<b>Non Departmental</b>				
Transient Lodging Tax	4,713,836	4,374,791	(339,045)	Decrease due a slow down in the state and national economies
<b>Office of Court Appointed Counsel</b>				
Court Fees	808,176	718,608	(89,568)	Decrease in collections due to fewer cases referred to contract attorneys
<b>Procurement</b>				
Other Miscellaneous Revenues	0	6,000	6,000	Revenue from vendor relations classes
<b>Public Fiduciary</b>				
Court Fees	480,918	480,918	0	
General Government Fees	15,000	15,000	0	
Other Miscellaneous Revenues	0	2,400	2,400	Reimbursement for postage
<b>Recorder</b>				
General Government Fees	3,042,500	2,342,500	(700,000)	Decreased recording fees due to reduction in number of documents recorded
Other Miscellaneous Revenues	275,000	205,500	(69,500)	Decreased postage fees collected for returning recorded documents by mail
State Revenue	281,250	0	(281,250)	Reverse reimbursement for 2008 presidential preference election costs
<b>School Superintendent</b>				
Federal Revenue	70,200	38,533	(31,667)	Change in allocation of federal forest fees
Other Miscellaneous Revenues	0	1,025,000	1,025,000	Reimbursements for school district election services
<b>Sheriff</b>				
Federal Revenue	0	300,000	300,000	State Criminal Alien Assistance Program (SCAAP) moved to Sheriff to comply with new deposit requirements
Penalties/Delinquent Taxes	48,000	40,000	(8,000)	Decrease in seizure fees collected
Business Licenses & Permits	15,500	15,500	0	
General Government Fees	120,000	0	(120,000)	Revenue for work release inmates now recorded in Sheriff Dept. fees account
Jury Fees	800	800	0	
Sheriff Dept Fees	782,148	850,148	68,000	Increase in fees from state mandated tow program offset by decrease in work release revenue previously in General Gov't fees
Correctional Housing	6,420,000	7,030,000	610,000	Increase in inmate population generating reimbursements from state and cities
Justice Courts - Traffic Fines	10,000	10,000	0	
Other Miscellaneous Revenues	30,000	30,000	0	
<b>Superior Court</b>				
Federal Revenue	262,000	262,000	0	
<b>Superior Court Mandated Services</b>				
Court Fees	125,023	125,023	0	
Other Miscellaneous Revenues	10,000	100,000	90,000	Cost reimbursements for lengthy jury trials and city jurors provided
<b>Treasurer</b>				
General Government Fees	150	150	0	
<b>TOTAL GENERAL FUND REVENUE</b>	<b>469,216,715</b>	<b>481,334,223</b>	<b>12,117,508</b>	

**SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY  
Fiscal Year 2007/2008 vs Fiscal Year 2008/2009**

SOURCE OF REVENUES	ADOPTED REVENUES FY 2007/2008	ADOPTED REVENUES FY 2008/2009	CHANGE	EXPLANATION
<b>SPECIAL REVENUE FUNDS</b>				
County Free Library				
Taxes	31,957,142	31,926,830	(30,312)	Increase in net assessed valuations 5.35m; tax rate decrease of \$0.0582, (5.38m)
Intergovernmental	4,797,000	2,100,000	(2,697,000)	Decrease in city of Tucson participation (2m); decrease in city of Oro Valley financial support (325k); decrease in Library grants (372k)
Interest	300,000	503,000	203,000	Increased earnings from the Local Government Investment Pool
Fines and Forfeits	500,000	600,000	100,000	Increase in expected public fines and forfeits
Miscellaneous	1,150,000	355,000	(795,000)	Decrease in misc. collections (195k), decrease in private contributions (700k), increase in grant revenues 100k
Employment and Training				
Intergovernmental	11,478,523	14,587,872	3,109,349	City of Tucson Water Assistance grant 280k; new WIRED grant 1.6m; Regional Logistics Workforce grant 666.7k; State Youth grant 300k; increased WIA, HVRP fundings 210k; changes in other grants 52.7k
Miscellaneous	202,500	302,200	99,700	Increase in Kellogg private grant
Environmental Quality				
Interest	30,400	35,000	4,600	Increase in fund balance
Intergovernmental	1,344,155	1,330,926	(13,229)	Decrease primarily due to lower revenue from EPA 103 Program partially offset by EPA 105 and work with deferred Fugitive Dust Program
Licenses and Permits	2,166,050	2,142,200	(23,850)	Decrease due to anticipated reductions in construction activities
Miscellaneous	25,150	36,150	11,000	Increase primarily due to anticipated revenue in public record requests
Flood Control District				
Interest	200,000	100,000	(100,000)	Lower fund balance
Miscellaneous	185,500	180,750	(4,750)	Decrease in In-Lieu of On-Site Mitigation revenue (15K) partially offset by increase in rental property revenue
Taxes	25,112,708	25,332,649	219,941	Increase in current year property tax collections 115k and prior years taxes 105k
Intergovernmental	4,500,000	217,470	(4,282,530)	Decrease in state and federal reimbursements for flood repair work
Charges for Services	100,000	175,000	75,000	Increase in the sale of manuals and In-Lieu of Detention fees
Improvement Districts				
Special Assessment	560,124	448,619	(111,505)	Decrease in collections for improvement districts: Hayhook Ranch (51k); La Cholla (55k); Camino Ojo de Agua (6k)
Other Special Revenue Funds				
Intergovernmental	5,047,852	4,565,296	(482,556)	County Attorney Fill the Gap 27.6k; Indigent Defense Fill the Gap 20.2k; Juvenile Title IV-E 18k; Co Atty Law Enforcement Antiracketeering (543.8k); Courts Fill the Gap (77.7k); Co Atty Victim Witness Comp 63.7k; JC Tucson FARE 15k; Sheriff State RICO 100k; Economic Development & Tourism (108.5k); COC Child Support 3k;
Charges for Services	6,920,620	6,737,130	(183,490)	Court Automation Fund 150k; Juvenile Probation Services 95.9k; JC GV Court Automation Fund 2.3k; JC GV FARE 2k; JC Ajo Court Automation Fund .3k; COC Local Cr Automation (7k); COC Spousal Maintenance Enforcement (2k); COC Doc Storage & Retrieval 45k; SC Child Support (7.4k); SC Conciliation 64k; SC Probation (4k); SC Cty Law Library (1k); Recorder Document Storage & Retrieval (289k); Economic Development and Tourism (232.5k)
Fines and Forfeits	606,000	603,500	(2,500)	Co Atty Bad Check Program (2.5k)
Interest	1,143,520	1,606,060	462,540	Juvenile Title IV-E .4k; Juvenile Probation Services 18.9k; Public Works Building 60.4k; SC Probation 77.3k; SC Local Cr Automation 25k; SC Child Support 6.2k; Courts Fill the Gap 3k; SC Cty Law Library 3.2k; SC Conciliation 30k; SC Probate .6k; COC Child Support 1.6k; COC Doc Storage & Retrieval 25.4k; COC Time Pay Fees (18.2k); COC Local Cr Automation 27k; COC Spousal Maintenance 1k; Sheriff Criminal Justice Enhancement 25k; Sheriff Commissary 15k; Indigent Defense Fill the Gap (2k); Sheriff State RICO 1k; Sheriff Federal RICO 1k; Sheriff Inmate Welfare Fund 50k; Recorder Document Storage & Retrieval 25k; Co Atty Fill the Gap 11k; Co Atty Law Enforcement Antiracketeering 105.5k; Co Atty Victim Restitution 4k; Co Atty Victim Witness Comp (5k); Co Atty Bad Check Program (6k); Co Atty C.O.T. Consumer Protection .9k; JC GV Time Pay Fees .3k; Economic Development and Tourism (25k)
Miscellaneous	6,937,741	7,299,778	362,037	Juvenile Victim Restitution .1k; Taxpayer Information Fund (5k); Sheriff Commissary (25k); Co Atty Law Enforcement Antiracketeering 167.1k; Co Atty Victim Witness Comp 34.8k; Co Atty Bad Check Program (3k); Economic Development and Tourism 193k

**SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY**  
**Fiscal Year 2007/2008 vs Fiscal Year 2008/2009**

<b>SOURCE OF REVENUES</b>	<b>ADOPTED REVENUES FY 2007/2008</b>	<b>ADOPTED REVENUES FY 2008/2009</b>	<b>CHANGE</b>	<b>EXPLANATION</b>
Other Special Revenue Funds Grants				
Intergovernmental	41,944,320	41,321,314	(623,006)	Juvenile Court Grants (635.9k); County Attorney Grants 878.2k; Community Services Grants (300.4k); Sheriff Grants (462k); Superior Court Grants (77.9k); Parks Grants 11.3k; Public Defender Training Fund (4.8k); Legal Defender Training Fund (1.5k); County Administrator Grants (30k);
Interest	24,393	46,584	22,191	County Attorney Grants 18.7k; COC Grants 1.6k; LD Training Fund .2k; PD Training Fund 1.3k; Forensic Science Center Grants .5k
Miscellaneous	1,107,358	1,539,849	432,491	County Attorney Grants (15.9k); Juvenile Court Grants (167.6k); Community Services Grants 616k;
Public Health				
Charges for Services	2,428,020	2,645,450	217,430	Increase primarily in health fees collected for Vital Registration birth and death certificates as the state turns over this function to the County, and client load increases in Public Health Nursing, Family Planning, and Disease Control clinics
Fines and Forfeits	205,801	206,800	999	Animal Care court fines 16k, partially offset by decreases in citations (4k) and late fees (11k)
Intergovernmental	10,375,734	11,643,405	1,267,671	Animal Care IGA with City of Tucson 764k, miscellaneous changes in grant funding 504k
Licenses and Permits	2,497,630	2,452,230	(45,400)	Animal Care license collections
Miscellaneous	192,146	348,389	156,243	Increase primarily due to local program funding, partially offset by decrease in Vital Registration bad check collections
Solid Waste				
Intergovernmental	1,200,000	1,200,000	0	
Charges for Services	5,553,500	3,962,500	(1,591,000)	Decrease due primarily to closure of Tangerine (1.3m) and lower fee revenue at Sahuarita (331k), partially offset by increase in tipping fee revenue from non-licensed vendors 40k
Interest	130,900	85,325	(45,575)	Decrease due to lower cash fund balances
Miscellaneous	93,000	54,250	(38,750)	Decrease in recycling revenue due to closure of Tangerine
Stadium District				
Intergovernmental	1,905,000	2,034,000	129,000	Car rental surcharge increase 124k, RV space surcharge increase 5k
Interest	0	15,000	15,000	Account unbudgeted in FY 2007/08
Miscellaneous	1,116,203	1,276,003	159,800	Increase in Spring Training and other events rental income
Transportation				
Charges for Services	1,010,000	375,000	(635,000)	Decrease in impact fees due to construction slowdown
Interest	400,000	606,318	206,318	Higher fund balance
Intergovernmental	65,831,423	63,903,057	(1,928,366)	Decrease in highway funds (2,562k) partially offset by increase in federal grants 479k and expanded bus routes 155k
Licenses and Permits	311,000	210,000	(101,000)	Decrease in inspection fees due to construction slowdown
Miscellaneous	136,100	137,450	1,350	Increase in property damage reimbursement 41k partially offset by decrease in rental property revenue (40k)
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>241,727,513</b>	<b>235,248,354</b>	<b>(6,479,159)</b>	
<b>DEBT SERVICE</b>				
Taxes	56,252,488	57,164,072	911,584	Appreciation and growth of the tax base 1.506m, partially offset by decrease in prior year collections (594k)
Intergovernmental	7,500	7,500	0	
Interest	1,000,000	1,000,000	0	
<b>TOTAL DEBT SERVICE</b>	<b>57,259,988</b>	<b>58,171,572</b>	<b>911,584</b>	
<b>CAPITAL PROJECTS</b>				
Intergovernmental	13,781,039	25,848,887	12,067,848	Mainly due to increase in Regional Transportation Authority projects
Charges for Services	23,517,156	9,424,903	(14,092,253)	Mainly due to construction slowdown and one large private sector company project contribution in FY 2007/08
Interest	3,598,141	1,117,697	(2,480,444)	Decreased earnings from the Local Government Investment Pool
Miscellaneous	370,946	94,122	(276,824)	Decreased miscellaneous cost recovery
<b>TOTAL CAPITAL PROJECTS</b>	<b>41,267,282</b>	<b>36,485,609</b>	<b>(4,781,673)</b>	

**SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY**  
**Fiscal Year 2007/2008 vs Fiscal Year 2008/2009**

SOURCE OF REVENUES	ADOPTED REVENUES FY 2007/2008	ADOPTED REVENUES FY 2008/2009	CHANGE	EXPLANATION
<b>ENTERPRISE FUNDS</b>				
Development Services				
Licenses and Permits	9,846,397	7,176,537	(2,669,860)	Decrease due to the slowdown in construction activity
Charges for Services	5,155,219	3,757,000	(1,398,219)	Decrease due to the slowdown in construction activity
Interest	780,626	500,000	(280,626)	Due to decrease in fund balance
Miscellaneous	178,704	129,000	(49,704)	Decrease due to the slowdown in construction activity
Medical Services				
Intergovernmental	4,721,877	5,058,352	336,475	Increased grant funding
Charges for Services	276,815,284	221,917,892	(54,897,392)	Pima Health System & Services (PHS&S) decrease due primarily to decreased membership in acute care plan, partially offset by increased capitation fee revenue in long term care plan
Interest	845,089	1,782,960	937,871	PHS&S anticipated increase in cash balances and interest rates
Miscellaneous	29,427	208,285	178,858	PHS&S increase primarily due to reimbursements for therapy services by Behavioral Health department
Parking Garages				
Interest	60,000	118,000	58,000	Increased earnings from Local Government Investment Pool
Miscellaneous	1,698,946	1,764,946	66,000	Increased parking revenues due to \$5 increase in monthly parking fees
Wastewater Reclamation				
Licenses and Permits	5,000	5,000	0	
Charges for Services	112,053,936	121,916,920	9,862,984	Primarily due to approved rate increase 10.6M partially offset by fees associated with construction slowdown 730k
Fines and Forfeits	58,800	58,800	0	
Interest	2,312,600	2,411,626	99,026	Primarily due to increased earnings from the Local Government Investment Pool
Memo Revenue	15,000,000	15,000,000	0	
Miscellaneous	100,000	100,000	0	
<b>TOTAL ENTERPRISE FUNDS</b>	<b>429,661,905</b>	<b>381,905,318</b>	<b>(47,756,587)</b>	
<b>GRAND TOTAL ALL FUNDS</b>	<b>1,239,133,403</b>	<b>1,193,145,076</b>	<b>(45,988,327)</b>	
<b>THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY</b>				
<b>INTERNAL SERVICE FUNDS</b>				
Communications				
Charges for Services	4,458,348	4,640,898	182,550	Increase in number of units served
Interest	37,500	76,000	38,500	Increased cash balance
Miscellaneous	32,803	70,355	37,552	Reimbursements from non-County agencies using services
Fleet Services				
Charges for Services	18,119,204	20,494,058	2,374,854	Increase in motor pool rates and direct/special bill rates charged to departments
Interest	100,000	180,000	80,000	Increased earnings from Local Government Investment Pool
Intergovernmental	40,000	1,072,594	1,032,594	Increase due to change in classification of IGA sales of fuel and maintenance from Miscellaneous 1.045m, less decrease in off road vehicle sales tax refunds (12.4k)
Memo Revenue	300,000	231,525	(68,475)	Decrease in sale of fixed assets
Miscellaneous	925,000	157,080	(767,920)	Decrease in IGAs for fuel and maintenance services (775k); plus various expense reimbursements 7.1K
Graphic Services				
Charges for Services	1,240,000	1,300,000	60,000	Increased rates and greater printing volume
Miscellaneous	1,000	1,000	0	
Risk Management				
Charges for Services	17,877,342	17,877,342	0	
Interest	700,000	1,556,006	856,006	Increased cash balance
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>43,831,197</b>	<b>47,656,858</b>	<b>3,825,661</b>	
<b>TOTAL REVENUES</b>	<b>1,282,964,600</b>	<b>1,240,801,934</b>	<b>(42,162,666)</b>	

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**SUMMARY OF EXPENDITURES BY FUND: PROGRAM**

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Debt Service Fund	Total Expenditures
<b><u>COUNTY ADMINISTRATION</u></b>				
<b><u>ASSESSOR</u></b>				
ADMINISTRATION	1,290,672			1,290,672
ASSESSOR STATUTORY MANDATES	7,359,969			7,359,969
TOTAL ASSESSOR	8,650,641			8,650,641
<b><u>BOARD OF SUPERVISORS</u></b>				
BOARD OF SUPERVISORS	1,913,415			1,913,415
TOTAL BOARD OF SUPERVISORS	1,913,415			1,913,415
<b><u>CLERK OF THE BOARD</u></b>				
ADMINISTRATION/MANAGEMENT	705,659			705,659
DOCUMENT & MICROGRAPHIC MGMT	584,363			584,363
TOTAL CLERK OF THE BOARD	1,290,022			1,290,022
<b><u>COUNTY ADMINISTRATOR</u></b>				
COUNTY ADMINISTRATOR	1,706,819			1,706,819
FACILITIES RENEWAL FUND		1,279,298		1,279,298
TOTAL COUNTY ADMINISTRATOR	1,706,819	1,279,298		2,986,117
<b><u>ELECTIONS</u></b>				
ELECTIONS	5,331,891			5,331,891
TOTAL ELECTIONS	5,331,891			5,331,891
<b><u>FINANCE &amp; RISK MANAGEMENT</u></b>				
ADMINISTRATION	1,983,542			1,983,542
BUDGET	1,485,824			1,485,824
FINANCIAL CONTROL & REPORTING	1,485,390			1,485,390
FINANCIAL MANAGEMENT & AUDIT	900,659	50,000		950,659
FINANCIAL OPERATIONS	1,889,980			1,889,980
TOTAL FINANCE & RISK MANAGEMENT	7,745,395	50,000		7,795,395
<b><u>FORENSIC SCIENCE CENTER</u></b>				
FORENSIC SCIENCE CENTER	2,782,179	110,000		2,892,179
TOTAL FORENSIC SCIENCE CENTER	2,782,179	110,000		2,892,179
<b><u>HUMAN RESOURCES</u></b>				
COMPENSATION/BENEFITS/CLASSIFICATION	1,038,736			1,038,736
RECRUITMENT/EMPLOYMENT RIGHTS	1,146,410			1,146,410
STAFF SERVICES	520,459			520,459
TOTAL HUMAN RESOURCES	2,705,605			2,705,605
<b><u>INFORMATION TECHNOLOGY</u></b>				
COMMUNICATIONS	227,649			227,649
INFORMATION TECHNOLOGY	6,200,620			6,200,620
IT ENHANCEMENT		374,743		374,743
TOTAL INFORMATION TECHNOLOGY	6,428,269	374,743		6,803,012

**SUMMARY OF EXPENDITURES BY FUND: PROGRAM**

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Debt Service Fund	Total Expenditures
<b><u>NON DEPARTMENTAL</u></b>				
CONTINGENCY	37,295,033			37,295,033
DEBT SERVICE			100,521,623	100,521,623
EMPLOYEE BENEFIT LIABILITY FUND		1,000,000		1,000,000
GENERAL FUND DEBT SERVICE	5,941,559			5,941,559
GENERAL GOVERNMENT REVENUES	705,000			705,000
IMPROVEMENT DISTRICTS		91,324		91,324
NON DEPARTMENTAL	8,545,552			8,545,552
TOTAL NON DEPARTMENTAL	52,487,144	1,091,324	100,521,623	154,100,091
<b><u>PROCUREMENT</u></b>				
ADMINISTRATION	596,888			596,888
DESIGN & CONSTRUCTION	600,006			600,006
MATERIALS & SERVICES	840,868			840,868
VENDOR RELATIONS & MWBE	240,257			240,257
TOTAL PROCUREMENT	2,278,019			2,278,019
<b><u>RECORDER</u></b>				
ADMINISTRATION	413,965			413,965
INFORMATION SERVICES		1,998,731		1,998,731
RECORDER DIVISION	995,593			995,593
VOTER REGISTRATION	2,781,470			2,781,470
TOTAL RECORDER	4,191,028	1,998,731		6,189,759
<b><u>TREASURER</u></b>				
TREASURER OPERATIONS	2,513,840	484,300		2,998,140
TOTAL TREASURER	2,513,840	484,300		2,998,140
<b>TOTAL COUNTY ADMINISTRATION</b>	<b>100,024,267</b>	<b>5,388,396</b>	<b>100,521,623</b>	<b>205,934,286</b>
<b>INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY</b>				
<b><u>FINANCE &amp; RISK MANAGEMENT</u></b>				
RISK MANAGEMENT				19,198,461
<b><u>INFORMATION TECHNOLOGY</u></b>				
COMMUNICATIONS				4,674,074
<b>TOTAL INTERNAL SERVICE - COUNTY ADMINISTRATION</b>				<b>23,872,535</b>

**SUMMARY OF REVENUES BY FUND: PROGRAM**

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Debt Service Fund	Total Revenues
<b><u>COUNTY ADMINISTRATION</u></b>				
<b><u>ASSESSOR</u></b>				
ADMINISTRATION	6,000			6,000
TOTAL ASSESSOR	6,000			6,000
<b><u>CLERK OF THE BOARD</u></b>				
ADMINISTRATION/MANAGEMENT	2,300			2,300
TOTAL CLERK OF THE BOARD	2,300			2,300
<b><u>ELECTIONS</u></b>				
ELECTIONS	955,000			955,000
TOTAL ELECTIONS	955,000			955,000
<b><u>FINANCE &amp; RISK MANAGEMENT</u></b>				
FINANCIAL OPERATIONS	139,200			139,200
TOTAL FINANCE & RISK MANAGEMENT	139,200			139,200
<b><u>FORENSIC SCIENCE CENTER</u></b>				
FORENSIC SCIENCE CENTER	1,164,814	461		1,165,275
TOTAL FORENSIC SCIENCE CENTER	1,164,814	461		1,165,275
<b><u>HUMAN RESOURCES</u></b>				
STAFF SERVICES	1,500			1,500
TOTAL HUMAN RESOURCES	1,500			1,500
<b><u>INFORMATION TECHNOLOGY</u></b>				
INFORMATION TECHNOLOGY	778,920			778,920
TOTAL INFORMATION TECHNOLOGY	778,920			778,920
<b><u>NON DEPARTMENTAL</u></b>				
DEBT SERVICE			58,171,572	58,171,572
GENERAL FUND DEBT SERVICE	25,000			25,000
GENERAL GOVERNMENT REVENUES	444,340,661			444,340,661
IMPROVEMENT DISTRICTS		448,619		448,619
NON DEPARTMENTAL	4,374,791			4,374,791
TOTAL NON DEPARTMENTAL	448,740,452	448,619	58,171,572	507,360,643
<b><u>PROCUREMENT</u></b>				
VENDOR RELATIONS & MWBE	6,000			6,000
TOTAL PROCUREMENT	6,000			6,000
<b><u>RECORDER</u></b>				
INFORMATION SERVICES		1,110,900		1,110,900
RECORDER DIVISION	2,505,500			2,505,500
VOTER REGISTRATION	42,500			42,500
TOTAL RECORDER	2,548,000	1,110,900		3,658,900
<b><u>TREASURER</u></b>				
TREASURER OPERATIONS	150	108,000		108,150
TOTAL TREASURER	150	108,000		108,150
<b>TOTAL COUNTY ADMINISTRATION</b>	<b>454,342,336</b>	<b>1,667,980</b>	<b>58,171,572</b>	<b>514,181,888</b>

**SUMMARY OF REVENUES BY FUND: PROGRAM**

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Debt Service Fund	Total Revenues
<b>INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY</b>				
<b><u>FINANCE &amp; RISK MANAGEMENT</u></b>				
RISK MANAGEMENT				19,433,348
<b><u>INFORMATION TECHNOLOGY</u></b>				
COMMUNICATIONS				4,787,253
<b>TOTAL INTERNAL SERVICE - COUNTY ADMINISTRATION</b>				<b>24,220,601</b>

**SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM**

<u>Functional Area/Super Department/Programs</u>	<u>FTEs</u>
<b><u>COUNTY ADMINISTRATION</u></b>	
<b><u>ASSESSOR</u></b>	
ADMINISTRATION	22.0
ASSESSOR STATUTORY MANDATES	138.5
TOTAL ASSESSOR	<u>160.5</u>
<b><u>BOARD OF SUPERVISORS</u></b>	
BOARD OF SUPERVISORS	23.7
TOTAL BOARD OF SUPERVISORS	<u>23.7</u>
<b><u>CLERK OF THE BOARD</u></b>	
ADMINISTRATION/MANAGEMENT	8.0
DOCUMENT & MICROGRAPHIC MGMT	10.0
TOTAL CLERK OF THE BOARD	<u>18.0</u>
<b><u>COUNTY ADMINISTRATOR</u></b>	
COUNTY ADMINISTRATOR	14.8
TOTAL COUNTY ADMINISTRATOR	<u>14.8</u>
<b><u>ELECTIONS</u></b>	
ELECTIONS	18.0
TOTAL ELECTIONS	<u>18.0</u>
<b><u>FINANCE &amp; RISK MANAGEMENT</u></b>	
ADMINISTRATION	20.9
BUDGET	14.0
FINANCIAL CONTROL & REPORTING	22.0
FINANCIAL MANAGEMENT & AUDIT	12.0
FINANCIAL OPERATIONS	33.0
RISK MANAGEMENT	24.0
TOTAL FINANCE & RISK MANAGEMENT	<u>125.9</u>
<b><u>FORENSIC SCIENCE CENTER</u></b>	
FORENSIC SCIENCE CENTER	29.0
TOTAL FORENSIC SCIENCE CENTER	<u>29.0</u>
<b><u>HUMAN RESOURCES</u></b>	
COMPENSATION/BENEFITS/CLASSIFICATION	14.2
RECRUITMENT/EMPLOYMENT RIGHTS	16.4
STAFF SERVICES	7.4
TOTAL HUMAN RESOURCES	<u>38.0</u>
<b><u>INFORMATION TECHNOLOGY</u></b>	
COMMUNICATIONS	28.1
INFORMATION TECHNOLOGY	101.6
TOTAL INFORMATION TECHNOLOGY	<u>129.7</u>

**SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM**

<u>Functional Area/Super Department/Programs</u>	<u>FTEs</u>
<b><u>PROCUREMENT</u></b>	
ADMINISTRATION	9.0
DESIGN & CONSTRUCTION	8.0
MATERIALS & SERVICES	11.5
VENDOR RELATIONS & MWBE	4.0
TOTAL PROCUREMENT	<u>32.5</u>
<b><u>RECORDER</u></b>	
ADMINISTRATION	4.0
INFORMATION SERVICES	10.0
RECORDER DIVISION	21.0
VOTER REGISTRATION	32.0
TOTAL RECORDER	<u>67.0</u>
<b><u>TREASURER</u></b>	
TREASURER OPERATIONS	40.0
TOTAL TREASURER	<u>40.0</u>
<b>TOTAL COUNTY ADMINISTRATION</b>	<u><u>697.1</u></u>

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

# Assessor

Expenditures: 8,650,641

FTEs 160.5

Revenues: 6,000

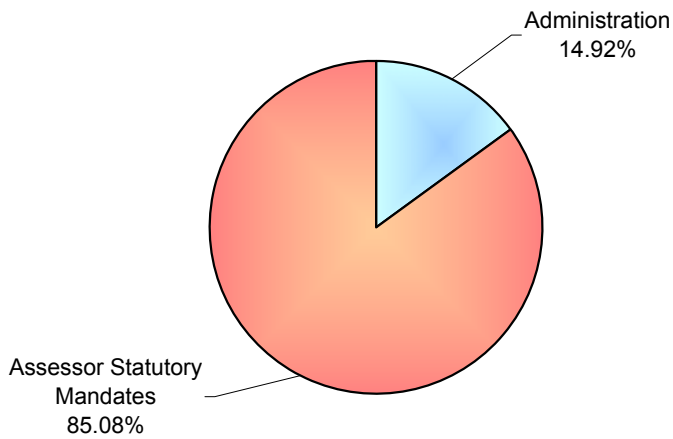
**Function Statement:**

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

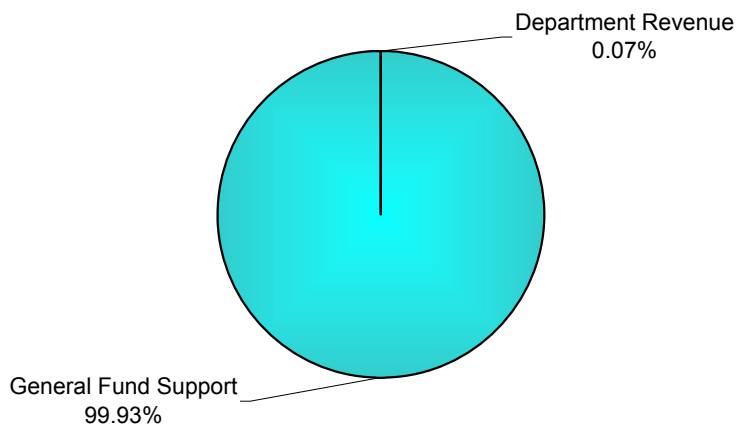
**Mandates:**

ARS Title 42: Taxation

## Expenditures by Program



## Sources of All Funding



## Department Summary by Program

Department: ASSESSOR

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
ADMINISTRATION	1,631,543	1,536,753	1,290,672
ASSESSOR STATUTORY MANDATES	6,558,582	7,547,948	7,359,969
<b>Total Expenditures</b>	<b>8,190,125</b>	<b>9,084,701</b>	<b>8,650,641</b>
<u>Funding by Source</u>			
<b>Revenues</b>			
ADMINISTRATION	1,957	6,000	6,000
ASSESSOR STATUTORY MANDATES	3,964	0	0
<b>Total Revenues</b>	<b>5,921</b>	<b>6,000</b>	<b>6,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>8,184,204</b>	<b>9,078,701</b>	<b>8,644,641</b>
<b>Total Program Funding</b>	<b>8,190,125</b>	<b>9,084,701</b>	<b>8,650,641</b>
<u>Staffing (FTEs) by Program</u>			
ADMINISTRATION	20.5	22.0	22.0
ASSESSOR STATUTORY MANDATES	140.5	139.0	138.5
<b>Total Staffing (FTEs)</b>	<b>161.0</b>	<b>161.0</b>	<b>160.5</b>

## Program Summary

**Department:** ASSESSOR  
**Program:** ADMINISTRATION

**Function**

Provide administrative, managerial, and network support for all functions in the Pima County Assessor's Office.

**Description of Services**

Ensure compliance of statutory mandates. Provide personnel and payroll services. Budget and monitor the use of public funds. Manage and direct information systems administration.

**Program Goals and Objectives**

- Ensure the proper and timely performance of all functions 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
- Maintain a local area network system with current technologies
- Develop electronic methods to enhance processing of tabular and graphic data

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
ARS Title 42 statutory mandates met	yes	yes	yes
Personnel and payroll services provided	yes	yes	yes
Computer system maintained and upgraded for most efficient operations possible	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,112,089	1,004,369	895,625
SUPPLIES AND SERVICES	377,103	365,484	395,047
CAPITAL OUTLAY	142,351	166,900	0
<b>Total Program Expenditures</b>	<b>1,631,543</b>	<b>1,536,753</b>	<b>1,290,672</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
MISCELLANEOUS	1,957	6,000	6,000
<b>Operating Revenue Sub-Total</b>	<b>1,957</b>	<b>6,000</b>	<b>6,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>1,629,586</b>	<b>1,530,753</b>	<b>1,284,672</b>
<b>Total Program Funding</b>	<b>1,631,543</b>	<b>1,536,753</b>	<b>1,290,672</b>
<b>Program Staffing (FTEs)</b>	<b>20.5</b>	<b>22.0</b>	<b>22.0</b>

## Program Summary

**Department:** ASSESSOR

**Program:** ASSESSOR STATUTORY MANDATES

**Function**

Administer and direct statutory mandates, legislative changes, and Arizona Department of Revenue guidelines. Maintain and manage mandates of the Arizona Department of Commerce and the U.S. Department of Commerce.

**Description of Services**

Identify, classify, value, and list taxable property in Pima County. Defend established values during the administrative appeal, notice of error, and notice of change processes.

**Program Goals and Objectives**

- List, locate, value, and classify new construction and additions to both real and personal property
- Defend values established for all real and personal property
- Accept, review, route, update, and respond to petitions filed during the Administrative Appeal process, Notices of Error, and Notices of Claims
- Accept, review, and grant exemption status and legislative freeze to qualifying applicants as mandated
- Maintain parcel maps, parcel file, and create and maintain all taxing authority boundaries

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Taxpayers provided with notice of values for all real and personal property	yes	yes	yes
Administrative appeals, Notice of Errors, and Notice of Claims processed	yes	yes	yes
Exemption and Legislative freeze requests processed	yes	yes	yes
Parcel file maintained	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	5,943,004	6,822,754	6,700,068
SUPPLIES AND SERVICES	608,904	725,194	659,901
CAPITAL OUTLAY	6,674	0	0
<b>Total Program Expenditures</b>	<b>6,558,582</b>	<b>7,547,948</b>	<b>7,359,969</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	3,964	0	0
<b>Operating Revenue Sub-Total</b>	<b>3,964</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>6,554,618</b>	<b>7,547,948</b>	<b>7,359,969</b>
<b>Total Program Funding</b>	<b>6,558,582</b>	<b>7,547,948</b>	<b>7,359,969</b>

<b>Program Staffing (FTEs)</b>	<b>140.5</b>	<b>139.0</b>	<b>138.5</b>
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# Board of Supervisors

**Expenditures:** 1,913,415

FTEs 23.7

**Revenues:** 0

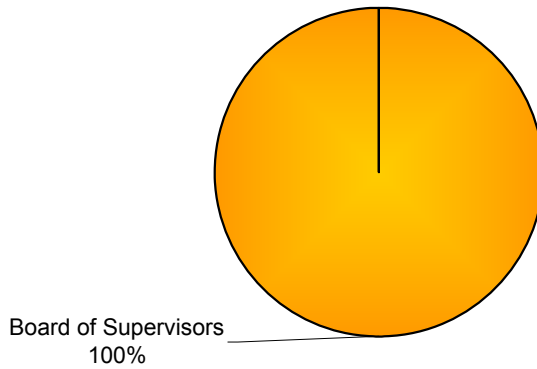
**Function Statement:**

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.

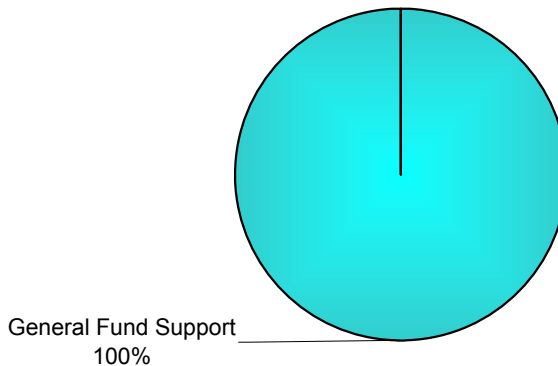
**Mandates:**

ARS Title 11, Chapter 2: Board of Supervisors

## Expenditures by Program



## Sources of All Funding



### Department Summary by Program

Department: BOARD OF SUPERVISORS

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
BOARD OF SUPERVISORS	1,639,265	1,921,797	1,913,415
<b>Total Expenditures</b>	<b>1,639,265</b>	<b>1,921,797</b>	<b>1,913,415</b>
<u>Funding by Source</u>			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	1,639,265	1,921,797	1,913,415
<b>Total Program Funding</b>	<b>1,639,265</b>	<b>1,921,797</b>	<b>1,913,415</b>
<u>Staffing (FTEs) by Program</u>			
BOARD OF SUPERVISORS	21.1	24.4	23.7
<b>Total Staffing (FTEs)</b>	<b>21.1</b>	<b>24.4</b>	<b>23.7</b>

## 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
- Adopt a neutral levy and corresponding neutral tax rate as defined by the state Truth in Taxation statutes
- Preserve open space and public lands in order to maintain the sensitive desert environment
- Make economic development more effective, accountable, and regional
- Continue supporting Tucson Regional Economic Opportunities (TREO)
- Partner with citizens to abate graffiti to protect neighborhoods and maintain quality of life
- Obtain a Section 10 permit under the Endangered Species Act from the U.S. Fish & Wildlife Service

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Meetings required by statute held on time	yes	yes	yes
Neutral levy adopted	yes	yes	yes
Combined County property tax rate (per \$100 net assessed value)	\$5.3406	\$5.0674	\$4.6702
County funding support for TREO	\$1,180,880	\$1,199,600	\$853,813
County funding for graffiti abatement	n/a	\$250,000	\$250,000
Multi-Species Conservation Plan submitted	no	yes	n/a
Section 10 Permit obtained	no	no	yes

Program Expenditures by Object	FY2006/2007 Actual	FY2007/2008 Adopted	FY2008/2009 Adopted
PERSONAL SERVICES	1,478,755	1,659,622	1,690,429
SUPPLIES AND SERVICES	155,758	256,175	206,425
CAPITAL OUTLAY	4,752	6,000	16,561
<b>Total Program Expenditures</b>	<b>1,639,265</b>	<b>1,921,797</b>	<b>1,913,415</b>

Program Funding by Source	FY2006/2007 Actual	FY2007/2008 Adopted	FY2008/2009 Adopted
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	1,639,265	1,921,797	1,913,415
<b>Total Program Funding</b>	<b>1,639,265</b>	<b>1,921,797</b>	<b>1,913,415</b>

<b>Program Staffing (FTEs)</b>	<b>21.1</b>	<b>24.4</b>	<b>23.7</b>
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# Clerk of the Board

**Expenditures:** 1,290,022

**Revenues:** 2,300

**FTEs** 18.0

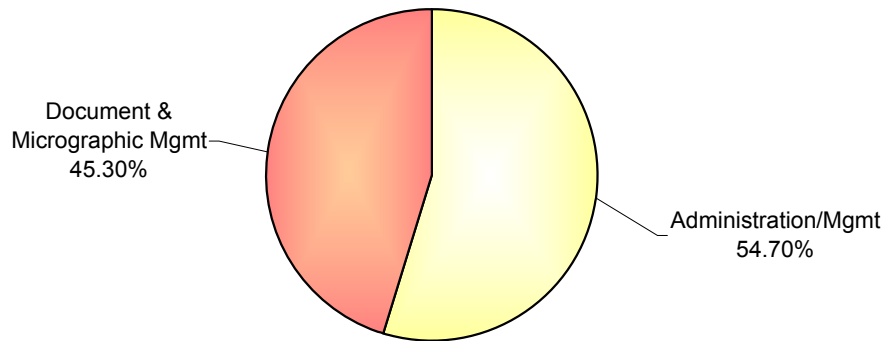
**Function Statement:**

Record, publish, preserve, and file all proceedings and accounts acted upon by the Board of Supervisors. Administer the Pima County Records Management Program. Process, preserve, and file all petitions, various licenses, and applications. Publicize amendments and codify ordinances for inclusion in the Pima County Code. Administer and direct compliance to requirements for boards, commissions and committees. Discharge statutory requirements for special taxing districts and State Board of Equalization Hearing Officers. Perform all other duties required by law, rule, or order of the Board.

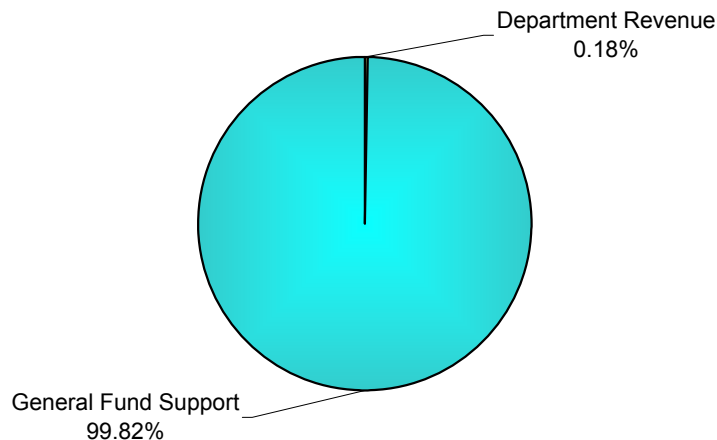
**Mandates:**

ARS Title 4: Alcoholic Beverages; Title 5: Amusements and Sports; Title 11: Counties; Title 12: Courts and Civil Proceedings; Title 35: Public Finances; Title 36: Public Health and Safety; Title 38: Public Officers and Employees; Title 39: Public Records, Printing and Notices; Title 41: State Government; Title 42: Taxation; and Title 48: Special Taxing Districts; Board of Supervisors' Policy C 4.2: Pima County Records Management Program

## Expenditures by Program



## Sources of All Funding



### Department Summary by Program

Department: CLERK OF THE BOARD

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
ADMINISTRATION/MANAGEMENT	699,097	826,231	705,659
DOCUMENT & MICROGRAPHIC MGMT	467,188	547,170	584,363
<b>Total Expenditures</b>	<b>1,166,285</b>	<b>1,373,401</b>	<b>1,290,022</b>
<u>Funding by Source</u>			
<b>Revenues</b>			
ADMINISTRATION/MANAGEMENT	11,351	10,000	2,300
DOCUMENT & MICROGRAPHIC MGMT	950	0	0
<b>Total Revenues</b>	<b>12,301</b>	<b>10,000</b>	<b>2,300</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>1,153,984</b>	<b>1,363,401</b>	<b>1,287,722</b>
<b>Total Program Funding</b>	<b>1,166,285</b>	<b>1,373,401</b>	<b>1,290,022</b>
<u>Staffing (FTEs) by Program</u>			
ADMINISTRATION/MANAGEMENT	9.0	9.0	8.0
DOCUMENT & MICROGRAPHIC MGMT	10.0	10.0	10.0
<b>Total Staffing (FTEs)</b>	<b>19.0</b>	<b>19.0</b>	<b>18.0</b>

## Program Summary

**Department: CLERK OF THE BOARD**

**Program: ADMINISTRATION/MANAGEMENT**

**Function**

Record and publish all proceedings of the Board of Supervisors (Board). Preserve and file all accounts acted upon by the Board. 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 meeting agendas/addendums including e-agenda. Record and e-post digital audio from Board meetings. Transcribe and publish Board meeting minutes. Transcribe and type verbatims. Process Board meeting paperwork for execution/recording/distribution. Maintain permanent records of minutes, resolutions, and ordinances. Maintain indexing system for document research and retrieval. Provide for the publication of the Pima County Code. Receive and process litigation and claims. Fulfill requests for public records. Process various types of liquor licenses, bingo and fireworks permit applications. Provide coordinator training, maintain membership records and officially post notices for all boards, commissions and/or committees. Maintain, e-post, and distribute Board Policies. Perform all duties relating to special taxing districts, i.e. creations/annexations and reporting requirements. Perform other duties as required by order of the Board.

**Program Goals and Objectives**

- Perform all duties within mandated deadlines
- Provide efficient and accurate responses to inquires by County departments and the general public
- Continue to improve/modify the features of the electronic agenda process
- Continue with ongoing database development project of converting microfilmed records into searchable text files
- Conduct a review of current Board Policies and Code provisions in concert with responsible departments
- Restructure/present coordinator training for Boards, Commissions and/or Committees (BCC)

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Statutory duties met	100%	100%	100%
Policies/codes reviewed	0%	10%	100%
BCC coordinators trained	80%	80%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	495,609	554,617	506,043
SUPPLIES AND SERVICES	203,488	271,614	199,616
<b>Total Program Expenditures</b>	<b>699,097</b>	<b>826,231</b>	<b>705,659</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	2,380	1,600	2,000
CHARGES FOR SERVICES	1,174	300	300
MISCELLANEOUS	7,797	8,100	0
<b>Operating Revenue Sub-Total</b>	<b>11,351</b>	<b>10,000</b>	<b>2,300</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>687,746</b>	<b>816,231</b>	<b>703,359</b>
<b>Total Program Funding</b>	<b>699,097</b>	<b>826,231</b>	<b>705,659</b>

<u>Program Staffing (FTEs)</u>	<u>9.0</u>	<u>9.0</u>	<u>8.0</u>

## 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 Supervisors Policy C 4.2.

**Description of Services**

Administer the Pima County Records Management Program. Establish guidelines and training programs for County personnel. Provide storage of active and inactive public records. Provide for and certify the destruction of confidential and non-confidential records. Assist departments in developing comprehensive records retention schedules. Provide guidance on document imaging implementation. Provide document capturing and microfilm scanning services to County departments and other local jurisdictions. Provide microfilm services for permanent records. Access, retrieve and deliver records to departments upon request. Provide web-based records management services.

**Program Goals and Objectives**

- Establish new comprehensive County-wide policies and standards for imaging through coordination of the Document Management Strategic Implementation Team
- Create Records Training modules for presentation
- Provide cost-efficient microfilm and document scanning services
- Reduce the storage of long term paper records by preserving on microfilm or digital image

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Comprehensive County-wide imaging policies and standards established	n/a	20%	80%
Training program modules completed	n/a	20%	40%
Reduction of long term paper records stored	2%	2.5%	3.5%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	389,936	469,679	506,623
SUPPLIES AND SERVICES	75,182	77,491	76,540
CAPITAL OUTLAY	2,070	0	1,200
<b>Total Program Expenditures</b>	<b>467,188</b>	<b>547,170</b>	<b>584,363</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	950	0	0
<b>Operating Revenue Sub-Total</b>	<b>950</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>466,238</b>	<b>547,170</b>	<b>584,363</b>
<b>Total Program Funding</b>	<b>467,188</b>	<b>547,170</b>	<b>584,363</b>

<b>Program Staffing (FTEs)</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>
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# County Administrator

Expenditures: 2,986,117

Revenues: 0

FTEs 14.8

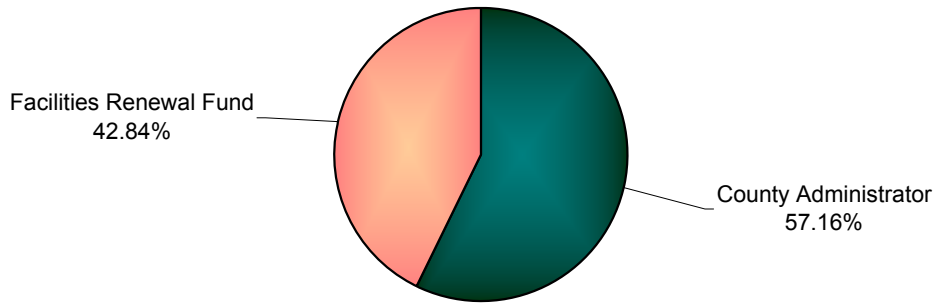
**Function Statement:**

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 and oversee the Facilities Renewal Fund.

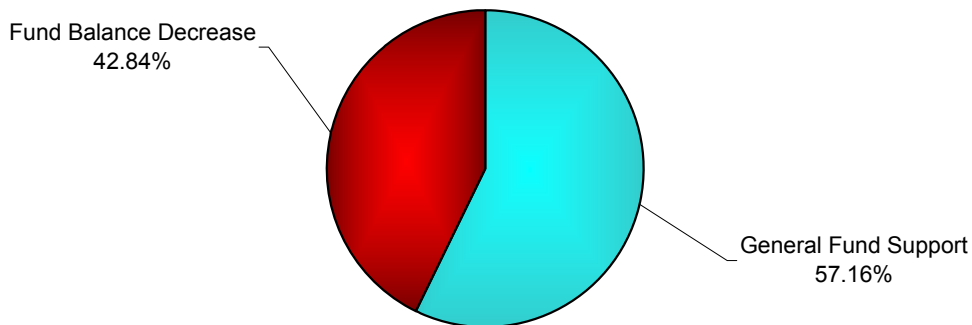
**Mandates:**

None

## Expenditures by Program



## Sources of All Funding



## Department Summary by Program

Department: COUNTY ADMINISTRATOR

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
COUNTY ADMINISTRATOR	2,114,899	2,071,693	1,706,819
FACILITIES RENEWAL FUND	1,918,000	1,505,000	1,279,298
<b>Total Expenditures</b>	<b>4,032,899</b>	<b>3,576,693</b>	<b>2,986,117</b>
<u>Funding by Source</u>			
<b>Revenues</b>			
COUNTY ADMINISTRATOR	99,271	30,000	0
FACILITIES RENEWAL FUND	132,838	0	0
<b>Total Revenues</b>	<b>232,109</b>	<b>30,000</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>7,338,582</b>	<b>(127,731)</b>	<b>(2,220,735)</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(4,855,974)</b>	<b>1,842,740</b>	<b>3,500,033</b>
<b>General Fund Support</b>	<b>1,318,182</b>	<b>1,831,684</b>	<b>1,706,819</b>
<b>Total Program Funding</b>	<b>4,032,899</b>	<b>3,576,693</b>	<b>2,986,117</b>
<u>Staffing (FTEs) by Program</u>			
COUNTY ADMINISTRATOR	16.3	15.8	14.8
<b>Total Staffing (FTEs)</b>	<b>16.3</b>	<b>15.8</b>	<b>14.8</b>

## 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
- Preserve open space and public lands in order to maintain the sensitive desert environment
- Make economic development more effective, accountable, and regional
- Continue to sustain and improve the quality of life in Pima County without jeopardizing the ability for future generations to do the same by focusing efforts on the built environment and lessening the impact on non-renewable resources
- Create organizational unit to begin implementation of sustainability policies and coordinate sustainability activities

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Board requests met	yes	yes	yes
Mandated reports completed	yes	yes	yes
Departments using Zero Base Budget methodology	9	5	9
Department budget requests reviewed	yes	yes	yes
Sustainability Action Plan for region developed	n/a	n/a	yes
Sonoran Desert Conservation Plan implementation status report developed	n/a	n/a	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,205,102	1,354,001	1,339,458
SUPPLIES AND SERVICES	908,540	717,692	357,861
CAPITAL OUTLAY	1,257	0	9,500
<b>Total Program Expenditures</b>	<b>2,114,899</b>	<b>2,071,693</b>	<b>1,706,819</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	969	0	0
<b>Operating Revenue Sub-Total</b>	<b>969</b>	<b>0</b>	<b>0</b>
<b>Special Programs Revenue Sub-Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
INTERGOVERNMENTAL	92,221	30,000	0
INTEREST	5,968	0	0
MISCELLANEOUS	113	0	0
<b>Grant Revenue Sub-Total</b>	<b>98,302</b>	<b>30,000</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>2,551,919</b>	<b>0</b>	<b>(1,589,235)</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(1,854,473)</b>	<b>210,009</b>	<b>1,589,235</b>
<b>General Fund Support</b>	<b>1,318,182</b>	<b>1,831,684</b>	<b>1,706,819</b>
<b>Total Program Funding</b>	<b>2,114,899</b>	<b>2,071,693</b>	<b>1,706,819</b>

<b>Program Staffing (FTEs)</b>	<b>16.3</b>	<b>15.8</b>	<b>14.8</b>
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## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Facilities renewal approval plan complete	yes	yes	yes
Facilities repair/improvement projects completed	8	6	7

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	112,855	0	0
SUPPLIES AND SERVICES	1,776,890	1,505,000	1,279,298
CAPITAL OUTLAY	28,255	0	0
<b>Total Program Expenditures</b>	<b>1,918,000</b>	<b>1,505,000</b>	<b>1,279,298</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTEREST	132,788	0	0
MISCELLANEOUS	50	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>132,838</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>4,786,663</b>	<b>(127,731)</b>	<b>(631,500)</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(3,001,501)</b>	<b>1,632,731</b>	<b>1,910,798</b>
<b>General Fund Support</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>1,918,000</b>	<b>1,505,000</b>	<b>1,279,298</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Program Staffing (FTEs)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

# Elections

**Expenditures:** 5,331,891

**Revenues:** 955,000

FTEs 18.0

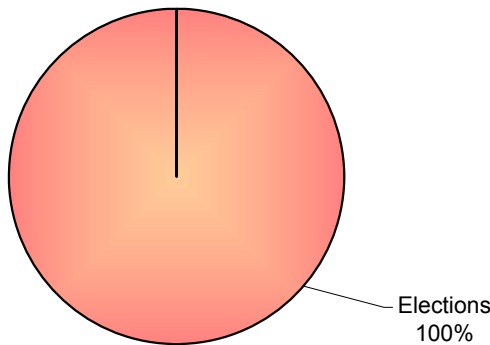
**Function Statement:**

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 district within Pima County) that contract with this department. Serve as the filing office for candidate nomination filings and campaign finance reports. Responsible for all reprecincting and redistricting as required by the Board of Supervisors. Conduct community outreach to the Native American community. Provide assistance to ensure compliance with the Americans with Disabilities Act and the Voting Rights Act.

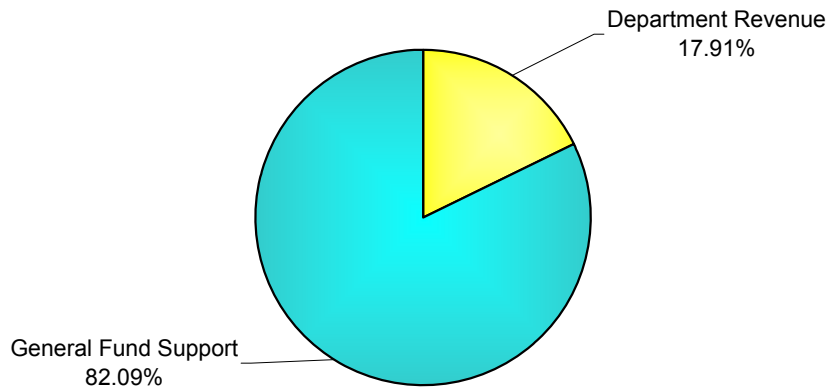
**Mandates:**

ARS Title 16: Elections and Electors

## Expenditures by Program



## Sources of All Funding



### Department Summary by Program

Department: ELECTIONS

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
ELECTIONS	4,013,340	2,623,929	5,331,891
<b>Total Expenditures</b>	<b>4,013,340</b>	<b>2,623,929</b>	<b>5,331,891</b>
<u>Funding by Source</u>			
<b>Revenues</b>			
ELECTIONS	1,640,940	435,000	955,000
<b>Total Revenues</b>	<b>1,640,940</b>	<b>435,000</b>	<b>955,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>2,372,400</b>	<b>2,188,929</b>	<b>4,376,891</b>
<b>Total Program Funding</b>	<b>4,013,340</b>	<b>2,623,929</b>	<b>5,331,891</b>
<u>Staffing (FTEs) by Program</u>			
ELECTIONS	14.0	15.0	18.0
<b>Total Staffing (FTEs)</b>	<b>14.0</b>	<b>15.0</b>	<b>18.0</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Sample ballots mailed on time	yes	yes	yes
Boardworkers recruited for jurisdictional elections	yes	yes	yes
Sufficient ballots on hand	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	2,205,157	1,432,939	2,829,683
SUPPLIES AND SERVICES	1,757,040	1,150,890	2,214,208
CAPITAL OUTLAY	51,143	40,100	288,000
<b>Total Program Expenditures</b>	<b>4,013,340</b>	<b>2,623,929</b>	<b>5,331,891</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	401,950	430,000	950,000
CHARGES FOR SERVICES	1,237,320	5,000	5,000
MISCELLANEOUS	1,670	0	0
<b>Operating Revenue Sub-Total</b>	<b>1,640,940</b>	<b>435,000</b>	<b>955,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>2,372,400</b>	<b>2,188,929</b>	<b>4,376,891</b>
<b>Total Program Funding</b>	<b>4,013,340</b>	<b>2,623,929</b>	<b>5,331,891</b>

<b>Program Staffing (FTEs)</b>	<b>14.0</b>	<b>15.0</b>	<b>18.0</b>
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# Finance & Risk Management

**Expenditures:** 26,993,856

FTEs 125.9

**Revenues:** 19,572,548

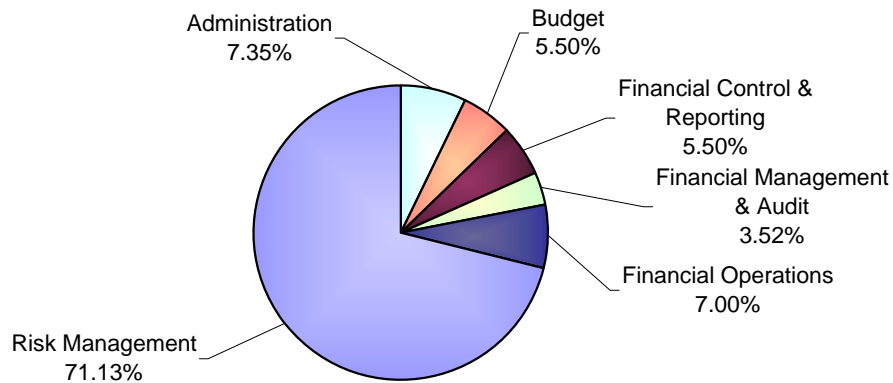
**Function Statement:**

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, and formation and collection function of improvement districts.

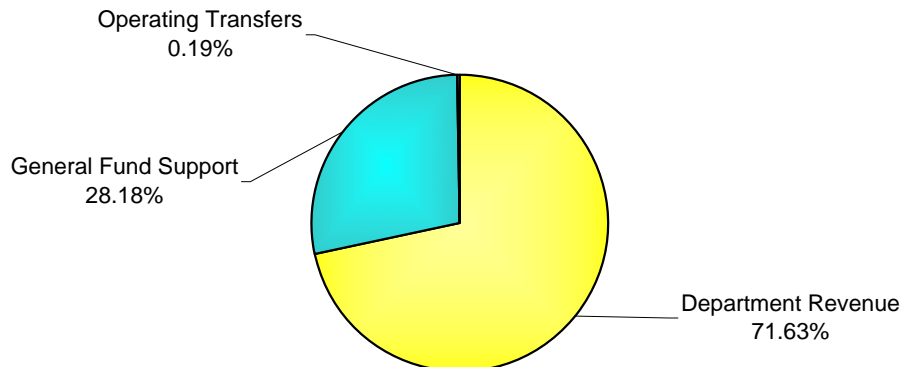
**Mandates:**

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**

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
ADMINISTRATION	1,083,394	1,592,677	1,983,542
BUDGET	1,288,451	1,399,242	1,485,824
FINANCIAL CONTROL & REPORTING	1,448,923	1,548,214	1,485,390
FINANCIAL MANAGEMENT & AUDIT	932,577	1,164,784	950,659
FINANCIAL OPERATIONS	1,682,407	1,906,292	1,889,980
RISK MANAGEMENT	15,372,516	19,005,156	19,198,461
<b>Total Expenditures</b>	<b>21,808,268</b>	<b>26,616,365</b>	<b>26,993,856</b>

### Funding by Source

**Revenues**

ADMINISTRATION	300	0	0
FINANCIAL MANAGEMENT & AUDIT	56,341	0	0
FINANCIAL OPERATIONS	297,827	120,000	139,200
RISK MANAGEMENT	20,449,019	18,577,342	19,433,348
<b>Total Revenues</b>	<b>20,803,487</b>	<b>18,697,342</b>	<b>19,572,548</b>
<b>Net Operating Transfers In/(Out)</b>	<b>50,000</b>	<b>302,124</b>	<b>(950,000)</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(5,084,486)</b>	<b>175,690</b>	<b>765,113</b>
<b>General Fund Support</b>	<b>6,039,267</b>	<b>7,441,209</b>	<b>7,606,195</b>
<b>Total Program Funding</b>	<b>21,808,268</b>	<b>26,616,365</b>	<b>26,993,856</b>

### Staffing (FTEs) by Program

ADMINISTRATION	12.6	13.0	20.9
BUDGET	14.0	14.0	14.0
FINANCIAL CONTROL & REPORTING	22.0	22.0	22.0
FINANCIAL MANAGEMENT & AUDIT	17.0	16.0	12.0
FINANCIAL OPERATIONS	29.0	33.0	33.0
RISK MANAGEMENT	18.0	25.5	24.0
<b>Total Staffing (FTEs)</b>	<b>112.6</b>	<b>123.5</b>	<b>125.9</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Special reports/analyses/investigations completed	4	4	4
Debt packages prepared	4	4	2

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	735,532	1,114,132	1,576,993
SUPPLIES AND SERVICES	332,348	431,345	396,549
CAPITAL OUTLAY	15,514	47,200	10,000
<b>Total Program Expenditures</b>	<b>1,083,394</b>	<b>1,592,677</b>	<b>1,983,542</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	300	0	0
<b>Operating Revenue Sub-Total</b>	<b>300</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>1,083,094</b>	<b>1,592,677</b>	<b>1,983,542</b>
<b>Total Program Funding</b>	<b>1,083,394</b>	<b>1,592,677</b>	<b>1,983,542</b>

<u>Program Staffing (FTEs)</u>	<u>12.6</u>	<u>13.0</u>	<u>20.9</u>
<b>Program Staffing (FTEs)</b>	<b>12.6</b>	<b>13.0</b>	<b>20.9</b>

## 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 more than 400,000 tax statements at least 17 days before the tax due date
  - . Provide informational service via the taxpayer telephone hotline, with no taxpayer complaints about such service
- Prepare reliable budget projections
  - . Prepare General Fund budget projections within 1% of year-end audited actual revenues and expenditures

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Budget schedules/books produced by due dates	yes	yes	yes
GFOA review criteria rating of proficient/outstanding	91 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	17	17	17
Taxpayer complaints received re: telephone hotline	0	0	0
FYE projection vs CAFR actual (General Fund)	< 1% difference	< 1% difference	<1% difference

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,004,774	1,055,779	1,081,245
SUPPLIES AND SERVICES	276,257	337,299	404,579
CAPITAL OUTLAY	7,420	6,164	0
<b>Total Program Expenditures</b>	<b>1,288,451</b>	<b>1,399,242</b>	<b>1,485,824</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	1,288,451	1,399,242	1,485,824
<b>Total Program Funding</b>	<b>1,288,451</b>	<b>1,399,242</b>	<b>1,485,824</b>

<b>Program Staffing (FTEs)</b>	<b>14.0</b>	<b>14.0</b>	<b>14.0</b>
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## Program Summary

**Department: FINANCE & RISK MANAGEMENT**

**Program: FINANCIAL CONTROL & REPORTING**

**Function**

Perform centralized financial reporting and accounting/finance functions for Pima County departments and funds. Monitor compliance with County policies, procedures, and federal, state, county laws and regulations. Centralized point of coordination and contact for County audits.

**Description of Services**

Monitor financial activity of County funds and departments, prepare interim and year-end financial statements for Regional Wastewater Reclamation Department, Development Services, Stadium District, Self Insurance Trust fund, and all accruals necessary for issuing financial statements. Prepare various schedules and calculations in support of the production of all audited financial statements, including the Comprehensive Annual Financial Report (CAFR). Prepare and file external and internal annual financial reports (e.g., CFO letter, Landfill Closure/Postclosure, Expenditure Limitation Report, Special District Reports, Single Audit 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
- Revise and recommend changes to BOS Grant Policy 22.6, and begin implementation of a centralized database for capturing and monitoring County grants, for the purpose of monitoring compliance with policy and procedures
- Monitor the administration of federal grants to ensure the County maintains its current classification as a low risk entity

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
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
Wastewater Reclamation, Development Services, Stadium District, Local Transportation Assistance Fund II, and Risk Management audits completed by 10/31	yes	yes	yes
Quarterly financial statements issued for Wastewater Reclamation, Development Services, and Risk Management	yes	no	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,386,134	1,479,198	1,438,121
SUPPLIES AND SERVICES	62,789	69,016	47,269
<b>Total Program Expenditures</b>	<b>1,448,923</b>	<b>1,548,214</b>	<b>1,485,390</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	1,448,923	1,548,214	1,485,390
<b>Total Program Funding</b>	<b>1,448,923</b>	<b>1,548,214</b>	<b>1,485,390</b>

<u>Program Staffing (FTEs)</u>	<u>22.0</u>	<u>22.0</u>	<u>22.0</u>
<b>Program Staffing (FTEs)</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>

## 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, 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 Countywide, operational, system, and financial audits pertaining to all County departments.

**Program Goals and Objectives**

- Prepare and analyze monthly cash flow components for the major County departments
- Perform internal audits on high risk areas
- Plan, organize, and coordinate all phases of the improvement district process

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Departmental cash flow analyses prepared	12	18	20
High risk audits completed	5	5	5
Quarterly reports issued	4	4	4

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	883,422	1,084,271	913,701
SUPPLIES AND SERVICES	43,041	56,513	36,958
CAPITAL OUTLAY	6,114	24,000	0
<b>Total Program Expenditures</b>	<b>932,577</b>	<b>1,164,784</b>	<b>950,659</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	54,920	0	0
<b>Operating Revenue Sub-Total</b>	<b>54,920</b>	<b>0</b>	<b>0</b>
INTEREST	1,421	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>1,421</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(7,983)</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>834,219</b>	<b>1,114,784</b>	<b>900,659</b>
<b>Total Program Funding</b>	<b>932,577</b>	<b>1,164,784</b>	<b>950,659</b>

<b>Program Staffing (FTEs)</b>	<b>17.0</b>	<b>16.0</b>	<b>12.0</b>
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## 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 operation 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 at least 95% of invoices within 7-10 days of receipt
- Meet statutory deadlines for payroll
- Adhere to federal regulations with regard to Family and Medical Leave Act

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
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	yes	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,500,492	1,719,813	1,739,556
SUPPLIES AND SERVICES	168,222	146,079	143,424
CAPITAL OUTLAY	13,693	40,400	7,000
<b>Total Program Expenditures</b>	<b>1,682,407</b>	<b>1,906,292</b>	<b>1,889,980</b>
<u>Program Funding by Source</u>			
<b>Revenues</b>			
MISCELLANEOUS	297,827	120,000	139,200
<b>Operating Revenue Sub-Total</b>	<b>297,827</b>	<b>120,000</b>	<b>139,200</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>1,384,580</b>	<b>1,786,292</b>	<b>1,750,780</b>
<b>Total Program Funding</b>	<b>1,682,407</b>	<b>1,906,292</b>	<b>1,889,980</b>
<b>Program Staffing (FTEs)</b>	<b>29.0</b>	<b>33.0</b>	<b>33.0</b>

## Program Summary

**Department: FINANCE & RISK MANAGEMENT**

**Program: RISK MANAGEMENT**

**Function**

Direct the risk management program for the County, Flood Control District, Stadium District, and Library District. This includes insurance procurement, trust fund management, risk analysis, safety/loss prevention consultations, inspections, and training. Manage Workers' Compensation, Return to Work, and Occupational Medicine programs. Comply with environmental, OSHA, and other related laws and regulations. Adjust tort and property claims, manage environmental and tort litigation, and provide funding for losses. Fund unemployment insurance and self-insured employee dental benefits.

**Description of Services**

Manage the County's trust fund and administer the self-insurance and insurance programs. Administer a comprehensive risk reduction program. Protect and conserve the County's human, financial, and physical assets. Provide funding to pay for losses without large disruptions of departmental budgets. Minimize the county's total net cost of Risk Management functions. Provide safety and loss prevention regulatory administration, training, inspection, and consulting. Conduct safety investigations and analysis. Identify safety improvements for regulatory compliance and employee/citizen safety. Provide technical support on environmental issues. Adjust, defend, and fund liability and workers' compensation claims. Represent County for reimbursement from insurance carriers. Return injured employees to work as early as safely possible. Administer the Job Retraining and Placement Program.

**Program Goals and Objectives**

- Comply with appropriate laws, rules, and policies
- Reduce/prevent losses to the County and its employees
- Investigate, adjust, and pay claims using industry best practices
- Manage lawsuits and administrative actions to protect the interests of the County
- Manage program and related funds with minimum disruption to the County's overall budget
- Reduce workers' compensation losses through early return to work, transitional duty, and the Job Retraining and Placement Program
- Provide occupational medical surveillance and services required by law, rule, or policy
- Provide ergonomic and other safety services to departments in support of departmental safety/loss prevention
- Provide coordination and compliance with the Americans with Disabilities Act
- Support County Attorney's Civil Division through funding and claims management

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Number of department's safety inspections increased	yes	yes	yes
Information provided in a timely manner	yes	yes	yes
Undisputed bills paid within 60 days	yes	yes	yes
Claims accepted/denied within statutory period	yes	yes	yes
Trust Fund maintained at 75% confidence level	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,881,944	2,556,249	2,439,483
SUPPLIES AND SERVICES	13,489,397	16,431,907	16,758,978
CAPITAL OUTLAY	1,175	17,000	0
<b>Total Program Expenditures</b>	<b>15,372,516</b>	<b>19,005,156</b>	<b>19,198,461</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	17,587,656	17,877,342	17,877,342
INTEREST	2,206,696	700,000	1,556,006
MISCELLANEOUS	654,667	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>20,449,019</b>	<b>18,577,342</b>	<b>19,433,348</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>252,124</b>	<b>(1,000,000)</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(5,076,503)</b>	<b>175,690</b>	<b>765,113</b>
<b>General Fund Support</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>15,372,516</b>	<b>19,005,156</b>	<b>19,198,461</b>

<b>Program Staffing (FTEs)</b>	<b>18.0</b>	<b>25.5</b>	<b>24.0</b>
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# Forensic Science Center

Expenditures: 2,892,179

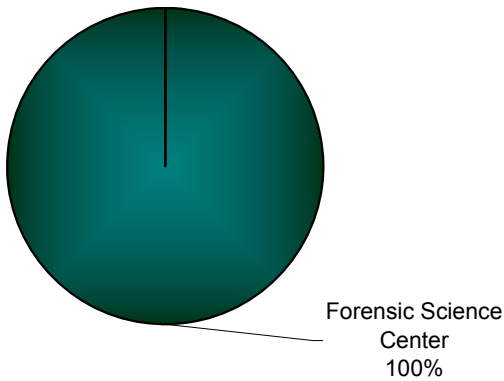
FTEs 29.0

Revenues: 1,165,275

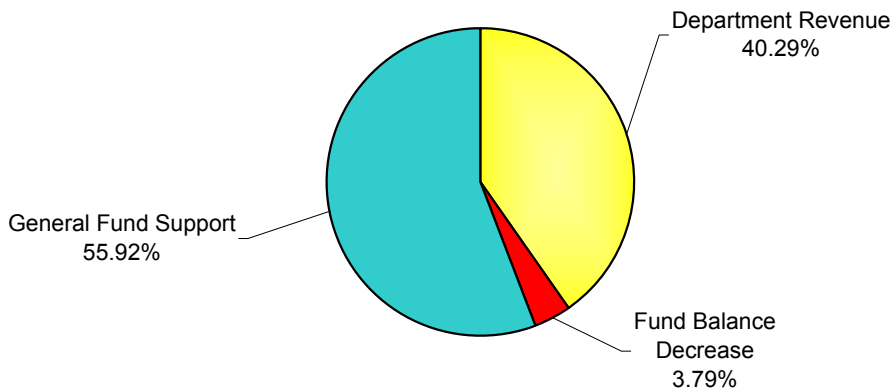
**Function Statement:** Perform investigations regarding individuals whose deaths are under the jurisdiction of the office of the Medical Examiner.

**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

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
FORENSIC SCIENCE CENTER	2,526,357	2,837,589	2,892,179
<b>Total Expenditures</b>	<b>2,526,357</b>	<b>2,837,589</b>	<b>2,892,179</b>
<u>Funding by Source</u>			
<b>Revenues</b>			
FORENSIC SCIENCE CENTER	1,371,104	1,041,200	1,165,275
<b>Total Revenues</b>	<b>1,371,104</b>	<b>1,041,200</b>	<b>1,165,275</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(216)</b>	<b>0</b>	<b>109,539</b>
<b>General Fund Support</b>	<b>1,155,469</b>	<b>1,796,389</b>	<b>1,617,365</b>
<b>Total Program Funding</b>	<b>2,526,357</b>	<b>2,837,589</b>	<b>2,892,179</b>
<u>Staffing (FTEs) by Program</u>			
FORENSIC SCIENCE CENTER	27.5	30.1	29.0
<b>Total Staffing (FTEs)</b>	<b>27.5</b>	<b>30.1</b>	<b>29.0</b>

## 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
  - . Respond to no less than 75% of requests to remove bodies within 30 minutes
  - . Complete at least 90% of cremation authorizations within 1 day
  - . Prepare a minimum of 70% of reports within 3-4 weeks
  - . Respond to at least 90% of outside personnel, families, etc. within 1 day
  - . Remain within National Association of Medical Examiners autopsy rate standard guidelines of no more than 250 autopsies per year per pathologist

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Requests to remove bodies responded to within 30 minutes	60%	65%	75%
Autopsies per pathologist	188	205	213
Reports prepared within 3-4 weeks	60%	65%	70%
Cremation authorization completed within 1 day	75%	80%	90%
Respond to outside personnel, families, etc. within 1 day	70%	80%	90%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,959,209	2,369,214	2,416,846
SUPPLIES AND SERVICES	535,462	435,375	470,333
CAPITAL OUTLAY	31,686	33,000	5,000
<b>Total Program Expenditures</b>	<b>2,526,357</b>	<b>2,837,589</b>	<b>2,892,179</b>

**Program Funding by Source**

<b>Revenues</b>			
INTERGOVERNMENTAL	0	0	3,614
CHARGES FOR SERVICES	1,368,767	1,037,700	1,157,700
MISCELLANEOUS	2,121	3,500	3,500
<b>Operating Revenue Sub-Total</b>	<b>1,370,888</b>	<b>1,041,200</b>	<b>1,164,814</b>
INTEREST	216	0	461
<b>Grant Revenue Sub-Total</b>	<b>216</b>	<b>0</b>	<b>461</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(216)</b>	<b>0</b>	<b>109,539</b>
<b>General Fund Support</b>	<b>1,155,469</b>	<b>1,796,389</b>	<b>1,617,365</b>
<b>Total Program Funding</b>	<b>2,526,357</b>	<b>2,837,589</b>	<b>2,892,179</b>

<b>Program Staffing (FTEs)</b>	<b>27.5</b>	<b>30.1</b>	<b>29.0</b>
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# Human Resources

**Expenditures:** 2,705,605

**Revenues:** 1,500

**FTEs** 38.0

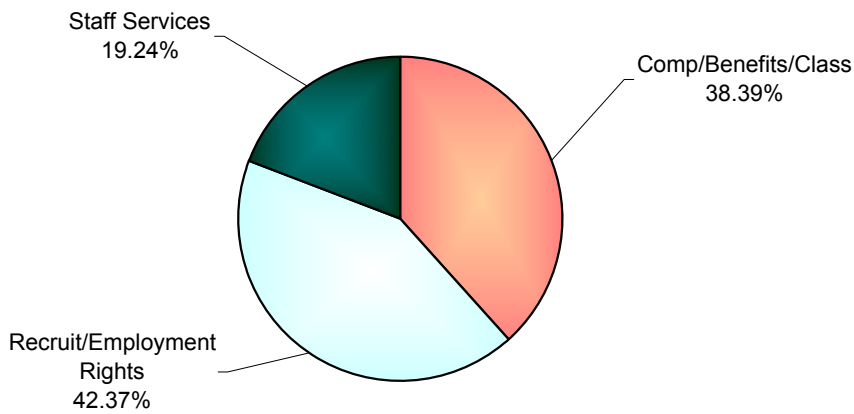
**Function Statement:**

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.

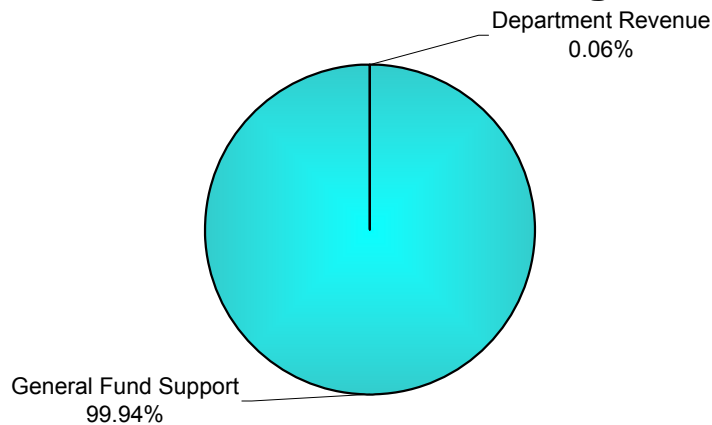
**Mandates:**

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**

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
COMPENSATION/BENEFITS/CLASSIFICATION	1,028,479	1,057,754	1,038,736
RECRUITMENT/EMPLOYMENT RIGHTS	936,416	1,117,002	1,146,410
STAFF SERVICES	392,098	577,118	520,459
<b>Total Expenditures</b>	<b>2,356,993</b>	<b>2,751,874</b>	<b>2,705,605</b>

### **Funding by Source**

**Revenues**

COMPENSATION/BENEFITS/CLASSIFICATION	1,866	7,350	0
STAFF SERVICES	4,515	1,500	1,500
<b>Total Revenues</b>	<b>6,381</b>	<b>8,850</b>	<b>1,500</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>2,350,612</b>	<b>2,743,024</b>	<b>2,704,105</b>
<b>Total Program Funding</b>	<b>2,356,993</b>	<b>2,751,874</b>	<b>2,705,605</b>

### **Staffing (FTEs) by Program**

COMPENSATION/BENEFITS/CLASSIFICATION	16.3	13.7	14.2
RECRUITMENT/EMPLOYMENT RIGHTS	17.3	15.4	16.4
STAFF SERVICES	7.3	8.4	7.4
<b>Total Staffing (FTEs)</b>	<b>40.9</b>	<b>37.5</b>	<b>38.0</b>

## 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
- Provide Wellness and Employee Assistance Programs for employee participation and well-being

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Average cost to process and maintain benefits per employee	\$70.73	\$70.00	\$70.55
Average cost for processing reallocation requests	\$737	\$744	\$904
Employees enrolled in health benefits coverage	6,038	6,158	6,186
Major classification/compensation reviews	157	175	100
Position/pay equity audits performed	272	250	250
Wellness and Employee Assistance Programs provided	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	735,449	802,936	847,870
SUPPLIES AND SERVICES	290,741	251,068	187,116
CAPITAL OUTLAY	2,289	3,750	3,750
<b>Total Program Expenditures</b>	<b>1,028,479</b>	<b>1,057,754</b>	<b>1,038,736</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
CHARGES FOR SERVICES	0	5,000	0
MISCELLANEOUS	1,866	2,350	0
<b>Operating Revenue Sub-Total</b>	<b>1,866</b>	<b>7,350</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>1,026,613</b>	<b>1,050,404</b>	<b>1,038,736</b>
<b>Total Program Funding</b>	<b>1,028,479</b>	<b>1,057,754</b>	<b>1,038,736</b>

<b>Program Staffing (FTEs)</b>	<b>16.3</b>	<b>13.7</b>	<b>14.2</b>
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## 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 services. Investigate employee complaints and grievances, and recommend corrective action. Provide staff support to the Merit System Commission for appeals. Review and monitor ADA accommodation issues. Develop and interpret the Merit System Rules and Personnel Policies, and other policies and procedures pertaining to personnel administration.

**Program Goals and Objectives**

- Develop, edit, and publish a system of personnel administration for Board approval in compliance with federal/state law
- Maintain an effective mediation program in order to resolve complaints at the lowest level
- Maintain a safe and secure work place and a zero tolerance for discrimination and violence in the work place
- Identify and ensure the hiring of the most qualified and suitable candidates
- Assist departments in maintaining a proper level of staffing for service delivery
- Provide reasonable accommodations for applicants and employees in compliance with the ADA

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Average cost for processing applications	\$41.97	\$52.21	\$38.00
Average cost to resolve employment rights matters	\$467	\$470	\$470
Certified lists received to fill vacancies	1,292	1,250	1,250
Formal employee complaints/actions	152	160	160
Rules and policies interpreted	2,334	2,500	2,500

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	807,531	945,042	1,025,329
SUPPLIES AND SERVICES	127,842	168,210	117,331
CAPITAL OUTLAY	1,043	3,750	3,750
<b>Total Program Expenditures</b>	<b>936,416</b>	<b>1,117,002</b>	<b>1,146,410</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	936,416	1,117,002	1,146,410
<b>Total Program Funding</b>	<b>936,416</b>	<b>1,117,002</b>	<b>1,146,410</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
Program Staffing (FTEs)	17.3	15.4	16.4

## Program Summary

**Department: HUMAN RESOURCES**

**Program: STAFF SERVICES**

**Function**

Provide mandatory training, affirmative action reporting, labor relations, and departmental payroll, contracts, and invoice services. Serve as the custodian of official personnel records and official Secretary to the Merit Commission. Maintain secured official personnel files for employees. Review and process personnel action forms. Administer the employee discount program.

**Description of Services**

Train managers/supervisors on federal, state, and County mandates. Report on the makeup of the County's workforce. Certify/notarize requests for public personnel records and information. Administer all financial obligations for the department. Maintain a records center for housing and accessing official personnel files for County employees. Sell bus passes and discount tickets.

**Program Goals and Objectives**

- Train managers and supervisors to enhance performance and communicate organizational expectations
- Ensure accurate and timely processing of all financial records
- Ensure personnel records and files are maintained as established by the State Retention and Disposition Schedules
- Report on the County's workforce makeup in accordance with federal requirements

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Records scheduled for compliance reviews	1,500	1,000	1,000
Management training sessions held	93	160	180
Full-time women/minorities employees	2,659/2,125	2,660/2,130	2,660/2,130
Affirmative action reports	5	5	5

<b>Program Expenditures by Object</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
PERSONAL SERVICES	343,295	528,408	441,056
SUPPLIES AND SERVICES	48,803	45,960	78,153
CAPITAL OUTLAY	0	2,750	1,250
<b>Total Program Expenditures</b>	<b>392,098</b>	<b>577,118</b>	<b>520,459</b>

<b>Program Funding by Source</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
<b>Revenues</b>			
CHARGES FOR SERVICES	1,533	1,500	1,500
MISCELLANEOUS	2,982	0	0
<b>Operating Revenue Sub-Total</b>	<b>4,515</b>	<b>1,500</b>	<b>1,500</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>387,583</b>	<b>575,618</b>	<b>518,959</b>
<b>Total Program Funding</b>	<b>392,098</b>	<b>577,118</b>	<b>520,459</b>

<b>Program Staffing (FTEs)</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
<b>Program Staffing (FTEs)</b>	<b>7.3</b>	<b>8.4</b>	<b>7.4</b>

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# Information Technology

Expenditures: 11,477,086

Revenues: 5,566,173

FTEs 129.7

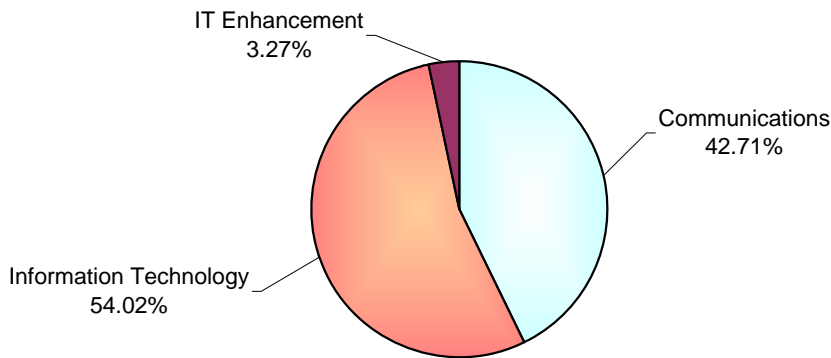
**Function Statement:**

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.

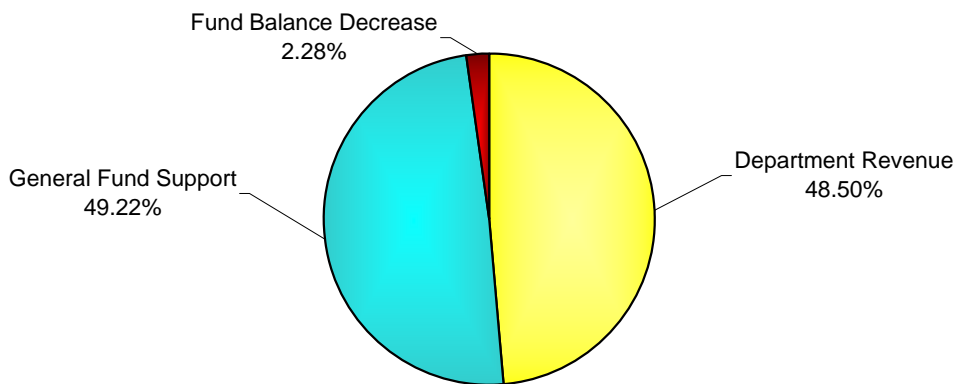
**Mandates:**

None

## Expenditures by Program



## Sources of All Funding



### Department Summary by Program

Department: INFORMATION TECHNOLOGY

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
COMMUNICATIONS	4,117,116	4,132,086	4,901,723
INFORMATION TECHNOLOGY	5,889,245	6,618,318	6,200,620
IT ENHANCEMENT	1,665,259	1,547,200	374,743
<b>Total Expenditures</b>	<b>11,671,620</b>	<b>12,297,604</b>	<b>11,477,086</b>

<u>Funding by Source</u>			
<b>Revenues</b>			
COMMUNICATIONS	3,423,036	4,528,651	4,787,253
INFORMATION TECHNOLOGY	776,554	684,884	778,920
<b>Total Revenues</b>	<b>4,199,590</b>	<b>5,213,535</b>	<b>5,566,173</b>
<b>Net Operating Transfers In/(Out)</b>	<b>2,040,000</b>	<b>1,547,200</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(82,174)</b>	<b>(845,877)</b>	<b>261,564</b>
<b>General Fund Support</b>	<b>5,514,204</b>	<b>6,382,746</b>	<b>5,649,349</b>
<b>Total Program Funding</b>	<b>11,671,620</b>	<b>12,297,604</b>	<b>11,477,086</b>

<u>Staffing (FTEs) by Program</u>			
COMMUNICATIONS	25.1	27.0	28.1
INFORMATION TECHNOLOGY	95.5	110.0	101.6
<b>Total Staffing (FTEs)</b>	<b>120.6</b>	<b>137.0</b>	<b>129.7</b>

## Program Summary

**Department:** INFORMATION TECHNOLOGY  
**Program:** COMMUNICATIONS

**Function**

Provide communications services (voice, data, and wireless) 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, including radio, 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 install and manage 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 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Telephone repairs completed within 4 hours of request	100%	100%	100%
Service orders documented	100%	100%	100%
Satisfaction as determined by follow-up calls	95%	95%	95%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,475,091	1,625,176	1,541,200
SUPPLIES AND SERVICES	2,550,026	2,502,410	3,353,363
CAPITAL OUTLAY	91,999	4,500	7,160
<b>Total Program Expenditures</b>	<b>4,117,116</b>	<b>4,132,086</b>	<b>4,901,723</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
MISCELLANEOUS	133	0	0
<b>Operating Revenue Sub-Total</b>	<b>133</b>	<b>0</b>	<b>0</b>
CHARGES FOR SERVICES	3,197,284	4,458,348	4,640,898
INTEREST	76,623	37,500	76,000
MISCELLANEOUS	33,543	32,803	70,355
MEMO REVENUE	115,453	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>3,422,903</b>	<b>4,528,651</b>	<b>4,787,253</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>292,567</b>	<b>(845,877)</b>	<b>(113,179)</b>
<b>General Fund Support</b>	<b>401,513</b>	<b>449,312</b>	<b>227,649</b>
<b>Total Program Funding</b>	<b>4,117,116</b>	<b>4,132,086</b>	<b>4,901,723</b>
<b>Program Staffing (FTEs)</b>	<b>25.1</b>	<b>27.0</b>	<b>28.1</b>

## 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 and networked 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Scheduled outages per year	8	9	12
Scheduled outages at UPHH at Kino per year	16	16	16
Time online system is available	99%	99%	99%
PC repairs completed in 2 workdays	95%	95%	96%
Citizen complaints against cable companies resolved within two business days	96%	96%	98%
Time application servers are available	95%	95%	98%
Time County backbone is available	99%	99%	99%
Time Internet is available	99%	99%	99%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	3,851,838	4,700,479	4,233,961
SUPPLIES AND SERVICES	1,673,542	1,904,544	1,963,047
CAPITAL OUTLAY	363,865	13,295	3,612
<b>Total Program Expenditures</b>	<b>5,889,245</b>	<b>6,618,318</b>	<b>6,200,620</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	776,554	684,884	778,920
<b>Operating Revenue Sub-Total</b>	<b>776,554</b>	<b>684,884</b>	<b>778,920</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>5,112,691</b>	<b>5,933,434</b>	<b>5,421,700</b>
<b>Total Program Funding</b>	<b>5,889,245</b>	<b>6,618,318</b>	<b>6,200,620</b>

<b>Program Staffing (FTEs)</b>	<b>95.5</b>	<b>110.0</b>	<b>101.6</b>
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## 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.

**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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Funds appropriated	\$2,040,000	\$1,547,200	\$374,743
Funds expended	\$1,665,259	\$1,547,200	\$374,743
New projects funded	3	5	0
Projects completed	2	4	2

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	75,071	0	0
SUPPLIES AND SERVICES	198,621	1,547,200	374,743
CAPITAL OUTLAY	1,391,567	0	0
<b>Total Program Expenditures</b>	<b>1,665,259</b>	<b>1,547,200</b>	<b>374,743</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
Net Operating Transfers In/(Out)	2,040,000	1,547,200	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(374,741)	0	374,743
General Fund Support	0	0	0
<b>Total Program Funding</b>	<b>1,665,259</b>	<b>1,547,200</b>	<b>374,743</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
	0.0	0.0	0.0

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# Non Departmental

**Expenditures:** 154,100,091

**Revenues:** 63,019,982

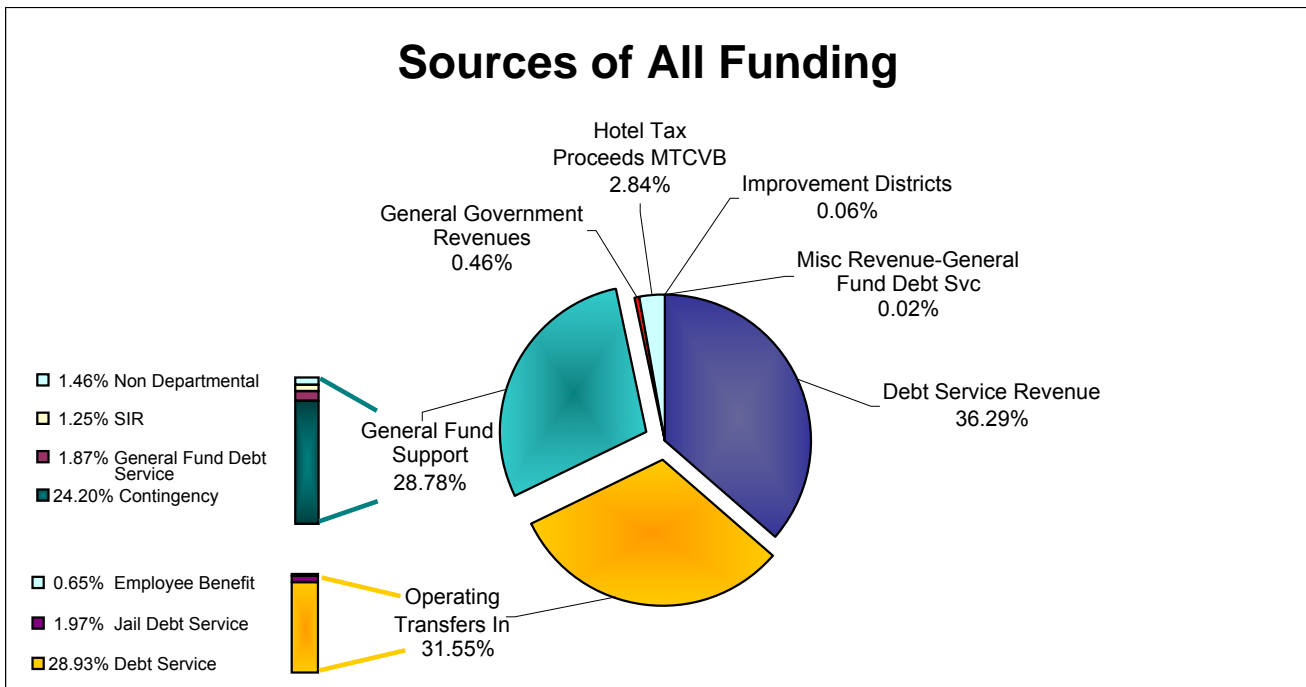
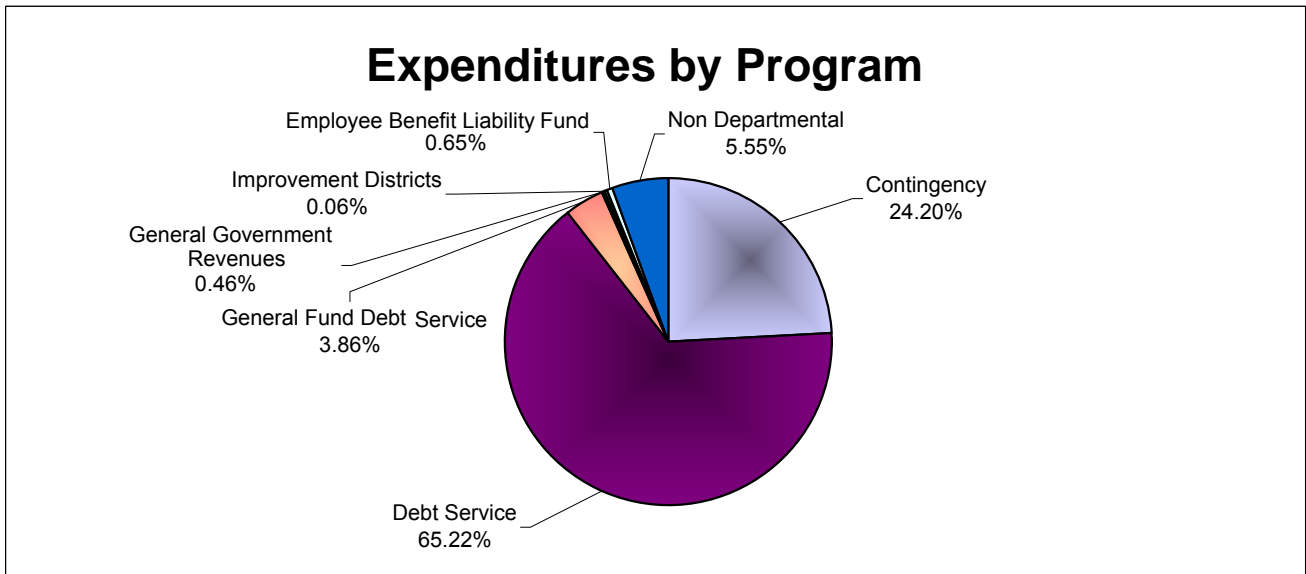
FTEs 0.0

**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 \$507,360,643 with \$444,340,661 coming from general government revenues used to support General Fund operations. The difference between these amounts, or \$63,019,982, is the amount to be considered as departmental revenue.)

**Mandates:**

None



### Department Summary by Program

Department: **NON DEPARTMENTAL**

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
CONTINGENCY	4,249,002	40,179,855	37,295,033
DEBT SERVICE	68,616,019	77,945,345	100,521,623
EMPLOYEE BENEFIT LIABILITY FUND	1,000,000	1,000,000	1,000,000
GENERAL FUND DEBT SERVICE	3,020,759	5,935,109	5,941,559
GENERAL GOVERNMENT REVENUES	488,824	705,000	705,000
IMPROVEMENT DISTRICTS	968,388	0	91,324
NON DEPARTMENTAL	8,206,358	7,487,225	8,545,552
<b>Total Expenditures</b>	<b>86,549,350</b>	<b>133,252,534</b>	<b>154,100,091</b>

**Funding by Source**

**Revenues**

CONTINGENCY	2,141,990	300,000	0
DEBT SERVICE	50,352,031	57,259,988	58,171,572
GENERAL FUND DEBT SERVICE	7,081	25,000	25,000
GENERAL GOVERNMENT REVENUES	416,538,517	432,097,282	444,340,661
IMPROVEMENT DISTRICTS	527,773	560,124	448,619
NON DEPARTMENTAL	4,577,178	4,713,836	4,374,791
<b>Total Revenues</b>	<b>474,144,570</b>	<b>494,956,230</b>	<b>507,360,643</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(1,963,712)</b>	<b>5,327,620</b>	<b>30,729,862</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(3,608,042)</b>	<b>(1,004,500)</b>	<b>6,011,663</b>
<b>General Fund Support</b>	<b>(382,023,466)</b>	<b>(366,026,816)</b>	<b>(390,002,077)</b>
<b>Total Program Funding</b>	<b>86,549,350</b>	<b>133,252,534</b>	<b>154,100,091</b>

**Staffing (FTEs) by Program**

<b>Total Staffing (FTEs)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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## 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 \$24,024,720.

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 2008/2009 County Administrator's Recommended Budget amount of \$1,000,000 for unreserved contingency was reduced by \$244,468 for additional Outside Agency funding by the Board of Supervisors, resulting in a budgeted amount of \$755,532. The additional Outside Agency funding includes the following:

Community Food Bank	\$	100,000
Metropolitan Education Commission		38,000
Mobile Meals of Tucson		20,000
University of Arizona - Social Justice Project		20,000
Our Family Services, Inc. - Skrappy's		10,000
Planned Parenthood of Southern Arizona, Inc.		10,000
Southern Arizona AIDS Foundation		10,000
Southwest Fair Housing Council		10,000
Voices - 110 degrees		10,000
Arivaca Coordinating Council		8,063
Pio Decimo Center		6,905
El Tour de Tucson		1,500
Total	\$	244,468

The Budget Stabilization Fund provides for the following expenditures:

Additional 2.7 Percent General		
Fund Reduction	\$	7,234,063
Qwest Settlement		1,742,000
Solid Waste Operating Loss		1,000,000
Critical Path		375,000
County Attorney Grant Reductions		302,639
Superior Court Grant Reductions		194,886
Justice Courts Tucson - Pro Tem Costs		58,880
Total	\$	10,907,468

Carryovers from Fiscal Year 2007/08:

County Attorney - Employer Sanctions, Moving, and FFE	\$	700,000
Various Departments - Facilities Improvements		699,480
Finance - ERP Consultants		73,000
Procurement - MWBE Disparity Study		56,700
Community Services - Youth Programs		50,133
Forensic Science Center - Van		28,000
Total	\$	1,607,313

The Property Tax Rate Stabilization Special Revenue Fund will transfer out \$8.6 million to the General Fund.

## Program Summary

Department: NON DEPARTMENTAL

Program: CONTINGENCY

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Monthly accounting reconciliations performed	12	12	12
Status report updated for each transaction	yes	yes	yes
<hr/>			
<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	141,150	2,406,078	0
SUPPLIES AND SERVICES	4,107,852	37,773,777	37,295,033
<b>Total Program Expenditures</b>	<b>4,249,002</b>	<b>40,179,855</b>	<b>37,295,033</b>
<hr/>			
<u>Program Funding by Source</u>			
<b>Revenues</b>			
INTERGOVERNMENTAL	2,122,990	300,000	0
MISCELLANEOUS	19,000	0	0
<b>Operating Revenue Sub-Total</b>	<b>2,141,990</b>	<b>300,000</b>	<b>0</b>
<b>Special Programs Revenue Sub-Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>3,200,000</b>	<b>5,300,000</b>	<b>(8,600,000)</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(3,200,000)</b>	<b>0</b>	<b>8,600,000</b>
<b>General Fund Support</b>	<b>2,107,012</b>	<b>34,579,855</b>	<b>37,295,033</b>
<b>Total Program Funding</b>	<b>4,249,002</b>	<b>40,179,855</b>	<b>37,295,033</b>
<hr/>			
<b>Program Staffing (FTEs)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

## 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, General Obligation bonds, and lease purchase of the Public Works Building and Legal Services Building. (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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Transactions accurately recorded	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
SUPPLIES AND SERVICES	68,616,019	77,945,345	100,521,623
<b>Total Program Expenditures</b>	<b>68,616,019</b>	<b>77,945,345</b>	<b>100,521,623</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
TAXES	48,722,260	56,252,488	57,164,072
INTERGOVERNMENTAL	17,587	7,500	7,500
INTEREST	1,612,184	1,000,000	1,000,000
<b>Operating Revenue Sub-Total</b>	<b>50,352,031</b>	<b>57,259,988</b>	<b>58,171,572</b>
<b>Net Operating Transfers In/(Out)</b>	<b>19,375,162</b>	<b>21,689,857</b>	<b>44,581,093</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(1,111,174)</b>	<b>(1,004,500)</b>	<b>(2,231,042)</b>
<b>General Fund Support</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>68,616,019</b>	<b>77,945,345</b>	<b>100,521,623</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Required employee payoffs funded	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,000,000	1,000,000	1,000,000
<b>Total Program Expenditures</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
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
<b>Total Program Funding</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

<u>Program Staffing (FTEs)</u>	0.0	0.0	0.0
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## 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	\$3,027,435	\$5,600	\$3,033,035
Bank of America Plaza/ Justice Building/Jackson Learning Center	\$2,908,524	--	\$2,908,524

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Transactions accurately recorded	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
SUPPLIES AND SERVICES	3,020,759	5,935,109	5,941,559
<b>Total Program Expenditures</b>	<b>3,020,759</b>	<b>5,935,109</b>	<b>5,941,559</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTEREST	7,081	25,000	25,000
<b>Operating Revenue Sub-Total</b>	<b>7,081</b>	<b>25,000</b>	<b>25,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>3,020,635</b>	<b>3,014,260</b>	<b>3,033,035</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>(6,957)</b>	<b>2,895,849</b>	<b>2,883,524</b>
<b>Total Program Funding</b>	<b>3,020,759</b>	<b>5,935,109</b>	<b>5,941,559</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
	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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Revenue status reports produced	9	9	9

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
SUPPLIES AND SERVICES	488,824	705,000	705,000
<b>Total Program Expenditures</b>	<b>488,824</b>	<b>705,000</b>	<b>705,000</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
TAXES	252,312,208	267,736,461	282,337,345
LICENSES & PERMITS	2,779,842	2,911,312	2,940,425
INTERGOVERNMENTAL	143,145,173	145,641,619	141,573,920
CHARGES FOR SERVICES	13,579,610	13,239,330	15,338,794
INTEREST	3,296,899	2,190,000	1,770,177
MISCELLANEOUS	1,424,785	378,560	380,000
<b>Operating Revenue Sub-Total</b>	<b>416,538,517</b>	<b>432,097,282</b>	<b>444,340,661</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(28,296,992)</b>	<b>(25,116,373)</b>	<b>(9,284,266)</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>(387,752,701)</b>	<b>(406,275,909)</b>	<b>(434,351,395)</b>
<b>Total Program Funding</b>	<b>488,824</b>	<b>705,000</b>	<b>705,000</b>

<b>Program Staffing (FTEs)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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## 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. Cost 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Transactions accurately recorded	n/a	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
SUPPLIES AND SERVICES	968,388	0	91,324
<b>Total Program Expenditures</b>	<b>968,388</b>	<b>0</b>	<b>91,324</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
SPECIAL ASSESSMENT	520,999	560,124	448,619
INTEREST	6,774	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>527,773</b>	<b>560,124</b>	<b>448,619</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(262,517)</b>	<b>(560,124)</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>703,132</b>	<b>0</b>	<b>(357,295)</b>
<b>General Fund Support</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>968,388</b>	<b>0</b>	<b>91,324</b>

<b>Program Staffing (FTEs)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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## 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 \$4,374,791 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 \$83,686 and the U.S. Mexico Border Counties Coalition of \$12,300, and Lobbyist costs of \$42,700. Provide expenditure authority of \$191,636 for Special Projects, \$28,620 for Bond Oversight, \$745,000 for network infrastructure, \$1,143,631 for employee insurance adjustments, and \$1,923,188 for the General Fund portion of self insurance costs.

**Program Goals and Objectives**

- Provide and account for all Non Departmental activities

**Financial Highlights and Significant Issues**

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%).

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Transactions accurately recorded	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	0	0	1,143,631
SUPPLIES AND SERVICES	8,206,358	7,487,225	7,401,921
<b>Total Program Expenditures</b>	<b>8,206,358</b>	<b>7,487,225</b>	<b>8,545,552</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	4,577,178	4,713,836	4,374,791
<b>Operating Revenue Sub-Total</b>	<b>4,577,178</b>	<b>4,713,836</b>	<b>4,374,791</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>3,629,180</b>	<b>2,773,389</b>	<b>4,170,761</b>
<b>Total Program Funding</b>	<b>8,206,358</b>	<b>7,487,225</b>	<b>8,545,552</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Program Staffing (FTEs)	0.0	0.0	0.0

# Procurement

**Expenditures:** 2,278,019

FTEs 32.5

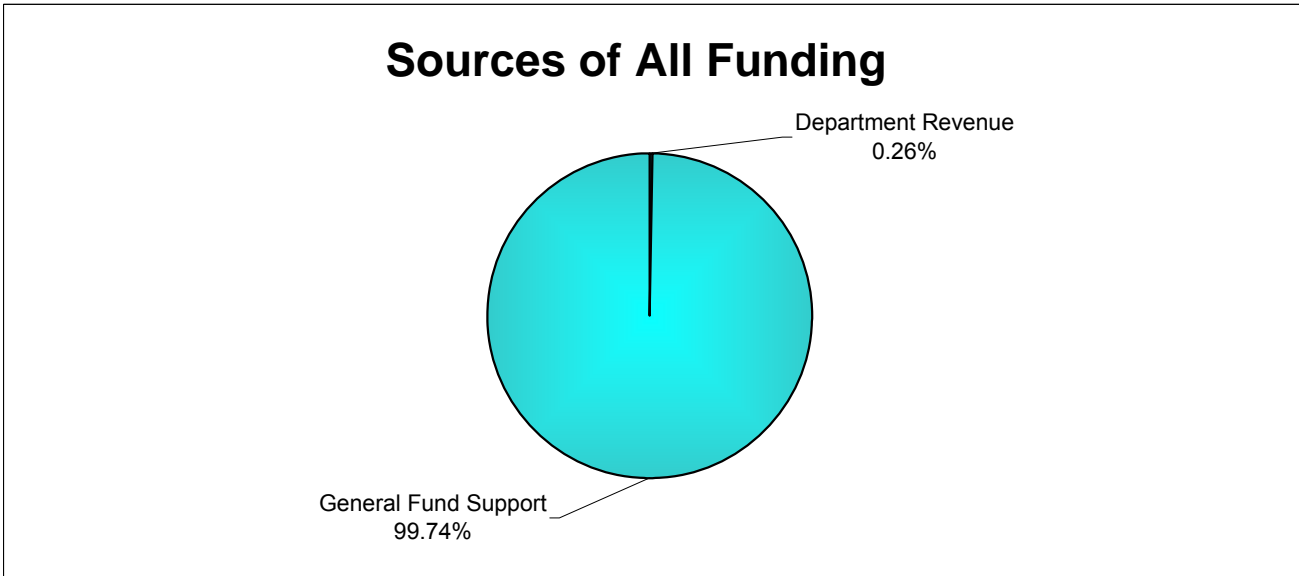
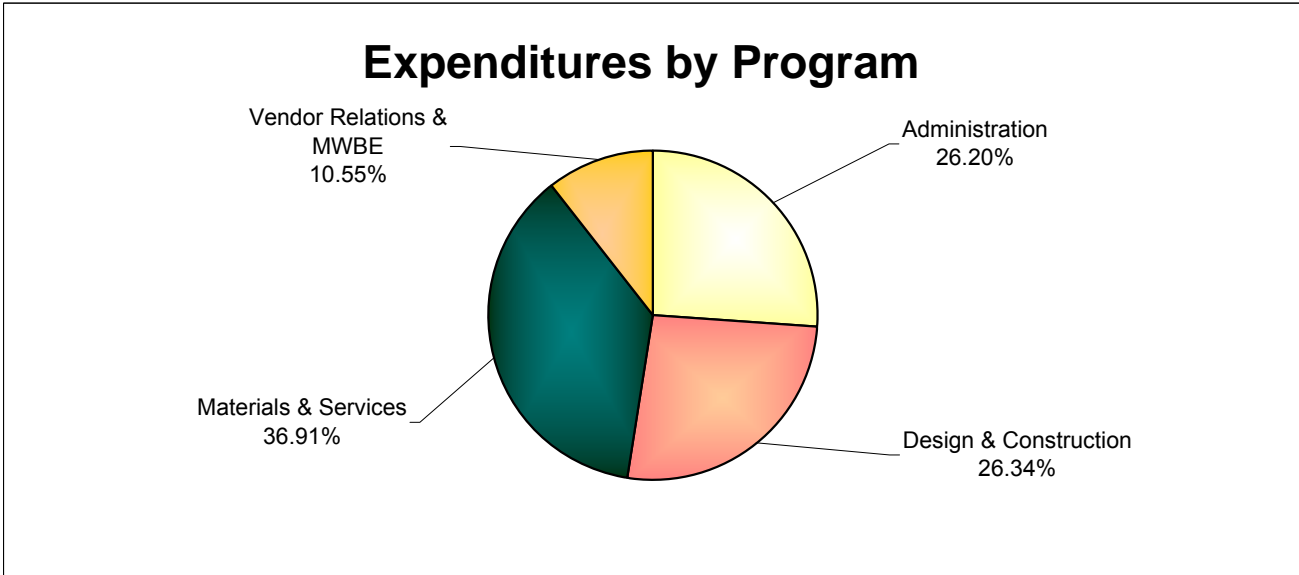
**Revenues:** 6,000

**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 11: Counties, Title 34: Public Buildings and Improvements; Pima County Code Title 11: Procurement Code, Title 20: Minority and Woman-Owned Business Enterprise Code; and Board of Supervisors Policy D29 Purchasing/Printing



### Department Summary by Program

Department: **PROCUREMENT**

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
ADMINISTRATION	518,950	612,334	596,888
DESIGN & CONSTRUCTION	0	603,781	600,006
MATERIALS & SERVICES	889,823	946,928	840,868
VENDOR RELATIONS & MWBE	125,746	246,687	240,257
<b>Total Expenditures</b>	<b>1,534,519</b>	<b>2,409,730</b>	<b>2,278,019</b>

<b>Funding by Source</b>			
<b>Revenues</b>			
ADMINISTRATION	543	0	0
DESIGN & CONSTRUCTION	136	0	0
MATERIALS & SERVICES	191	0	0
VENDOR RELATIONS & MWBE	125	0	6,000
<b>Total Revenues</b>	<b>995</b>	<b>0</b>	<b>6,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>1,533,524</b>	<b>2,409,730</b>	<b>2,272,019</b>
<b>Total Program Funding</b>	<b>1,534,519</b>	<b>2,409,730</b>	<b>2,278,019</b>

<b>Staffing (FTEs) by Program</b>			
ADMINISTRATION	8.5	9.0	9.0
DESIGN & CONSTRUCTION	8.4	8.0	8.0
MATERIALS & SERVICES	13.0	13.0	11.5
VENDOR RELATIONS & MWBE	3.9	4.0	4.0
<b>Total Staffing (FTEs)</b>	<b>33.8</b>	<b>34.0</b>	<b>32.5</b>

## 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 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 and other cooperative alliances to identify collaborative procurement opportunities, leverage procurement volume and agency productivity, establish purchase agreements that may be utilized by other regional public procurement agencies, and exchange and promote the use of advanced and strategic practices and initiatives.

Provide a centralized control point where all contracts are reviewed for compliance with the Pima County Procurement 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 committee.

**Program Goals and Objectives**

- Provide procurement training sessions to County departments
- Implement the PCard Countywide to enhance cost control, facilitate department needs, and reduce payables transactions
- Review PCard transactions to identify contract opportunities and non-compliant purchases
- Identify PCard contract opportunities
- Update users to Office 2007

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Procurement training sessions provided	12	10	16
PCard department implementation	40%	60%	80%
PCard transactions reviewed	5,533	7,200	8,400
PCard contract opportunities identified	\$1,119,549	\$279,000	\$325,500
Users updated to Office 2007	0	0	15

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	500,733	591,678	577,934
SUPPLIES AND SERVICES	18,217	20,656	18,954
<b>Total Program Expenditures</b>	<b>518,950</b>	<b>612,334</b>	<b>596,888</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	543	0	0
<b>Operating Revenue Sub-Total</b>	<b>543</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>518,407</b>	<b>612,334</b>	<b>596,888</b>
<b>Total Program Funding</b>	<b>518,950</b>	<b>612,334</b>	<b>596,888</b>

<b>Program Staffing (FTEs)</b>	<b>8.5</b>	<b>9.0</b>	<b>9.0</b>
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## Program Summary

**Department:** PROCUREMENT  
**Program:** DESIGN & CONSTRUCTION

**Function**

Procure design, construction, and related 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 Reclamation, 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 remain in the department and their services are part of the Full Cost Allocation Plan.)

**Program Goals and Objectives**

- Improve cycle times for requisitions
- . Reduce number of requisitions greater than 90 days old
- Update/improve procedures

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Requisitions greater than 90 days old	7	5	4
Procedures updated/improved	60%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	0	574,927	574,599
SUPPLIES AND SERVICES	0	28,854	25,407
<b>Total Program Expenditures</b>	<b>0</b>	<b>603,781</b>	<b>600,006</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	136	0	0
<b>Operating Revenue Sub-Total</b>	<b>136</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>(136)</b>	<b>603,781</b>	<b>600,006</b>
<b>Total Program Funding</b>	<b>0</b>	<b>603,781</b>	<b>600,006</b>

<u>Program Staffing (FTEs)</u>	8.4	8.0	8.0
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## 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 requesting department(s) 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. As requested and necessary, 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 and compliance with procurement related law, policy, and procedures. Perform periodic audits of operating department procurement and purchasing activities and provide guidance regarding desirable corrective actions to department directors, heads, and elected officials. Develop procurement procedures and make recommendations to the County Administrator regarding procurement related processes and Administrative Procedures.

**Program Goals and Objectives**

- Improve requisition cycle time
  - . Reduce the number of requisitions greater than 90 days old
- Continue consolidating purchase requirements to attract competent suppliers and reduce direct and indirect costs
  - . Maintain delivery requirements by combining individual requisitions and discrete purchase orders into blanket contracts
- Continue to receive national Procurement Agency awards

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Average requisitions more than 90 days old per week	3	3	2
Purchase order percentage of total purchase orders and blanket contracts	5%	5%	5%
National Procurement Agency awards received	2	2	2

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	861,873	905,612	788,528
SUPPLIES AND SERVICES	27,950	41,316	52,340
<b>Total Program Expenditures</b>	<b>889,823</b>	<b>946,928</b>	<b>840,868</b>

**Program Funding by Source**

<b>Revenues</b>			
MISCELLANEOUS	191	0	0
<b>Operating Revenue Sub-Total</b>	<b>191</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>889,632</b>	<b>946,928</b>	<b>840,868</b>
<b>Total Program Funding</b>	<b>889,823</b>	<b>946,928</b>	<b>840,868</b>

<b>Program Staffing (FTEs)</b>	<b>13.0</b>	<b>13.0</b>	<b>11.5</b>
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## 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**

- Increase Minority-Owned vendors in database
- Maintain MWBE vendor training programs provided
- Review projects for MBE Goals
- Review projects for MBE compliance
- Review Living Wage contracts
- Continue on-site Living Wage compliance visits
- Continue Pima County sponsored MWBE outreach activity
- Increase certified MWBE vendors
- Increase County vendors in database

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Minority-owned vendors in database	643	800	900
MWBE vendor training programs provided	6	8	8
Projects reviewed for MBE goals	59	50	45
Projects reviewed for MBE compliance	59	50	45
Living Wage contracts reviewed	29	30	30
On-site Living Wage compliance visits	17	18	18
Pima County sponsored MWBE outreach activities	6	6	6
Certified MWBE Vendors	349	350	355
County vendors in database	6,710	7,400	7,700

<b>Program Expenditures by Object</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
PERSONAL SERVICES	107,222	220,445	223,951
SUPPLIES AND SERVICES	16,709	26,242	16,306
CAPITAL OUTLAY	1,815	0	0
<b>Total Program Expenditures</b>	<b>125,746</b>	<b>246,687</b>	<b>240,257</b>

## Program Summary

Department: **PROCUREMENT**

Program: **VENDOR RELATIONS & MWBE**

**Program Funding by Source**

<b>Revenues</b>			
MISCELLANEOUS	125	0	6,000
<b>Operating Revenue Sub-Total</b>	<b>125</b>	<b>0</b>	<b>6,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	125,621	246,687	234,257
<b>Total Program Funding</b>	<b>125,746</b>	<b>246,687</b>	<b>240,257</b>
<hr/>			
<b>Program Staffing (FTEs)</b>	<b>3.9</b>	<b>4.0</b>	<b>4.0</b>

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# Recorder

**Expenditures:** 6,189,759

**Revenues:** 3,658,900

**FTEs** 67.0

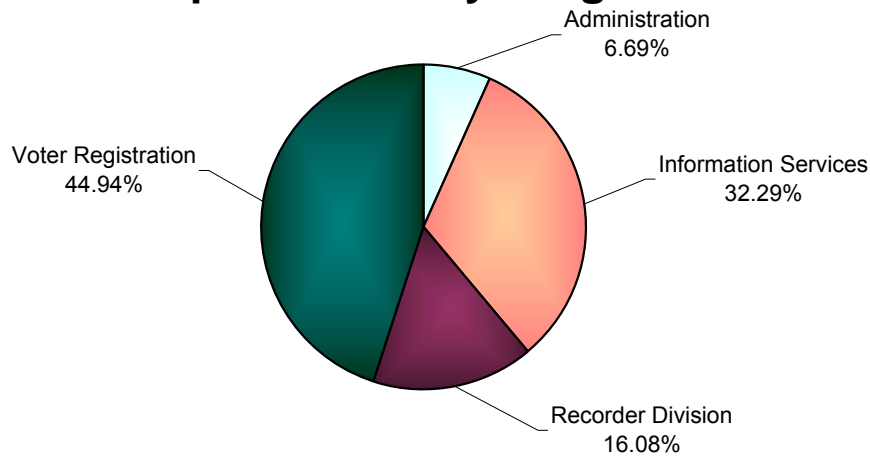
**Function Statement:**

Ensure prompt and efficient imaging and indexing of documents presented for public recording. Provide for the expeditious retrieval and reproduction of documents previously recorded. Maintain voter registration rolls. Conduct early voting activity and other election related activities.

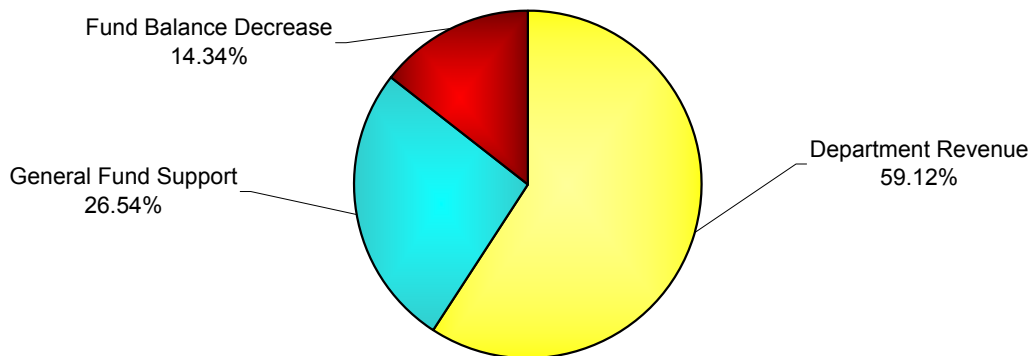
**Mandates:**

ARS Title 11: Counties; Title 16: Elections and Electors; Title 19: Initiative, Referendum and Recall; Title 39: Public Records, Printing and Notices; and Title 48: Special Taxing Districts

## Expenditures by Program



## Sources of All Funding



### Department Summary by Program

Department: RECORDER

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
ADMINISTRATION	416,239	507,506	413,965
INFORMATION SERVICES	997,749	4,570,045	1,998,731
RECORDER DIVISION	824,269	969,107	995,593
VOTER REGISTRATION	1,278,413	1,279,118	2,781,470
<b>Total Expenditures</b>	<b>3,516,670</b>	<b>7,325,776</b>	<b>6,189,759</b>

**Funding by Source**

<b>Revenues</b>			
INFORMATION SERVICES	1,454,087	1,375,000	1,110,900
RECORDER DIVISION	2,858,322	3,225,000	2,505,500
VOTER REGISTRATION	564,054	373,750	42,500
<b>Total Revenues</b>	<b>4,876,463</b>	<b>4,973,750</b>	<b>3,658,900</b>
<b>Net Operating Transfers In/(Out)</b>	<b>13,473</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(469,811)</b>	<b>3,195,045</b>	<b>887,831</b>
<b>General Fund Support</b>	<b>(903,455)</b>	<b>(843,019)</b>	<b>1,643,028</b>
<b>Total Program Funding</b>	<b>3,516,670</b>	<b>7,325,776</b>	<b>6,189,759</b>

**Staffing (FTEs) by Program**

ADMINISTRATION	5.0	6.0	4.0
INFORMATION SERVICES	11.0	10.0	10.0
RECORDER DIVISION	21.0	20.0	21.0
VOTER REGISTRATION	29.0	21.0	32.0
<b>Total Staffing (FTEs)</b>	<b>66.0</b>	<b>57.0</b>	<b>67.0</b>

## 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.

**Program Goals and Objectives**

- Ensure public funds allocated to the Recorder's office are expended in compliance with County policy and state law
- Ensure 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
All supplies and materials purchased so that there is no downtime due to a shortage	100%	100%	100%
Recruiting process to fill vacant positions begun within 2 weeks of the vacancy being created	85%	90%	100%
Statutory mandates under Title 16 of the Arizona Revised Statutes met	100%	100%	100%
Statutory mandates under Title 11 of the Arizona Revised Statutes met	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	414,865	501,606	405,365
SUPPLIES AND SERVICES	1,374	5,900	8,600
<b>Total Program Expenditures</b>	<b>416,239</b>	<b>507,506</b>	<b>413,965</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	416,239	507,506	413,965
<b>Total Program Funding</b>	<b>416,239</b>	<b>507,506</b>	<b>413,965</b>

<b>Program Staffing (FTEs)</b>	<b>5.0</b>	<b>6.0</b>	<b>4.0</b>
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## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Computer system uptime	99.5%	100%	100%
Computer programs upgraded within 1 year after release of new version	95%	100%	100%
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

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	479,997	556,295	604,931
SUPPLIES AND SERVICES	286,351	2,921,750	1,351,300
CAPITAL OUTLAY	231,401	1,092,000	42,500
<b>Total Program Expenditures</b>	<b>997,749</b>	<b>4,570,045</b>	<b>1,998,731</b>

**Program Funding by Source**

<u>Revenues</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
CHARGES FOR SERVICES	1,234,992	1,250,000	960,900
INTEREST	205,443	125,000	150,000
MISCELLANEOUS	13,652	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>1,454,087</b>	<b>1,375,000</b>	<b>1,110,900</b>
<b>Net Operating Transfers In/(Out)</b>	<b>13,473</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(469,811)</b>	<b>3,195,045</b>	<b>887,831</b>
<b>General Fund Support</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>997,749</b>	<b>4,570,045</b>	<b>1,998,731</b>

<b>Program Staffing (FTEs)</b>	<b>11.0</b>	<b>10.0</b>	<b>10.0</b>
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## 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 mailroom, 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Documents recorded	311,053	243,504	215,000
Documents reviewed for accuracy (2nd check)	100%	100%	100%
Telephone inquiries answered daily	50	52	55
Pages microfilmed and digitized	1,618,765	1,174,777	1,150,000
All documents returned by mail/private courier	100%	100%	100%
Documents received and recorded same day	98%	99%	100%
Time to process document to return to originator	12 days	7 days	5 days
Customers served within 5 minutes	100%	100%	100%
Accuracy rate for recorded documents	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	603,434	730,952	735,443
SUPPLIES AND SERVICES	220,835	238,155	260,150
<b>Total Program Expenditures</b>	<b>824,269</b>	<b>969,107</b>	<b>995,593</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	2,592,724	2,950,000	2,300,000
MISCELLANEOUS	265,598	275,000	205,500
<b>Operating Revenue Sub-Total</b>	<b>2,858,322</b>	<b>3,225,000</b>	<b>2,505,500</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>(2,034,053)</b>	<b>(2,255,893)</b>	<b>(1,509,907)</b>
<b>Total Program Funding</b>	<b>824,269</b>	<b>969,107</b>	<b>995,593</b>

<b>Program Staffing (FTEs)</b>	<b>21.0</b>	<b>20.0</b>	<b>21.0</b>
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## 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
- Accurately issue early ballots at remote voting sites and by U.S. mail
- Mail voter registration cards, generated by information entered, within 30 days (ARS Title 16-163)
- 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)

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Voter registration affidavits processed	142,148	160,000	250,000
Political parties satisfied with service	100%	100%	100%
Ballots issued, mailed, and validated within statutory requirements	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	765,561	714,218	1,079,258
SUPPLIES AND SERVICES	468,719	564,900	1,702,212
CAPITAL OUTLAY	44,133	0	0
<b>Total Program Expenditures</b>	<b>1,278,413</b>	<b>1,279,118</b>	<b>2,781,470</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	340,827	281,250	0
CHARGES FOR SERVICES	223,227	92,500	42,500
<b>Operating Revenue Sub-Total</b>	<b>564,054</b>	<b>373,750</b>	<b>42,500</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>714,359</b>	<b>905,368</b>	<b>2,738,970</b>
<b>Total Program Funding</b>	<b>1,278,413</b>	<b>1,279,118</b>	<b>2,781,470</b>

<u>Program Staffing (FTEs)</u>	<u>29.0</u>	<u>21.0</u>	<u>32.0</u>

# Treasurer

**Expenditures:** 2,998,140

**Revenues:** 108,150

FTEs 40.0

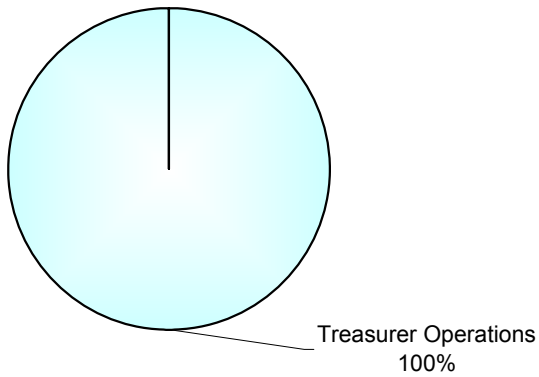
**Function Statement:**

Serve as Treasurer for Pima County and its political subdivisions, as custodian of public funds, and as ex-officio tax collector. Provide for the collection, custody, investment, and disbursement of public funds. Collect and distribute property taxes.

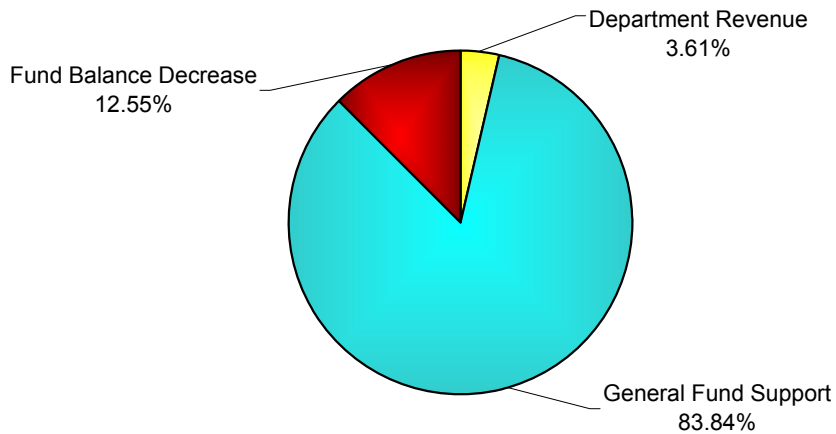
**Mandates:**

ARS Title 11: Counties; Title 35: Public Finances; and Title 42: Taxation

## Expenditures by Program



## Sources of All Funding



### Department Summary by Program

Department: **TREASURER**

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
TREASURER OPERATIONS	2,060,523	2,846,041	2,998,140
<b>Total Expenditures</b>	<b>2,060,523</b>	<b>2,846,041</b>	<b>2,998,140</b>
<u>Funding by Source</u>			
<b>Revenues</b>			
TREASURER OPERATIONS	117,966	113,150	108,150
<b>Total Revenues</b>	<b>117,966</b>	<b>113,150</b>	<b>108,150</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>70,771</b>	<b>125,670</b>	<b>376,300</b>
<b>General Fund Support</b>	<b>1,871,786</b>	<b>2,607,221</b>	<b>2,513,690</b>
<b>Total Program Funding</b>	<b>2,060,523</b>	<b>2,846,041</b>	<b>2,998,140</b>
<u>Staffing (FTEs) by Program</u>			
TREASURER OPERATIONS	41.0	41.0	40.0
<b>Total Staffing (FTEs)</b>	<b>41.0</b>	<b>41.0</b>	<b>40.0</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Progress toward completion - tax collection system	30%	45%	100%
Days not compliant with 3 day tax payment processing	15	15	15
Months meeting or exceeding investment benchmarks	12	12	12

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,624,450	2,015,897	2,063,607
SUPPLIES AND SERVICES	309,295	589,244	580,933
CAPITAL OUTLAY	126,778	240,900	353,600
<b>Total Program Expenditures</b>	<b>2,060,523</b>	<b>2,846,041</b>	<b>2,998,140</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	15	150	150
MISCELLANEOUS	1,942	0	0
<b>Operating Revenue Sub-Total</b>	<b>1,957</b>	<b>150</b>	<b>150</b>
CHARGES FOR SERVICES	41,705	45,000	45,000
INTEREST	24,454	18,000	18,000
MISCELLANEOUS	49,850	50,000	45,000
<b>Special Programs Revenue Sub-Total</b>	<b>116,009</b>	<b>113,000</b>	<b>108,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>70,771</b>	<b>125,670</b>	<b>376,300</b>
<b>General Fund Support</b>	<b>1,871,786</b>	<b>2,607,221</b>	<b>2,513,690</b>
<b>Total Program Funding</b>	<b>2,060,523</b>	<b>2,846,041</b>	<b>2,998,140</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
	41.0	41.0	40.0

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**SUMMARY OF EXPENDITURES BY FUND: PROGRAM**

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Expenditures
<b><u>COMMUNITY &amp; ECONOMIC DEVELOPMENT</u></b>			
<b><u>COMMUNITY &amp; ECONOMIC DEVELOPMENT ADMIN</u></b>			
ADMINISTRATION	686,691		686,691
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	686,691		686,691
<b><u>COMMUNITY DEVELOP &amp; NEIGHBORHOOD CONSERV</u></b>			
COMM DEV & NEIGHBORHOOD CONSERV ADMIN	356,211		356,211
COMMUNITY SUPPORT	152,000		152,000
EMERGENCY FOOD & CLOTHING	561,268		561,268
GENERAL SERVICES	1,332,230		1,332,230
HOUSING	321,831	4,738,392	5,060,223
NEIGHBORHOOD CONSERVATION	432,881	1,450,000	1,882,881
PARENTING & FAMILY SUPPORT	178,600		178,600
RURAL DEVELOPMENT/OUTSIDE AGENCIES	191,374	4,052,039	4,243,413
SENIOR SUPPORT	290,300		290,300
SHELTER/ SUPPORT SERVICES/DOMESTIC VIOLE	739,574		739,574
YOUTH AND YOUNG ADULT SERVICES	710,000		710,000
TOTAL COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	5,266,269	10,240,431	15,506,700
<b><u>COMMUNITY RESOURCES</u></b>			
RECREATION	3,080,703		3,080,703
TEEN HEALTH	645,229		645,229
VOCATIONAL/REMEDIAL EDUCATION	879,666	1,264,705	2,144,371
TOTAL COMMUNITY RESOURCES	4,605,598	1,264,705	5,870,303
<b><u>COMMUNITY SVCS, EMPLOYMENT &amp; TRAINING</u></b>			
CAA/EMERGENCY SERVICES NETWORK	150,742	2,478,994	2,629,736
ONE STOP	5,152,717	11,435,473	16,588,190
TOTAL COMMUNITY SVCS, EMPLOYMENT & TRAINING	5,303,459	13,914,467	19,217,926
<b><u>COUNTY FREE LIBRARY</u></b>			
ADMINISTRATION		4,832,230	4,832,230
PUBLIC SERVICES		20,979,804	20,979,804
SUPPORT SERVICES		7,319,534	7,319,534
TECHNOLOGY MANAGEMENT		2,976,014	2,976,014
TOTAL COUNTY FREE LIBRARY		36,107,582	36,107,582
<b><u>ECONOMIC DEVELOPMENT &amp; TOURISM</u></b>			
ECONOMIC DEVELOPMENT & TOURISM		2,022,773	2,022,773
TOTAL ECONOMIC DEVELOPMENT & TOURISM		2,022,773	2,022,773
<b><u>SCHOOL SUPERINTENDENT</u></b>			
ACCOUNTING	387,548		387,548
ADMINISTRATION	1,382,735		1,382,735
EDUCATIONAL SERVICES	577,551		577,551
PIMA ACCOMMODATION DISTRICT		2,400,000	2,400,000
PIMA SPECIAL PROGRAMS		1,510,000	1,510,000
TOTAL SCHOOL SUPERINTENDENT	2,347,834	3,910,000	6,257,834
<b><u>STADIUM DISTRICT</u></b>			
ADMINISTRATION		1,941,748	1,941,748
BASEBALL		1,363,397	1,363,397
RECREATION		107,779	107,779
TOTAL STADIUM DISTRICT		3,412,924	3,412,924
<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>	<b>18,209,851</b>	<b>70,872,882</b>	<b>89,082,733</b>

**SUMMARY OF REVENUES BY FUND: PROGRAM**

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Revenues
<b><u>COMMUNITY &amp; ECONOMIC DEVELOPMENT</u></b>			
<b><u>COMMUNITY DEVELOP &amp; NEIGHBORHOOD CONSERV</u></b>			
GENERAL SERVICES	104,840		104,840
HOUSING		4,738,392	4,738,392
NEIGHBORHOOD CONSERVATION		75,000	75,000
RURAL DEVELOPMENT/OUTSIDE AGENCIES		4,052,039	4,052,039
TOTAL COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	104,840	8,865,431	8,970,271
<b><u>COMMUNITY RESOURCES</u></b>			
RECREATION	191,500		191,500
VOCATIONAL/REMEDIAL EDUCATION		1,264,705	1,264,705
TOTAL COMMUNITY RESOURCES	191,500	1,264,705	1,456,205
<b><u>COMMUNITY SVCS, EMPLOYMENT &amp; TRAINING</u></b>			
CAA/EMERGENCY SERVICES NETWORK		2,478,994	2,478,994
ONE STOP		11,146,373	11,146,373
TOTAL COMMUNITY SVCS, EMPLOYMENT & TRAINING		13,625,367	13,625,367
<b><u>COUNTY FREE LIBRARY</u></b>			
ADMINISTRATION		35,176,830	35,176,830
PUBLIC SERVICES		308,000	308,000
TOTAL COUNTY FREE LIBRARY		35,484,830	35,484,830
<b><u>ECONOMIC DEVELOPMENT &amp; TOURISM</u></b>			
ECONOMIC DEVELOPMENT & TOURISM		1,619,933	1,619,933
TOTAL ECONOMIC DEVELOPMENT & TOURISM		1,619,933	1,619,933
<b><u>SCHOOL SUPERINTENDENT</u></b>			
ADMINISTRATION	1,025,000		1,025,000
EDUCATIONAL SERVICES	38,533		38,533
PIMA ACCOMMODATION DISTRICT		2,306,000	2,306,000
PIMA SPECIAL PROGRAMS		1,510,000	1,510,000
TOTAL SCHOOL SUPERINTENDENT	1,063,533	3,816,000	4,879,533
<b><u>STADIUM DISTRICT</u></b>			
ADMINISTRATION		2,053,800	2,053,800
BASEBALL		1,151,203	1,151,203
RECREATION		120,000	120,000
TOTAL STADIUM DISTRICT		3,325,003	3,325,003
<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>	<b>1,359,873</b>	<b>68,001,269</b>	<b>69,361,142</b>

**SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM**

<u>Functional Area/Super Department/Programs</u>	<u>FTEs</u>
<b><u>COMMUNITY &amp; ECONOMIC DEVELOPMENT</u></b>	
<b><u>COMMUNITY &amp; ECONOMIC DEVELOPMENT ADMIN</u></b>	
ADMINISTRATION	7.0
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	<u>7.0</u>
<b><u>COMMUNITY DEVELOP &amp; NEIGHBORHOOD CONSERV</u></b>	
COMM DEV & NEIGHBORHOOD CONSERV ADMIN	2.0
HOUSING	6.5
NEIGHBORHOOD CONSERVATION	6.2
RURAL DEVELOPMENT/OUTSIDE AGENCIES	11.8
TOTAL COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	<u>26.5</u>
<b><u>COMMUNITY RESOURCES</u></b>	
RECREATION	47.6
TEEN HEALTH	8.1
VOCATIONAL/REMEDIAL EDUCATION	30.0
TOTAL COMMUNITY RESOURCES	<u>85.7</u>
<b><u>COMMUNITY SVCS, EMPLOYMENT &amp; TRAINING</u></b>	
CAA/EMERGENCY SERVICES NETWORK	11.3
ONE STOP	106.0
TOTAL COMMUNITY SVCS, EMPLOYMENT & TRAINING	<u>117.3</u>
<b><u>COUNTY FREE LIBRARY</u></b>	
ADMINISTRATION	16.0
PUBLIC SERVICES	345.5
SUPPORT SERVICES	17.0
TOTAL COUNTY FREE LIBRARY	<u>378.5</u>
<b><u>ECONOMIC DEVELOPMENT &amp; TOURISM</u></b>	
ECONOMIC DEVELOPMENT & TOURISM	5.0
TOTAL ECONOMIC DEVELOPMENT & TOURISM	<u>5.0</u>
<b><u>SCHOOL SUPERINTENDENT</u></b>	
ACCOUNTING	6.0
ADMINISTRATION	5.0
EDUCATIONAL SERVICES	4.0
TOTAL SCHOOL SUPERINTENDENT	<u>15.0</u>
<b><u>STADIUM DISTRICT</u></b>	
ADMINISTRATION	2.1
BASEBALL	2.3
RECREATION	0.2
TOTAL STADIUM DISTRICT	<u>4.6</u>
<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>	<u><u>639.6</u></u>

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

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# Community & Economic Development Admin

Expenditures: 686,691

FTEs 7.0

Revenues: 0

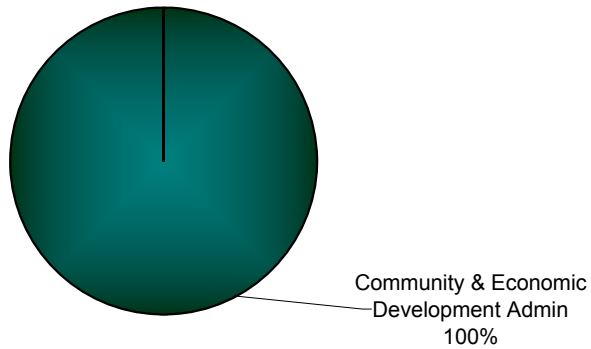
**Function Statement:**

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 & Neighborhood Conservation, Community Resources, Community Services-Employment & Training, Economic Development & Tourism departments, and the Pima County Public Library.

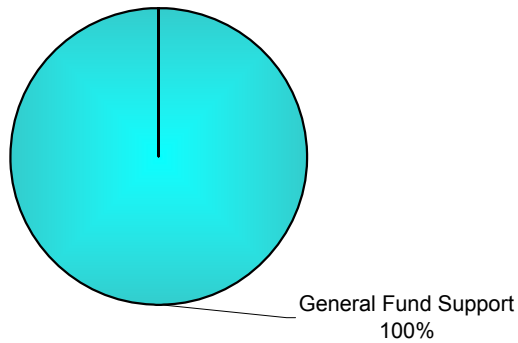
**Mandates:**

None

## Expenditures by Program



## Sources of All Funding



## Department Summary by Program

Department: **COMMUNITY & ECONOMIC DEVELOPMENT ADMIN**

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
ADMINISTRATION	516,849	742,290	686,691
<b>Total Expenditures</b>	<b>516,849</b>	<b>742,290</b>	<b>686,691</b>
<b>Funding by Source</b>			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	516,849	742,290	686,691
<b>Total Program Funding</b>	<b>516,849</b>	<b>742,290</b>	<b>686,691</b>
<b>Staffing (FTEs) by Program</b>			
ADMINISTRATION	7.6	8.0	7.0
<b>Total Staffing (FTEs)</b>	<b>7.6</b>	<b>8.0</b>	<b>7.0</b>

## 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 departments.

**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 in the five departments.

**Program Goals and Objectives**

- Continue a comprehensive, bond funded 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 the number of housing units affordable to families with less than median income
- Expand library collection, hours, services, and branches to serve expanding population
- Improve the basic education and job skills levels of the County workforce
- Maintain or increase the rate and dollars contributed to Employee Combined Appeal Program (ECAP)

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Procedures modified to increase efficiency	yes	yes	yes
New branch libraries constructed and equipped	1	2	1
Attendance increase at leased properties	n/a	4%	3%
Increase in adults graduating with basic education	4%	4%	5%
Additional affordable housing units	n/a	50	60
Rate and dollars contibuted to ECAP maintained or increased	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	349,978	512,711	458,960
SUPPLIES AND SERVICES	150,071	221,179	220,331
CAPITAL OUTLAY	16,800	8,400	7,400
<b>Total Program Expenditures</b>	<b>516,849</b>	<b>742,290</b>	<b>686,691</b>
<u>Program Funding by Source</u>			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	516,849	742,290	686,691
<b>Total Program Funding</b>	<b>516,849</b>	<b>742,290</b>	<b>686,691</b>

<b>Program Staffing (FTEs)</b>	<b>7.6</b>	<b>8.0</b>	<b>7.0</b>
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# Community Development & Neighborhood Conservation

Expenditures: 15,506,700

Revenues: 8,970,271

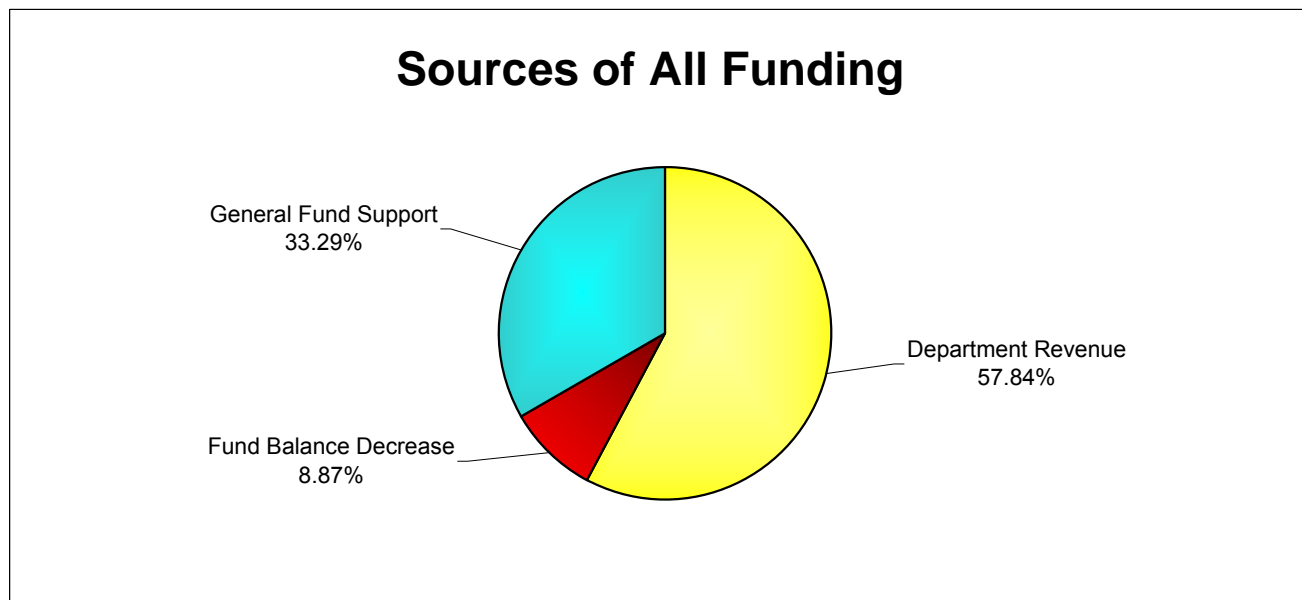
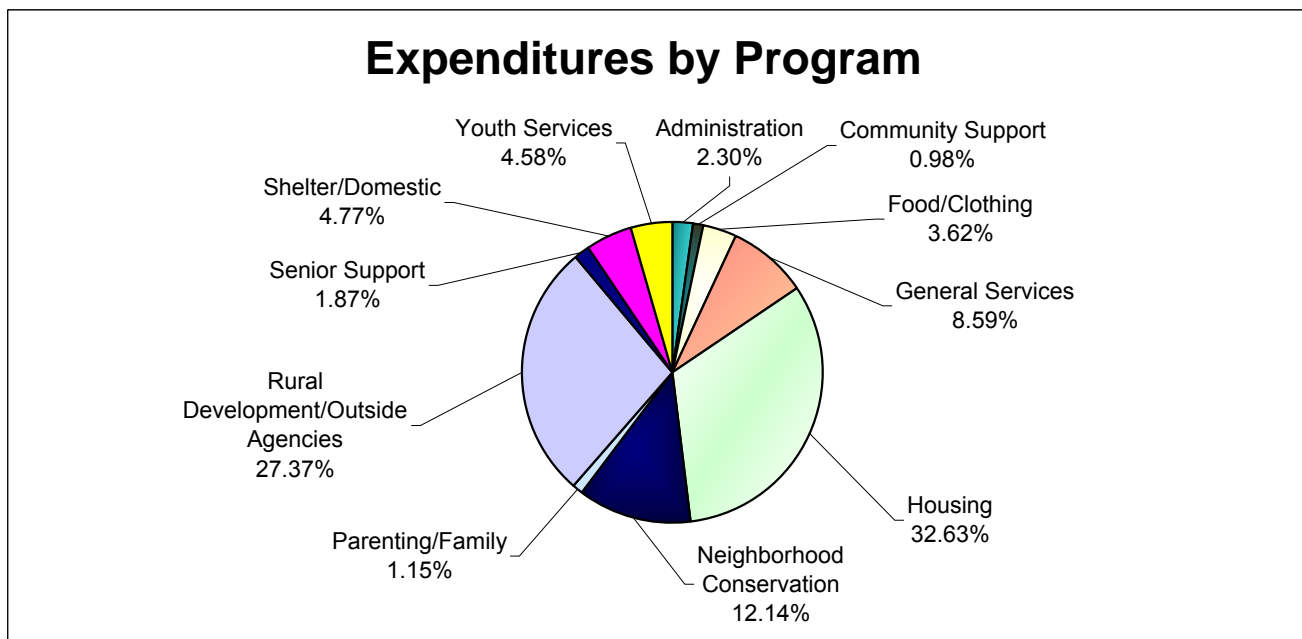
FTEs 26.5

**Function Statement:**

Enhance the economic welfare of inhabitants of Pima County by: promoting more and better human service delivery; supporting regional planning and cooperative arrangements to address priority issues; promoting intergovernmental and community collaboration; addressing critical human and community needs; and, promoting infrastructure, economic, and social service development in low and moderate income communities.

**Mandates:**

None



## Department Summary by Program

Department: **COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV**

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
COMM DEV & NEIGHBORHOOD CONSERV ADMIN	270,940	400,007	356,211
COMMUNITY SUPPORT	138,436	191,313	152,000
EMERGENCY FOOD & CLOTHING	341,357	423,234	561,268
GENERAL SERVICES	1,474,154	1,386,642	1,332,230
HOUSING	2,297,665	4,812,940	5,060,223
NEIGHBORHOOD CONSERVATION	408,292	1,895,581	1,882,881
PARENTING & FAMILY SUPPORT	143,819	182,521	178,600
RURAL DEVELOPMENT/OUTSIDE AGENCIES	3,532,751	4,218,792	4,243,413
SENIOR SUPPORT	183,197	250,969	290,300
SHELTER/ SUPPORT SERVICES/DOMESTIC VIOLE	310,470	592,169	739,574
YOUTH AND YOUNG ADULT SERVICES	887,315	853,623	710,000
<b>Total Expenditures</b>	<b>9,988,396</b>	<b>15,207,791</b>	<b>15,506,700</b>

### Funding by Source

**Revenues**

GENERAL SERVICES	105,000	104,840	104,840
HOUSING	1,767,624	4,467,847	4,738,392
NEIGHBORHOOD CONSERVATION	79,632	75,000	75,000
RURAL DEVELOPMENT/OUTSIDE AGENCIES	3,433,928	4,006,997	4,052,039
<b>Total Revenues</b>	<b>5,386,184</b>	<b>8,654,684</b>	<b>8,970,271</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>177,128</b>	<b>1,375,000</b>	<b>1,375,000</b>
<b>General Fund Support</b>	<b>4,425,084</b>	<b>5,178,107</b>	<b>5,161,429</b>
<b>Total Program Funding</b>	<b>9,988,396</b>	<b>15,207,791</b>	<b>15,506,700</b>

### Staffing (FTEs) by Program

COMM DEV & NEIGHBORHOOD CONSERV ADMIN	3.0	3.0	2.0
HOUSING	5.5	6.0	6.5
NEIGHBORHOOD CONSERVATION	6.2	6.2	6.2
RURAL DEVELOPMENT/OUTSIDE AGENCIES	12.8	12.3	11.8
<b>Total Staffing (FTEs)</b>	<b>27.5</b>	<b>27.5</b>	<b>26.5</b>

## 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
- Provide leadership within the local community and regional area in both planning and capacity development with nonprofit agencies, businesses, and governmental entities in order to respond to current needs

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Strategies implemented to promote awareness of community resources	2	3	3
Reports developed to demonstrate community benefits for identified programs	4	6	5
Major program performance measures developed	3	2	2
Leadership provided on local and national committees which address legislative and programmatic issues impacting the County	3	4	2
Capacity building training sessions provided for community organizations	5	5	4

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	196,086	234,695	218,929
SUPPLIES AND SERVICES	72,690	162,412	133,682
CAPITAL OUTLAY	2,164	2,900	3,600
<b>Total Program Expenditures</b>	<b>270,940</b>	<b>400,007</b>	<b>356,211</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	270,940	400,007	356,211
<b>Total Program Funding</b>	<b>270,940</b>	<b>400,007</b>	<b>356,211</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
Program Staffing (FTEs)	3.0	3.0	2.0

## 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: Beginning in fiscal year 2007/08 the Outside Agency Citizens Committee replaced the Youth and Human Services categories with six new service categories which improved 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 adopted 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Programs serving low income areas	5	8	8
Programs serving rural areas	0	3	4
New programs created	1	1	1
Technical assistance, education, and training meetings held	8	8	8
Collaborative initiatives created with other locally supported agencies	0	3	3

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
SUPPLIES AND SERVICES	138,436	191,313	152,000
<b>Total Program Expenditures</b>	<b>138,436</b>	<b>191,313</b>	<b>152,000</b>
<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	138,436	191,313	152,000
<b>Total Program Funding</b>	<b>138,436</b>	<b>191,313</b>	<b>152,000</b>
<b>Program Staffing (FTEs)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

## Program Summary

**Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV**

**Program: EMERGENCY FOOD & CLOTHING**

**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 clothing services to identified groups.

**Description of Services**

Administer contracts which meet priority food and clothing needs and deliver specific outcomes; assure accountability for program funds through effective monitoring, technical assistance, and reporting.

(Note: Beginning in fiscal year 2007/08 the Outside Agency Citizens Committee replaced the Youth and Human Services categories with six new service categories which improved 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 adopted budget have been developed based on these new categories.)

**Program Goals and Objectives**

- Improve the delivery of emergency food and clothing services in low income and rural areas
- Support collaborative initiatives
- Provide services to vulnerable populations
- Support programs addressing emerging needs

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Programs serving low income areas	6	6	7
Programs serving rural areas	4	5	5
Technical assistance, education, and training meetings held	8	8	8
Collaborative initiatives created with other locally supported agencies	0	0	2

<b>Program Expenditures by Object</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
SUPPLIES AND SERVICES	341,357	423,234	561,268
<b>Total Program Expenditures</b>	<b>341,357</b>	<b>423,234</b>	<b>561,268</b>

<b>Program Funding by Source</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	341,357	423,234	561,268
<b>Total Program Funding</b>	<b>341,357</b>	<b>423,234</b>	<b>561,268</b>

<b>Program Staffing (FTEs)</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
	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: Beginning in fiscal year 2007/08 the Outside Agency Citizens Committee replaced the Youth and Human Services categories with six new service categories which improved 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 adopted budget have been developed based on these new categories.)

**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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Programs serving low income areas	8	10	11
Programs serving rural areas	2	2	2
Technical assistance, education and training meetings held	7	8	8
Collaborative initiatives created with other locally supported agencies	0	1	3

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
SUPPLIES AND SERVICES	1,474,154	1,386,642	1,332,230
<b>Total Program Expenditures</b>	<b>1,474,154</b>	<b>1,386,642</b>	<b>1,332,230</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	105,000	104,840	104,840
<b>Operating Revenue Sub-Total</b>	<b>105,000</b>	<b>104,840</b>	<b>104,840</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>1,369,154</b>	<b>1,281,802</b>	<b>1,227,390</b>
<b>Total Program Funding</b>	<b>1,474,154</b>	<b>1,386,642</b>	<b>1,332,230</b>

<u>Program Staffing (FTEs)</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>

## 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, nonprofit, 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. Support the Don't Borrow Trouble Pima County Coalition in combating predatory lending through education, assessment, and referral for residents experiencing credit problems. Develop planning documents to guide the department's activities.

**Program Goals and Objectives**

- Provide staff support to the Pima County Housing Commission to assure that affordable housing strategies and goals for all housing related programs approved by the Board of Supervisors are implemented
- 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 sustainable affordable housing units
- 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 mortgages
- 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 supervise reliable, professional reports that provide an analysis of community needs, emerging needs, trends, and barriers to services for affordable housing and quality of life issues for urban and rural residents

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
New housing development projects approved	4	6	8
New home buyers receiving down payment assistance	69	80	80
Rental units produced	30	75	100
Aquisition/rehabilitation of homes completed	5	5	10
Community and partnership forums and meetings held	77	85	95
New housing construction units produced	18	30	25
Homeless/special needs residents helped	10	7	6
Documents/reports prepared to implement department programs	yes	yes	yes
Relationships with lenders and secondary market entities maintained/improved	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	328,832	371,538	440,146
SUPPLIES AND SERVICES	1,966,851	4,437,802	4,616,477
CAPITAL OUTLAY	1,982	3,600	3,600
<b>Total Program Expenditures</b>	<b>2,297,665</b>	<b>4,812,940</b>	<b>5,060,223</b>

**Program Funding by Source**

**Revenues**

INTEREST	106	0	0
MISCELLANEOUS	7,650	1,000,000	1,000,000
<b>Special Programs Revenue Sub-Total</b>	<b>7,756</b>	<b>1,000,000</b>	<b>1,000,000</b>
INTERGOVERNMENTAL	1,694,325	3,385,347	3,681,883
MISCELLANEOUS	65,543	82,500	56,509
<b>Grant Revenue Sub-Total</b>	<b>1,759,868</b>	<b>3,467,847</b>	<b>3,738,392</b>

## Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV

Program: HOUSING

	FY2006/2007 Actual	FY2007/2008 Adopted	FY2008/2009 Adopted
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	292,955	0	0
General Fund Support	237,086	345,093	321,831
<b>Total Program Funding</b>	<b>2,297,665</b>	<b>4,812,940</b>	<b>5,060,223</b>
<b>Program Staffing (FTEs)</b>	<b>5.5</b>	<b>6.0</b>	<b>6.5</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Community outreach events held	43	44	45
Projects approved/funded	22	24	22
Projects completed	11	13	15
Neighborhood proposals developed	45	39	30
Neighborhood evaluations completed	12	13	15

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	354,813	366,348	371,724
SUPPLIES AND SERVICES	53,479	1,525,633	1,506,157
CAPITAL OUTLAY	0	3,600	5,000
<b>Total Program Expenditures</b>	<b>408,292</b>	<b>1,895,581</b>	<b>1,882,881</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
<b>Operating Revenue Sub-Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
INTEREST	79,632	75,000	75,000
<b>Special Programs Revenue Sub-Total</b>	<b>79,632</b>	<b>75,000</b>	<b>75,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(79,632)</b>	<b>1,375,000</b>	<b>1,375,000</b>
<b>General Fund Support</b>	<b>408,292</b>	<b>445,581</b>	<b>432,881</b>
<b>Total Program Funding</b>	<b>408,292</b>	<b>1,895,581</b>	<b>1,882,881</b>

<b>Program Staffing (FTEs)</b>	<b>6.2</b>	<b>6.2</b>	<b>6.2</b>
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## 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 and family support services to identified groups.

**Description of Services**

Administer parenting and family support contracts which meet priority needs and deliver specific outcomes; assure accountability for program funds through effective monitoring, technical assistance, and reporting.

(Note: Beginning in fiscal year 2007/08 the Outside Agency Citizens Committee replaced the Youth and Human Services categories with six new service categories which improved 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 adopted budget have been developed based on these new categories.)

**Program Goals and Objectives**

- Improve the delivery of parenting and family support services in low income and rural areas
- Support collaborative initiatives
- Provide services to vulnerable populations
- Support programs addressing emerging needs

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Programs serving low income areas	13	9	9
Programs serving rural areas	1	4	4
Technical assistance, education, and training meetings held	6	7	8
Collaborative initiatives created with other locally supported agencies	0	1	3

<b>Program Expenditures by Object</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
SUPPLIES AND SERVICES	143,819	182,521	178,600
<b>Total Program Expenditures</b>	<b>143,819</b>	<b>182,521</b>	<b>178,600</b>

<b>Program Funding by Source</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	143,819	182,521	178,600
<b>Total Program Funding</b>	<b>143,819</b>	<b>182,521</b>	<b>178,600</b>

<b>Program Staffing (FTEs)</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
Program Staffing (FTEs)	0.0	0.0	0.0



## 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: Beginning in fiscal year 2007/08 the Outside Agency Citizens Committee replaced the Youth and Human Services categories with six new service categories which improved 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 adopted 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Programs serving low income areas	10	10	10
Programs serving rural areas	4	5	5
New programs created	4	1	1
Technical assistance, education, and training meetings held	7	8	8
Collaborative initiatives created with other locally supported agencies	0	2	3

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
SUPPLIES AND SERVICES	183,197	250,969	290,300
<b>Total Program Expenditures</b>	<b>183,197</b>	<b>250,969</b>	<b>290,300</b>
<u>Program Funding by Source</u>			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	183,197	250,969	290,300
<b>Total Program Funding</b>	<b>183,197</b>	<b>250,969</b>	<b>290,300</b>
<b>Program Staffing (FTEs)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

## Program Summary

**Department:** COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV  
**Program:** SHELTER/ SUPPORT SERVICES/DOMESTIC VIOLENCE

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**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: Beginning in fiscal year 2007/08 the Outside Agency Citizens Committee replaced the Youth and Human Services categories with six new service categories which improved 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 adopted 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
- 

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Programs serving low income areas	16	15	15
Programs serving rural areas	2	5	5
Technical assistance, education, and training meetings held	8	8	8
Collaborative initiatives created with other locally supported agencies	0	7	7

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<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
SUPPLIES AND SERVICES	310,470	592,169	739,574
<b>Total Program Expenditures</b>	<b>310,470</b>	<b>592,169</b>	<b>739,574</b>
<u>Program Funding by Source</u>			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	310,470	592,169	739,574
<b>Total Program Funding</b>	<b>310,470</b>	<b>592,169</b>	<b>739,574</b>

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<b>Program Staffing (FTEs)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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## Program Summary

**Department:** COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV

**Program:** YOUTH AND YOUNG ADULT 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: Beginning in fiscal year 2007/08 the Outside Agency Citizens Committee replaced the Youth and Human Services categories with six new service categories which improved 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 adopted 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

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Programs serving low income areas	28	30	30
Programs serving rural areas	7	9	9
Technical assistance, education, and training meetings held	8	8	8
Collaborative initiatives created with other locally supported agencies	0	6	6

<b>Program Expenditures by Object</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
SUPPLIES AND SERVICES	887,315	853,623	710,000
<b>Total Program Expenditures</b>	<b>887,315</b>	<b>853,623</b>	<b>710,000</b>

<b>Program Funding by Source</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	887,315	853,623	710,000
<b>Total Program Funding</b>	<b>887,315</b>	<b>853,623</b>	<b>710,000</b>

<b>Program Staffing (FTEs)</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
	0.0	0.0	0.0

**Community Development & Neighborhood Conservation  
Adopted Funding for Outside Agencies**

<u>Agency</u>	<u>Funding</u>
Metropolitan Tucson Convention and Visitors Bureau	4,374,791 <sup>(2)</sup>
Tucson Regional Economic Opportunities, Inc.	853,813 <sup>(2)</sup>
Community Food Bank, Inc.	422,925 <sup>(1)</sup>
Pima Council on Aging	312,641
Pima Association of Governments	291,727
El Pueblo Health Center, Inc.	194,912
Child & Family Resources, Inc.	144,073
Tucson Pima Arts Council	130,340 <sup>(2)</sup>
Tucson Urban League, Inc.	125,200
House of Neighborly Service	116,100
Southern Arizona AIDS Foundation	115,000 <sup>(1)</sup>
Catholic Community Services of Southern Arizona, Inc. (dba Pio Decimo Center)	113,205 <sup>(1)</sup>
Brewster Center Domestic Violence Services	100,000
Metropolitan Education Commission	98,187 <sup>(1)</sup>
United Way of Southern Arizona - PRO Neighborhoods	95,746
Primavera Foundation, Inc.	91,500
Our Family Services, Inc.	83,300
Youth on Their Own	65,000
San Ignacio Yaqui Council, Inc.	63,400
Catalina Community Services	61,000
University of Arizona - Pima County Cooperative Extension	58,086
Tucson Regional Economic Opportunities/Job Path	57,000 <sup>(2)</sup>
Chicanos por la Causa	55,000
Volunteer Center of Southern Arizona	55,000
New Beginnings for Women and Children	54,400
University of Arizona - FCM Mobile Health Program	53,977
Casa de los Ninos	51,750
Southern Arizona Association for the Visually Impaired	50,000
Tucson Clean & Beautiful	47,873
Jewish Family & Children's Services of Southern Arizona, Inc.	46,896
Catholic Community Services of Southern Arizona, Inc.	45,958
Administration of Resources and Choices - Elder Shelter Project	45,000
Tucson Botanical Gardens	42,750 <sup>(2)</sup>
Tucson Children's Museum	42,750 <sup>(2)</sup>
Emerging Need - Homeless Prevention	42,274
International Sonoran Desert Alliance	42,000
Tucson Center for Women and Children	41,000
Arivaca Coordinating Council/Human Resource Group Inc.	39,663 <sup>(1)</sup>
Wingspan	39,000
Tucson Women's Commission	38,298
TMM Family Services, Inc.	36,200
Arizona Youth Partnership	35,000
Open Inn, Inc.	35,000
Interfaith Coalition for the Homeless	33,600
Family Housing Resources, Inc.	32,500
Interfaith Community Services	31,500
Planned Parenthood of Southern Arizona, Inc	31,201 <sup>(1)</sup>

**Community Development & Neighborhood Conservation  
Adopted Funding for Outside Agencies**

<u>Agency</u>	<u>Funding</u>
El Tour de Tucson	30,000 <sup>(1),(2)</sup>
Tu Nidito Children and Family Services	30,000
Southern Arizona Legal Aid, Inc.	29,300
Southwest Fair Housing Council	25,800 <sup>(1)</sup>
Arizona Children's Association - Las Familias	25,000
Our Family Services, Inc. - Skrappy's	25,000 <sup>(1)</sup>
Ajo District Chamber of Commerce	23,750 <sup>(2)</sup>
Portable Practical Education Preparation, Inc.	23,600
Chicanos por la Causa Parenting Arizona	22,500
Arizona Children's Association (dba The Parent Connection)	20,850
Catholic Community Services of Southern Arizona, Inc. (dba Commun. Outreach for the Deaf)	20,500
Non-Profit Industries (dba socialserve.com)	20,029
Green Valley Assistance Services, Inc.	20,000
Mobile Meals of Tucson	20,000 <sup>(1)</sup>
University of Arizona - Social Justice Program	20,000 <sup>(1)</sup>
Pima Computer Recycling/RISE Inc.	19,600
United Way of Southern Arizona - Earned Income Tax Credit	19,540
St. Luke's Home	18,800
Administration of Resources and Choices - Mortgage Default/Foreclosure Assistance	18,500
Alzheimer's Association Desert Southwest	15,000
Altar Valley School District Community Substance Abuse Advisory Council	15,000
Caridad-de Porres, Inc.	15,000
Marshall Home for Men	15,000
One-on-One Partners, Inc.	15,000
Pima Prevention Partnership	15,000
Sahuaro Girl Scout Council, Inc.	15,000
Young Women's Christian Association of Tucson	15,000
Voices: Community Stories - 110 degrees	10,000 <sup>(1)</sup>
Tucson Pima Historical Commission	9,575
Arizona Women's Conference	7,328
<b>Total</b>	<b><u><u>\$ 9,616,208</u></u></b>

<sup>(1)</sup> Includes base and supplemental allocations approved by the Board of Supervisors. On June 17, 2008, the Board approved an additional allocation of \$244,468 for outside agencies over and above the base amount budgeted.

<sup>(2)</sup> Contract administered by Economic Development & Tourism.

# Community Resources

Expenditures: 5,870,303

FTEs 85.7

Revenues: 1,456,205

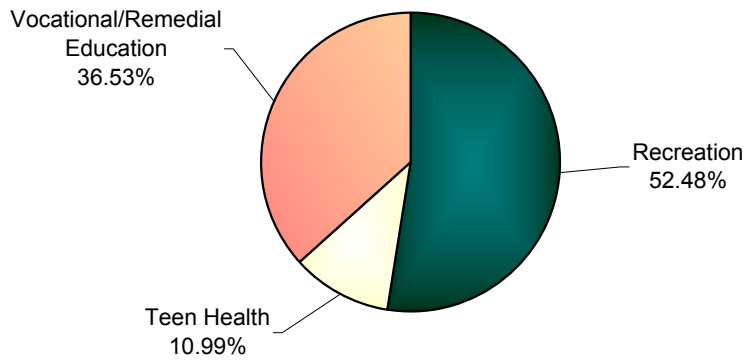
**Function Statement:**

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.

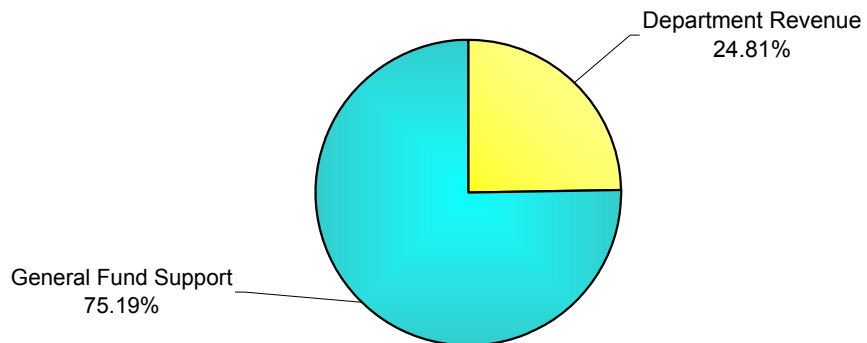
**Mandates:**

None

## Expenditures by Program



## Sources of All Funding



## Department Summary by Program

Department: **COMMUNITY RESOURCES**

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
RECREATION	3,194,657	3,131,093	3,080,703
TEEN HEALTH	610,465	621,685	645,229
VOCATIONAL/REMEDIAL EDUCATION	1,723,121	2,180,610	2,144,371
<b>Total Expenditures</b>	<b>5,528,243</b>	<b>5,933,388</b>	<b>5,870,303</b>

<b>Funding by Source</b>			
<b>Revenues</b>			
RECREATION	158,990	194,470	191,500
TEEN HEALTH	533	0	0
VOCATIONAL/REMEDIAL EDUCATION	885,552	1,109,362	1,264,705
<b>Total Revenues</b>	<b>1,045,075</b>	<b>1,303,832</b>	<b>1,456,205</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(95,190)</b>	<b>12,348</b>	<b>0</b>
<b>General Fund Support</b>	<b>4,578,358</b>	<b>4,617,208</b>	<b>4,414,098</b>
<b>Total Program Funding</b>	<b>5,528,243</b>	<b>5,933,388</b>	<b>5,870,303</b>

<b>Staffing (FTEs) by Program</b>			
RECREATION	38.8	39.5	47.6
TEEN HEALTH	8.1	8.0	8.1
VOCATIONAL/REMEDIAL EDUCATION	26.0	29.5	30.0
<b>Total Staffing (FTEs)</b>	<b>72.9</b>	<b>77.0</b>	<b>85.7</b>

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 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 league
- Continue to assist low income districts that have not become certified by the Department of Human Services (DHS)
- Maintain open gym basketball and volleyball participation levels
- Increase level of seniors participation
- Maintain current camp participation levels
- Increase number of participating school districts
- Achieve a 90% average of parents and children that are satisfied with the way Pima County funding is being utilized

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
TOTS program participants	138	145	160
Seniors programs	14	15	16
Basketball league teams	111	115	120
Basketball open gym participants	9,117	9,200	9,210
Weight room participants	14,405	14,750	14,800
Summer camp participants	182	185	188
School districts participating	7	7	8
DHS certified school districts	5	6	7
Positive evaluation rate	83%	90%	90%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,795,346	1,693,300	1,641,659
SUPPLIES AND SERVICES	1,334,608	1,327,294	1,304,044
CAPITAL OUTLAY	64,703	110,499	135,000
<b>Total Program Expenditures</b>	<b>3,194,657</b>	<b>3,131,093</b>	<b>3,080,703</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
LICENSES & PERMITS	(75)	0	0
CHARGES FOR SERVICES	136,905	135,000	136,000
MISCELLANEOUS	22,160	59,470	55,500
<b>Operating Revenue Sub-Total</b>	<b>158,990</b>	<b>194,470</b>	<b>191,500</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>3,035,667</b>	<b>2,936,623</b>	<b>2,889,203</b>
<b>Total Program Funding</b>	<b>3,194,657</b>	<b>3,131,093</b>	<b>3,080,703</b>

<b>Program Staffing (FTEs)</b>	<b>38.8</b>	<b>39.5</b>	<b>47.6</b>
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## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Positive satisfaction level based on quarterly teen survey	n/a	87%	90%
Teen Center clients offered an appointment within two weeks	n/a	85%	95%
Contacts made with agencies/organizations and followed-up with a mailing of the KTC brochure	n/a	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	404,414	407,485	421,347
SUPPLIES AND SERVICES	206,051	214,200	223,882
<b>Total Program Expenditures</b>	<b>610,465</b>	<b>621,685</b>	<b>645,229</b>

**Program Funding by Source**

<b>Revenues</b>			
MISCELLANEOUS	533	0	0
<b>Operating Revenue Sub-Total</b>	<b>533</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>609,932</b>	<b>621,685</b>	<b>645,229</b>
<b>Total Program Funding</b>	<b>610,465</b>	<b>621,685</b>	<b>645,229</b>

<b>Program Staffing (FTEs)</b>	<b>8.1</b>	<b>8.0</b>	<b>8.1</b>
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## 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 vocational and academic skills required by Pima County employers to be successful in the workplace. 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 offers a unique learning environment for at risk youth ages 16-21. Structured classroom study combined with community art projects allow students to prepare for general education testing and build employability skills by participating in community art projects. Las Artes graduates make a positive transition into the workplace and have greater opportunities for sustainable employment with an education and marketable job skills.

**Program Goals and Objectives**

- Provide unemployed and underemployed Pima County older youth with a program to improve their vocational, academic, and employability skills
  - . 80% of participants will report completion of 2 six week employability classes
  - . A minimum of 100 participants will report an improvement in vocational skills as measured by end of placement evaluations
  - . A minimum of 125 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
  - . 65% of participants will report a 50% increase in vocational skills after 6 months of on-the-job placements as measured in an anonymous client survey
  - . Participants will demonstrate 50% improvement in pre-employment skills as measured by their rate of program attendance and class completions, and a pre and post test on appropriate communication skills
- Continue to provide Las Artes at risk youth an environment to obtain their General Education Development (GED) certificate
  - . Provide a wide menu of support services to help create a path to unsubsidized employment success
  - . Blend the best classroom instruction with a hands-on approach to encourage students to learn and excel in post-secondary education

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
PVHS students completing employability classes	78%	82%	80%
PVHS students who show improvement on vocational skills test	135	106	105
PVHS students who obtain employment or placement in post-secondary education	107	150	150
PVHS students who show increased math and reading skill levels	71%	80%	80%
PVHS students who achieve a 50% increase in vocational skills after 6 months of on-the-job training	63%	60%	65%
Las Artes students who attain GED	58	64	90
Las Artes GED recipients attaining unsubsidized employment	24	32	50
Las Artes GED recipients who continue to post-secondary education	12	14	16

Program Expenditures by Object	FY2006/2007 Actual	FY2007/2008 Adopted	FY2008/2009 Adopted
PERSONAL SERVICES	1,333,718	1,595,018	1,593,495
SUPPLIES AND SERVICES	379,073	545,312	514,476
CAPITAL OUTLAY	10,330	40,280	36,400
<b>Total Program Expenditures</b>	<b>1,723,121</b>	<b>2,180,610</b>	<b>2,144,371</b>

## Program Summary

Department: **COMMUNITY RESOURCES**

Program: **VOCATIONAL/REMEDIAL EDUCATION**

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	477	0	0
<b>Operating Revenue Sub-Total</b>	<u>477</u>	<u>0</u>	<u>0</u>
INTERGOVERNMENTAL	881,226	1,106,862	1,262,505
MISCELLANEOUS	3,849	2,500	2,200
<b>Grant Revenue Sub-Total</b>	<u>885,075</u>	<u>1,109,362</u>	<u>1,264,705</u>
<b>Net Operating Transfers In/(Out)</b>	0	0	0
<b>Other Funding Sources</b>	0	0	0
<b>Fund Balance Decrease/(Increase)</b>	(95,190)	12,348	0
<b>General Fund Support</b>	932,759	1,058,900	879,666
<b>Total Program Funding</b>	<u><u>1,723,121</u></u>	<u><u>2,180,610</u></u>	<u><u>2,144,371</u></u>
<b>Program Staffing (FTEs)</b>	26.0	29.5	30.0

# Community Services, Employment & Training

Expenditures: 19,217,926

FTEs 117.3

Revenues: 13,625,367

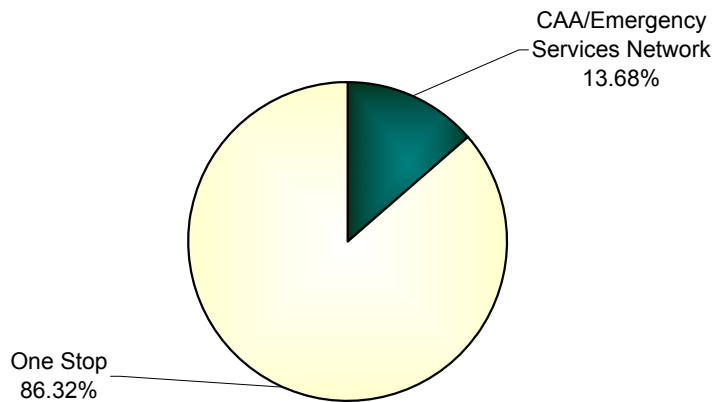
**Function Statement:**

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.

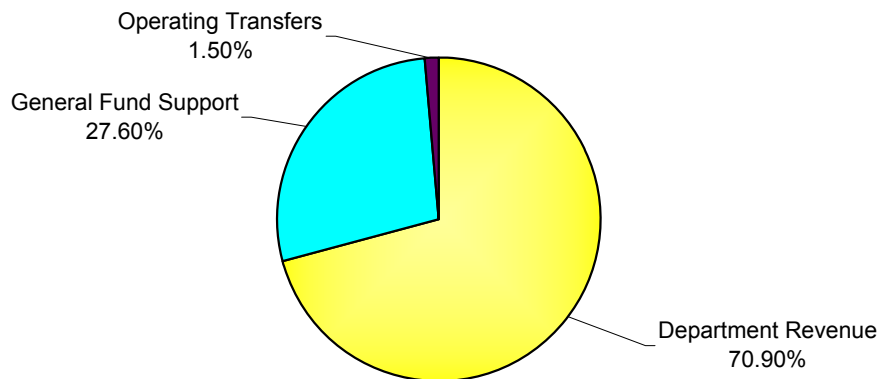
**Mandates:**

None

## Expenditures by Program



## Sources of All Funding



## Department Summary by Program

Department: **COMMUNITY SVCS, EMPLOYMENT & TRAINING**

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
CAA/EMERGENCY SERVICES NETWORK	3,102,036	2,535,205	2,629,736
ONE STOP	13,417,998	13,942,450	16,588,190
<b>Total Expenditures</b>	<b>16,520,034</b>	<b>16,477,655</b>	<b>19,217,926</b>
<u>Funding by Source</u>			
<b>Revenues</b>			
CAA/EMERGENCY SERVICES NETWORK	2,908,077	2,379,677	2,478,994
ONE STOP	7,932,440	8,191,984	11,146,373
<b>Total Revenues</b>	<b>10,840,517</b>	<b>10,571,661</b>	<b>13,625,367</b>
<b>Net Operating Transfers In/(Out)</b>	<b>289,100</b>	<b>289,100</b>	<b>289,100</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>100,953</b>	<b>14,897</b>	<b>0</b>
<b>General Fund Support</b>	<b>5,289,464</b>	<b>5,601,997</b>	<b>5,303,459</b>
<b>Total Program Funding</b>	<b>16,520,034</b>	<b>16,477,655</b>	<b>19,217,926</b>
<u>Staffing (FTEs) by Program</u>			
CAA/EMERGENCY SERVICES NETWORK	10.0	9.6	11.3
ONE STOP	105.3	107.3	106.0
<b>Total Staffing (FTEs)</b>	<b>115.3</b>	<b>116.9</b>	<b>117.3</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Housing assistance to families/clients	1,736/5,118	2,000/5,900	2,000/5,900
Emergency utility assistance to families/clients	5,233/16,786	5,300/17,000	5,500/17,600
City water bills paid	1,208	1,650	1,700
Crisis case management provided to clients	8,042	7,500	7,500
Telephone Assistance Program to families/clients	774/931	750/860	700/840

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	424,826	426,568	470,844
SUPPLIES AND SERVICES	2,635,239	2,108,637	2,155,292
CAPITAL OUTLAY	41,971	0	3,600
<b>Total Program Expenditures</b>	<b>3,102,036</b>	<b>2,535,205</b>	<b>2,629,736</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	1,753	0	0
MISCELLANEOUS	625	0	0
<b>Operating Revenue Sub-Total</b>	<b>2,378</b>	<b>0</b>	<b>0</b>
INTERGOVERNMENTAL	2,896,905	2,379,677	2,478,994
MISCELLANEOUS	8,794	0	0
<b>Grant Revenue Sub-Total</b>	<b>2,905,699</b>	<b>2,379,677</b>	<b>2,478,994</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>72,545</b>	<b>636</b>	<b>0</b>
<b>General Fund Support</b>	<b>121,414</b>	<b>154,892</b>	<b>150,742</b>
<b>Total Program Funding</b>	<b>3,102,036</b>	<b>2,535,205</b>	<b>2,629,736</b>

<u>Program Staffing (FTEs)</u>	<u>10.0</u>	<u>9.6</u>	<u>11.3</u>

## 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. Promote economic development and support a healthy business climate by assisting local employers to find and train qualified workers. 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 through the One Stop Program 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 both person and online. The One Stop Program 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 tests 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Client entry into unsubsidized employment	2,261	1,800	1,900
Client earnings increased by \$5,000 per year	857	900	950
Youth attaining high school diploma or GED	220	250	250
Employers matched to clients	217	150	160
Youth receiving post-secondary education or vocational training	122	180	215

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	3,751,299	4,422,328	4,380,503
SUPPLIES AND SERVICES	9,272,187	9,440,922	12,112,487
CAPITAL OUTLAY	394,512	79,200	95,200
<b>Total Program Expenditures</b>	<b>13,417,998</b>	<b>13,942,450</b>	<b>16,588,190</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTEREST	728	0	0
MISCELLANEOUS	656	0	0
<b>Operating Revenue Sub-Total</b>	<b>1,384</b>	<b>0</b>	<b>0</b>
INTERGOVERNMENTAL	7,782,808	7,991,984	10,846,373
MISCELLANEOUS	148,248	200,000	300,000
<b>Grant Revenue Sub-Total</b>	<b>7,931,056</b>	<b>8,191,984</b>	<b>11,146,373</b>
<b>Net Operating Transfers In/(Out)</b>	<b>289,100</b>	<b>289,100</b>	<b>289,100</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>28,408</b>	<b>14,261</b>	<b>0</b>
<b>General Fund Support</b>	<b>5,168,050</b>	<b>5,447,105</b>	<b>5,152,717</b>
<b>Total Program Funding</b>	<b>13,417,998</b>	<b>13,942,450</b>	<b>16,588,190</b>

<b>Program Staffing (FTEs)</b>	<b>105.3</b>	<b>107.3</b>	<b>106.0</b>
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# County Free Library

**Expenditures:** 36,107,582

FTEs 378.5

**Revenues:** 35,484,830

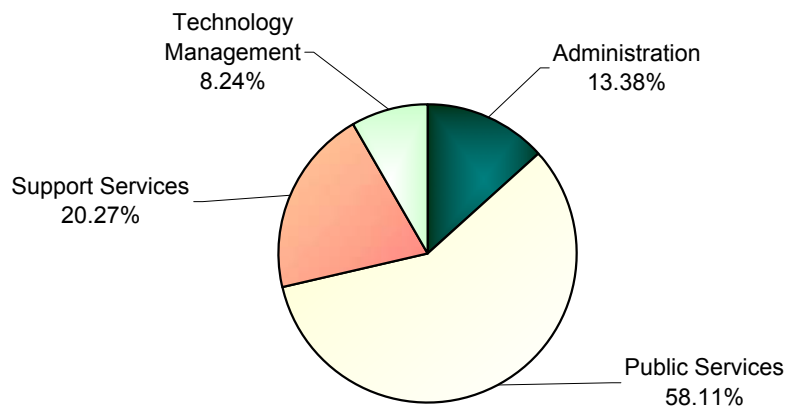
**Function Statement:**

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.

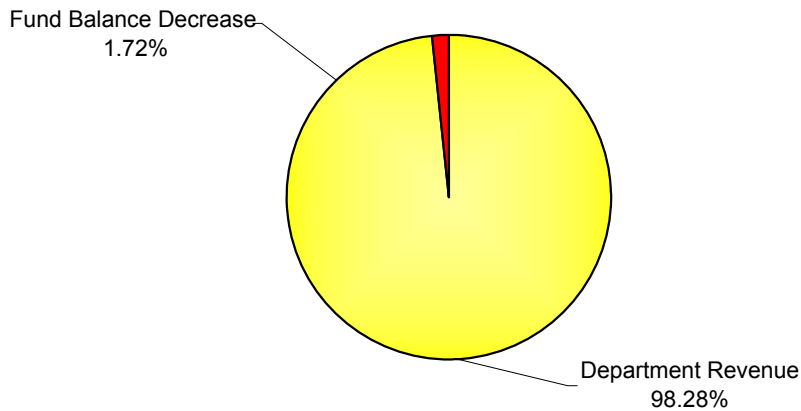
**Mandates:**

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

<u>Expenditures by Program</u>	FY2006/2007 Actual	FY2007/2008 Adopted	FY2008/2009 Adopted
ADMINISTRATION	3,880,315	6,916,108	4,832,230
PUBLIC SERVICES	16,817,050	19,965,364	20,979,804
SUPPORT SERVICES	5,294,833	7,654,771	7,319,534
TECHNOLOGY MANAGEMENT	1,537,474	2,554,352	2,976,014
<b>Total Expenditures</b>	<b>27,529,672</b>	<b>37,090,595</b>	<b>36,107,582</b>
<u>Funding by Source</u>			
<b>Revenues</b>			
ADMINISTRATION	32,706,825	37,929,142	35,176,830
PUBLIC SERVICES	1,950,126	775,000	308,000
<b>Total Revenues</b>	<b>34,656,951</b>	<b>38,704,142</b>	<b>35,484,830</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(485,000)</b>	<b>(3,772,000)</b>	<b>(172,000)</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(6,642,279)</b>	<b>2,158,453</b>	<b>794,752</b>
<b>Total Program Funding</b>	<b>27,529,672</b>	<b>37,090,595</b>	<b>36,107,582</b>
<u>Staffing (FTEs) by Program</u>			
ADMINISTRATION	14.5	14.5	16.0
PUBLIC SERVICES	297.9	325.0	345.5
SUPPORT SERVICES	18.0	18.0	17.0
TECHNOLOGY MANAGEMENT	7.5	0.0	0.0
<b>Total Staffing (FTEs)</b>	<b>337.9</b>	<b>357.5</b>	<b>378.5</b>

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 25 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 community 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, and by ensuring that all regular staff attends at least one training opportunity that improves their knowledge, skills, and ability to serve the public

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Advertising equivalency of promotional media coverage for library programs and services	\$123,052	\$130,000	\$150,000
Community support meetings attended	63	50	50
Staff attending customer service training	259	250	200

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	921,325	722,922	845,401
SUPPLIES AND SERVICES	2,806,002	6,176,186	3,839,779
CAPITAL OUTLAY	152,988	17,000	147,050
<b>Total Program Expenditures</b>	<b>3,880,315</b>	<b>6,916,108</b>	<b>4,832,230</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
TAXES	24,888,527	31,957,142	31,926,830
INTERGOVERNMENTAL	6,664,431	4,000,000	2,000,000
FINES AND FORFEITS	634,446	500,000	600,000
INTEREST	409,733	300,000	450,000
MISCELLANEOUS	109,688	700,000	0
<b>Operating Revenue Sub-Total</b>	<b>32,706,825</b>	<b>37,457,142</b>	<b>34,976,830</b>
INTERGOVERNMENTAL	0	472,000	100,000
MISCELLANEOUS	0	0	100,000
<b>Grant Revenue Sub-Total</b>	<b>0</b>	<b>472,000</b>	<b>200,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(485,000)</b>	<b>(3,772,000)</b>	<b>(172,000)</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(28,341,510)</b>	<b>(27,241,034)</b>	<b>(30,172,600)</b>
<b>Total Program Funding</b>	<b>3,880,315</b>	<b>6,916,108</b>	<b>4,832,230</b>

<u>Program Staffing (FTEs)</u>	<u>14.5</u>	<u>14.5</u>	<u>16.0</u>

## 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 24 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 pursue 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Preschoolers attending story times	102,578	110,000	112,000
Summer Reading programs attendees	33,911	34,000	35,000
Community meeting room program attendance	269,388	275,000	300,000
Questions answered - InfoLine	44,067	45,000	45,000
Website visits	1,769,214	1,800,000	1,800,000
On line homework help provided	2,781	3,000	3,500
In person homework help provided	10,550	12,000	13,000
Public access computers made available	470	487	550
Public use computer sessions	827,968	830,000	1,000,000
Computer classes offered	878	880	900
Diversity programs attendees	3,019	3,200	3,200
Business and grants workshops presented	40	40	40
Teens attending workforce development sessions	831	825	850

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	13,301,109	15,128,614	16,436,571
SUPPLIES AND SERVICES	3,483,313	4,536,750	4,243,233
CAPITAL OUTLAY	32,628	300,000	300,000
<b>Total Program Expenditures</b>	<b>16,817,050</b>	<b>19,965,364</b>	<b>20,979,804</b>

**Program Funding by Source**

**Revenues**

INTERGOVERNMENTAL	228,828	325,000	0
FINES AND FORFEITS	113,926	0	0
INTEREST	54,339	0	53,000
MISCELLANEOUS	1,373,314	450,000	255,000
<b>Operating Revenue Sub-Total</b>	<b>1,770,407</b>	<b>775,000</b>	<b>308,000</b>

## Program Summary

Department: COUNTY FREE LIBRARY  
 Program: PUBLIC SERVICES

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INTERGOVERNMENTAL	140,726	0	0
INTEREST	4,993	0	0
MISCELLANEOUS	34,000	0	0
<b>Grant Revenue Sub-Total</b>	<u>179,719</u>	<u>0</u>	<u>0</u>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>14,866,924</b>	<b>19,190,364</b>	<b>20,671,804</b>
<b>Total Program Funding</b>	<u><u>16,817,050</u></u>	<u><u>19,965,364</u></u>	<u><u>20,979,804</u></u>
<hr/>			
<b>Program Staffing (FTEs)</b>	<u>297.9</u>	<u>325.0</u>	<u>345.5</u>

## 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 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**

	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Library expenditures within budget	yes	yes	yes
Items shipped directly to branches	75%	90%	90%
New materials added to collection	251,880	300,000	320,000
Timely submission of Work Orders to Facilities Management department	3,789	4,000	4,500
Total items in library collection	1,400,010	1,450,000	1,500,000

**Program Expenditures by Object**

	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
PERSONAL SERVICES	726,995	771,841	729,334
SUPPLIES AND SERVICES	4,567,838	6,832,930	6,590,200
CAPITAL OUTLAY	0	50,000	0
<b>Total Program Expenditures</b>	<b>5,294,833</b>	<b>7,654,771</b>	<b>7,319,534</b>

**Program Funding by Source**

<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>5,294,833</b>	<b>7,654,771</b>	<b>7,319,534</b>
<b>Total Program Funding</b>	<b>5,294,833</b>	<b>7,654,771</b>	<b>7,319,534</b>

**Program Staffing (FTEs)**

	<b>18.0</b>	<b>18.0</b>	<b>17.0</b>
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## 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 personal computers as needed 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 in fiscal year 2007/08. Costs for these employees are 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Public access computers replaced	160	170	200
Computer Trouble Tickets addressed	2,326	1,800	1,800

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	385,314	387,402	407,514
SUPPLIES AND SERVICES	742,660	756,650	1,191,500
CAPITAL OUTLAY	409,500	1,410,300	1,377,000
<b>Total Program Expenditures</b>	<b>1,537,474</b>	<b>2,554,352</b>	<b>2,976,014</b>
<u>Program Funding by Source</u>			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	1,537,474	2,554,352	2,976,014
<b>Total Program Funding</b>	<b>1,537,474</b>	<b>2,554,352</b>	<b>2,976,014</b>
<b>Program Staffing (FTEs)</b>	<b>7.5</b>	<b>0.0</b>	<b>0.0</b>

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# Economic Development & Tourism

Expenditures: 2,022,773

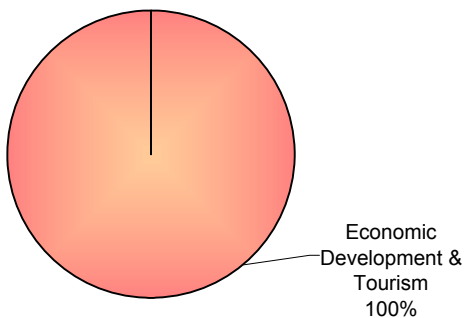
FTEs 5.0

Revenues: 1,619,933

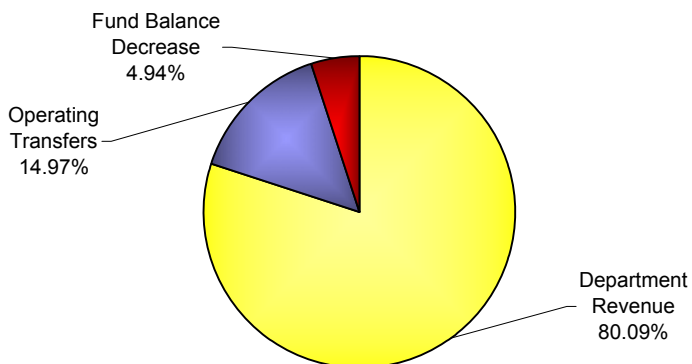
**Function Statement:** Facilitate business and tourism growth with various community partners located in Pima County and the state of Arizona. Serve as a marketing outreach agency promoting the quality of life of the region to create potential leisure and business opportunities with Pima County leased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

**Mandates:** ARS Title 42, Chapter 6: Local Excise Taxes

## Expenditures By Program



## Sources of All Funding



## Department Summary by Program

Department: **ECONOMIC DEVELOPMENT & TOURISM**

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
ECONOMIC DEVELOPMENT & TOURISM	1,584,943	2,477,386	2,022,773
<b>Total Expenditures</b>	<b>1,584,943</b>	<b>2,477,386</b>	<b>2,022,773</b>
<b>Funding by Source</b>			
<b>Revenues</b>			
ECONOMIC DEVELOPMENT & TOURISM	1,500,039	1,792,964	1,619,933
<b>Total Revenues</b>	<b>1,500,039</b>	<b>1,792,964</b>	<b>1,619,933</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>165,574</b>	<b>302,840</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>84,904</b>	<b>518,848</b>	<b>100,000</b>
<b>General Fund Support</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>1,584,943</b>	<b>2,477,386</b>	<b>2,022,773</b>
<b>Staffing (FTEs) by Program</b>			
ECONOMIC DEVELOPMENT & TOURISM	2.0	5.0	5.0
<b>Total Staffing (FTEs)</b>	<b>2.0</b>	<b>5.0</b>	<b>5.0</b>

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%).

## 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
- 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
- Develop optional use concepts for County land at the Pima County Fairgrounds and other leased property attractions
- Develop partnerships 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 properties
- Assist Natural Resources, Parks & Recreation in major public activities and events where attendance is projected to be over 3,000

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Increase in attendance at leased properties	2%	3%	3%
Increase in major events held	1	1	2
Increase in number of sponsored events	1	1	1
Increase in business and leisure travelers	4%	5%	4%
Increase in spring training revenue	4%	4%	3%
Spring training programs	2	2	2

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	206,742	323,929	329,240
SUPPLIES AND SERVICES	1,362,566	2,127,457	1,679,033
CAPITAL OUTLAY	15,635	26,000	14,500
<b>Total Program Expenditures</b>	<b>1,584,943</b>	<b>2,477,386</b>	<b>2,022,773</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	1,464,697	1,508,427	1,399,933
CHARGES FOR SERVICES	0	232,537	0
INTEREST	35,342	30,000	5,000
MISCELLANEOUS	0	22,000	215,000
<b>Operating Revenue Sub-Total</b>	<b>1,500,039</b>	<b>1,792,964</b>	<b>1,619,933</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>165,574</b>	<b>302,840</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>84,904</b>	<b>518,848</b>	<b>100,000</b>
<b>General Fund Support</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>1,584,943</b>	<b>2,477,386</b>	<b>2,022,773</b>

<b>Program Staffing (FTEs)</b>	<b>2.0</b>	<b>5.0</b>	<b>5.0</b>
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# School Superintendent

Expenditures: 6,257,834

FTEs 15.0

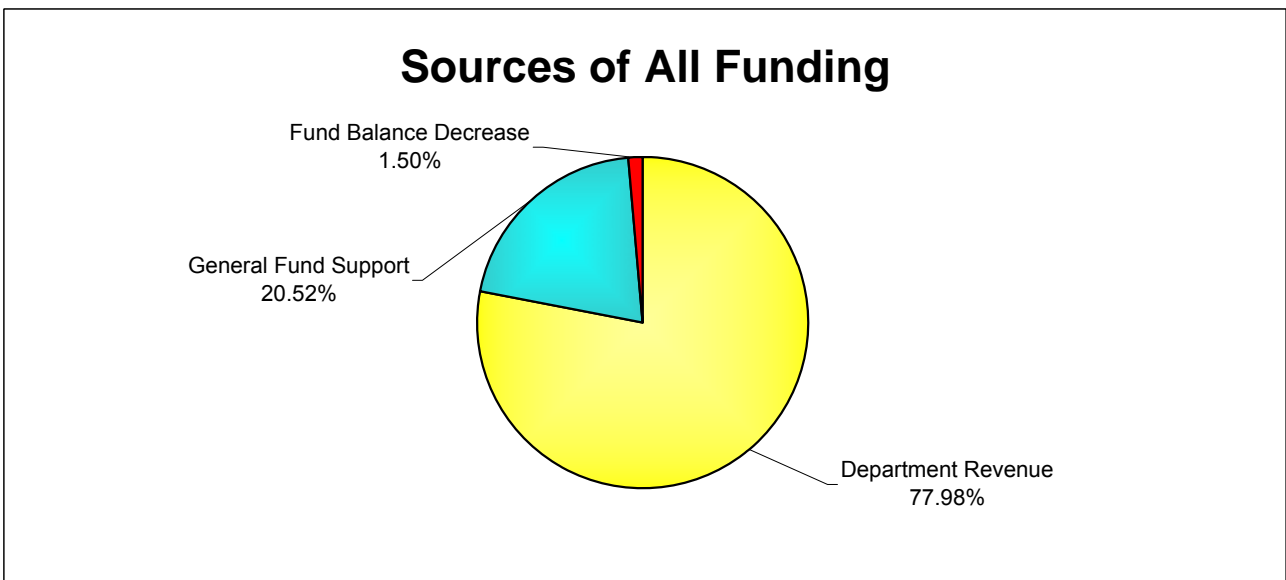
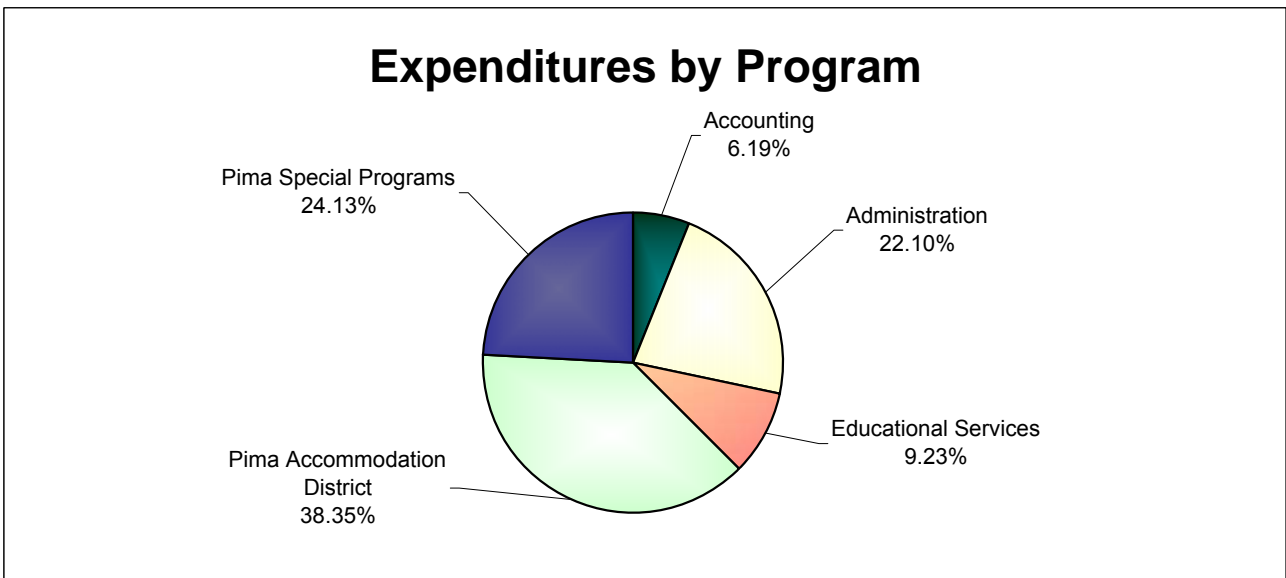
Revenues: 4,879,533

**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



## Department Summary by Program

Department: SCHOOL SUPERINTENDENT

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
ACCOUNTING	349,483	378,838	387,548
ADMINISTRATION	408,851	423,585	1,382,735
EDUCATIONAL SERVICES	570,658	581,266	577,551
PIMA ACCOMMODATION DISTRICT	1,011,844	2,400,000	2,400,000
PIMA SPECIAL PROGRAMS	1,995,121	1,510,000	1,510,000
<b>Total Expenditures</b>	<b>4,335,957</b>	<b>5,293,689</b>	<b>6,257,834</b>

### Funding by Source

**Revenues**

ADMINISTRATION	0	0	1,025,000
EDUCATIONAL SERVICES	73,363	70,200	38,533
PIMA ACCOMMODATION DISTRICT	1,326,333	2,306,000	2,306,000
PIMA SPECIAL PROGRAMS	2,272,944	1,510,000	1,510,000
<b>Total Revenues</b>	<b>3,672,640</b>	<b>3,886,200</b>	<b>4,879,533</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(592,312)</b>	<b>94,000</b>	<b>94,000</b>
<b>General Fund Support</b>	<b>1,255,629</b>	<b>1,313,489</b>	<b>1,284,301</b>
<b>Total Program Funding</b>	<b>4,335,957</b>	<b>5,293,689</b>	<b>6,257,834</b>

### Staffing (FTEs) by Program

ACCOUNTING	6.0	6.0	6.0
ADMINISTRATION	5.4	6.0	5.0
EDUCATIONAL SERVICES	4.0	4.0	4.0
<b>Total Staffing (FTEs)</b>	<b>15.4</b>	<b>16.0</b>	<b>15.0</b>

## 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 mandates

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Accounting transactions	13,678,008	14,200,000	14,500,000
School district revenue collected	\$966,936,378	\$930,000,000	\$940,000,000
School district expenditures processed	\$525,088,090	\$465,000,000	\$475,000,000
School district warrants issued	118,269	135,000	140,000
Certificates of educational convenience issued	125	150	155
School district elections conducted	23	16	17

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	326,868	355,188	364,698
SUPPLIES AND SERVICES	22,615	23,650	22,850
<b>Total Program Expenditures</b>	<b>349,483</b>	<b>378,838</b>	<b>387,548</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	349,483	378,838	387,548
<b>Total Program Funding</b>	<b>349,483</b>	<b>378,838</b>	<b>387,548</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Teaching certificates maintained	42,080	38,000	45,500
Board members appointed	9	3	9

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	332,303	350,089	305,791
SUPPLIES AND SERVICES	58,235	54,496	1,069,832
CAPITAL OUTLAY	18,313	19,000	7,112
<b>Total Program Expenditures</b>	<b>408,851</b>	<b>423,585</b>	<b>1,382,735</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	0	0	1,025,000
<b>Operating Revenue Sub-Total</b>	<b>0</b>	<b>0</b>	<b>1,025,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>408,851</b>	<b>423,585</b>	<b>357,735</b>
<b>Total Program Funding</b>	<b>408,851</b>	<b>423,585</b>	<b>1,382,735</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Program Staffing (FTEs)</b>	<b>5.4</b>	<b>6.0</b>	<b>5.0</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Home schooled children tracked	3,570	3,200	3,650
Private schooled children tracked	4,695	5,600	5,225

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	294,682	313,140	315,225
SUPPLIES AND SERVICES	275,976	268,126	262,326
<b>Total Program Expenditures</b>	<b>570,658</b>	<b>581,266</b>	<b>577,551</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	73,363	70,200	38,533
<b>Operating Revenue Sub-Total</b>	<b>73,363</b>	<b>70,200</b>	<b>38,533</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>497,295</b>	<b>511,066</b>	<b>539,018</b>
<b>Total Program Funding</b>	<b>570,658</b>	<b>581,266</b>	<b>577,551</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Program Staffing (FTEs)	4.0	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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Juvenile detention students served	1,013	1,450	1,550
County jail students served	203	90	200

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
SUPPLIES AND SERVICES	1,011,844	2,400,000	2,400,000
<b>Total Program Expenditures</b>	<b>1,011,844</b>	<b>2,400,000</b>	<b>2,400,000</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	0	2,246,000	2,246,000
MISCELLANEOUS	1,326,333	60,000	60,000
<b>Grant Revenue Sub-Total</b>	<b>1,326,333</b>	<b>2,306,000</b>	<b>2,306,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(314,489)</b>	<b>94,000</b>	<b>94,000</b>
<b>General Fund Support</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>1,011,844</b>	<b>2,400,000</b>	<b>2,400,000</b>

<b>Program Staffing (FTEs)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Special programs operated	19	18	19

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
SUPPLIES AND SERVICES	1,995,121	1,510,000	1,510,000
<b>Total Program Expenditures</b>	<b>1,995,121</b>	<b>1,510,000</b>	<b>1,510,000</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	0	950,000	950,000
MISCELLANEOUS	2,272,944	560,000	560,000
<b>Grant Revenue Sub-Total</b>	<b>2,272,944</b>	<b>1,510,000</b>	<b>1,510,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(277,823)</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>1,995,121</b>	<b>1,510,000</b>	<b>1,510,000</b>

<b>Program Staffing (FTEs)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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# Stadium District

Expenditures: 3,412,924

FTEs 4.6

Revenues: 3,325,003

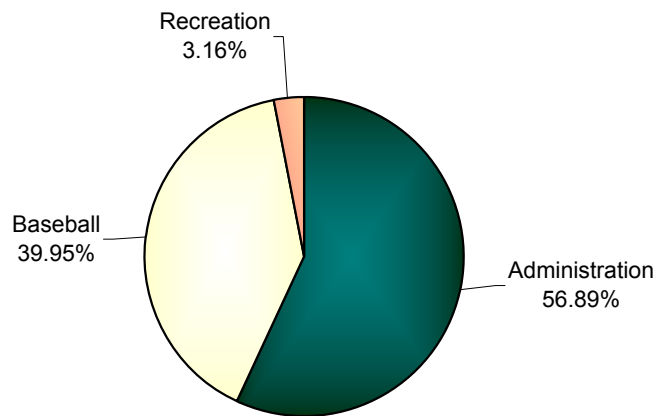
**Function Statement:**

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.

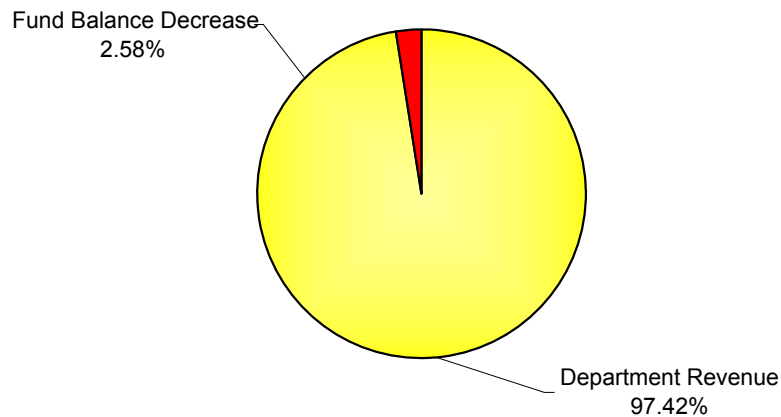
**Mandates:**

ARS Title 48, Chapter 26: Stadium Districts

## Expenditures by Program



## Sources of All Funding



## Department Summary by Program

Department: STADIUM DISTRICT

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
ADMINISTRATION	1,446,691	1,389,605	1,941,748
BASEBALL	1,053,495	1,043,179	1,363,397
RECREATION	29,750	101,025	107,779
<b>Total Expenditures</b>	<b>2,529,936</b>	<b>2,533,809</b>	<b>3,412,924</b>
<u>Funding by Source</u>			
<b>Revenues</b>			
ADMINISTRATION	1,914,495	1,905,700	2,053,800
BASEBALL	1,080,554	1,031,503	1,151,203
RECREATION	139,945	84,000	120,000
<b>Total Revenues</b>	<b>3,134,994</b>	<b>3,021,203</b>	<b>3,325,003</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(105,689)</b>	<b>191,148</b>	<b>(58,177)</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(499,369)</b>	<b>(678,542)</b>	<b>146,098</b>
<b>Total Program Funding</b>	<b>2,529,936</b>	<b>2,533,809</b>	<b>3,412,924</b>
<u>Staffing (FTEs) by Program</u>			
ADMINISTRATION	0.6	6.3	2.1
BASEBALL	10.4	6.7	2.3
RECREATION	0.4	1.6	0.2
<b>Total Staffing (FTEs)</b>	<b>11.4</b>	<b>14.6</b>	<b>4.6</b>

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 (KSC).

**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 the community use of KSC facilities

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Contracts maintained with 2 major league teams	yes	yes	yes
Contracts maintained with 1 minor league team	yes	yes	yes
Special events at Kino Sports Complex, per year increase	1	1	2

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	217,647	411,160	564,253
SUPPLIES AND SERVICES	1,216,771	937,445	1,377,495
CAPITAL OUTLAY	12,273	41,000	0
<b>Total Program Expenditures</b>	<b>1,446,691</b>	<b>1,389,605</b>	<b>1,941,748</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	1,907,199	1,905,000	2,034,000
INTEREST	7,296	0	15,000
MISCELLANEOUS	0	700	4,800
<b>Operating Revenue Sub-Total</b>	<b>1,914,495</b>	<b>1,905,700</b>	<b>2,053,800</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(105,689)</b>	<b>191,148</b>	<b>(58,177)</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(362,115)</b>	<b>(707,243)</b>	<b>(53,875)</b>
<b>Total Program Funding</b>	<b>1,446,691</b>	<b>1,389,605</b>	<b>1,941,748</b>

<b>Program Staffing (FTEs)</b>	<b>0.6</b>	<b>6.3</b>	<b>2.1</b>
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## 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
- Increase revenue from ticket and concession sales

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Revenue increase in ticket and concession sales	4%	3%	3%
Stormwater harvested, acre feet	126	133	135
Reclaimed water used, acre feet	117	135	237
Baseball/softball leagues held	5	6	15
Baseball/softball tournaments held	5	8	10

<b>Program Expenditures by Object</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
PERSONAL SERVICES	340,874	361,729	506,697
SUPPLIES AND SERVICES	707,833	681,450	856,700
CAPITAL OUTLAY	4,788	0	0
<b>Total Program Expenditures</b>	<b>1,053,495</b>	<b>1,043,179</b>	<b>1,363,397</b>

<b>Program Funding by Source</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
<b>Revenues</b>			
CHARGES FOR SERVICES	4,077	0	0
MISCELLANEOUS	1,076,477	1,031,503	1,151,203
<b>Operating Revenue Sub-Total</b>	<b>1,080,554</b>	<b>1,031,503</b>	<b>1,151,203</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(27,059)</b>	<b>11,676</b>	<b>212,194</b>
<b>Total Program Funding</b>	<b>1,053,495</b>	<b>1,043,179</b>	<b>1,363,397</b>

<b>Program Staffing (FTEs)</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
<b>Program Staffing (FTEs)</b>	<b>10.4</b>	<b>6.7</b>	<b>2.3</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Concerts held	3	4	6
Soccer events held	3	3	3
Tucson Gem & Mineral Show events held	4	4	4
Nonsporting events held	6	6	6

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	11,805	82,125	88,179
SUPPLIES AND SERVICES	17,945	9,900	19,600
CAPITAL OUTLAY	0	9,000	0
<b>Total Program Expenditures</b>	<b>29,750</b>	<b>101,025</b>	<b>107,779</b>

**Program Funding by Source**

<b>Revenues</b>			
CHARGES FOR SERVICES	14,945	0	0
MISCELLANEOUS	125,000	84,000	120,000
<b>Operating Revenue Sub-Total</b>	<b>139,945</b>	<b>84,000</b>	<b>120,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(110,195)</b>	<b>17,025</b>	<b>(12,221)</b>
<b>Total Program Funding</b>	<b>29,750</b>	<b>101,025</b>	<b>107,779</b>

<b>Program Staffing (FTEs)</b>	<b>0.4</b>	<b>1.6</b>	<b>0.2</b>
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**SUMMARY OF EXPENDITURES BY FUND: PROGRAM**

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Expenditures
<b><u>JUSTICE &amp; LAW ENFORCEMENT</u></b>			
<b><u>CLERK OF SUPERIOR COURT</u></b>			
ADMINISTRATION	592,080		592,080
CIVIL SERVICES	1,653,329		1,653,329
COURTROOM SERVICES	2,157,475		2,157,475
CRIMINAL SERVICES	771,801		771,801
FINANCIAL SERVICES	1,441,666	51,922	1,493,588
INFORMATION TECHNOLOGY	600,286	121,928	722,214
JUVENILE SERVICES	1,536,592		1,536,592
PROBATE SERVICES	327,846		327,846
RECORDS RETENTION	1,241,672	751,920	1,993,592
TOTAL CLERK OF SUPERIOR COURT	10,322,747	925,770	11,248,517
<b><u>CONSTABLES</u></b>			
AJO CONSTABLE	33,019		33,019
GREEN VALLEY CONSTABLE	96,374		96,374
TUCSON CONSTABLES	880,131		880,131
TOTAL CONSTABLES	1,009,524		1,009,524
<b><u>COUNTY ATTORNEY</u></b>			
ADMINISTRATION	2,336,345		2,336,345
CIVIL LEGAL SERVICES	2,372,767		2,372,767
COMMUNITY SUPPORT	426,723	685,970	1,112,693
CRIMINAL PROSECUTION	14,734,222	10,710,337	25,444,559
TOTAL COUNTY ATTORNEY	19,870,057	11,396,307	31,266,364
<b><u>INDIGENT DEFENSE</u></b>			
LEGAL DEFENDER	2,957,283	20,180	2,977,463
PUBLIC DEFENDER	12,033,916	2,101,331	14,135,247
TOTAL INDIGENT DEFENSE	14,991,199	2,121,511	17,112,710
<b><u>JUSTICE COURT AJO</u></b>			
JUSTICE COURT AJO	696,810		696,810
JUSTICE COURT AJO TIME PAY FEES		17,000	17,000
TOTAL JUSTICE COURT AJO	696,810	17,000	713,810
<b><u>JUSTICE COURT GREEN VALLEY</u></b>			
JUSTICE COURT GREEN VALLEY	503,613	5,825	509,438
TOTAL JUSTICE COURT GREEN VALLEY	503,613	5,825	509,438
<b><u>JUSTICE COURTS TUCSON</u></b>			
ADMINISTRATION	1,838,775	959,134	2,797,909
COURT OPERATIONS	3,139,374		3,139,374
JUDICIAL OPERATIONS	1,591,805	120,321	1,712,126
TOTAL JUSTICE COURTS TUCSON	6,569,954	1,079,455	7,649,409
<b><u>JUVENILE COURT</u></b>			
ADMINISTRATIVE SERVICES	4,723,498	133,576	4,857,074
CHILDREN & FAMILY SERVICES	588,598	1,255,811	1,844,409
DETENTION SERVICES	8,433,752	9,423	8,443,175
JUDICIAL SERVICES	2,133,430	100	2,133,530
PROBATION SERVICES	6,868,062	10,952,928	17,820,990
TOTAL JUVENILE COURT	22,747,340	12,351,838	35,099,178

**SUMMARY OF EXPENDITURES BY FUND: PROGRAM**

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Expenditures
<b><u>OFFICE OF COURT APPOINTED COUNSEL</u></b>			
CONTRACT ATTORNEYS	10,781,177		10,781,177
OFFICE OF COURT APPOINTED COUNSEL	699,169		699,169
TOTAL OFFICE OF COURT APPOINTED COUNSEL	11,480,346		11,480,346
<b><u>PUBLIC FIDUCIARY</u></b>			
BURIALS	123,644		123,644
MANDATED FIDUCIARY SERVICES	2,254,637		2,254,637
TOTAL PUBLIC FIDUCIARY	2,378,281		2,378,281
<b><u>SHERIFF</u></b>			
ADMINISTRATIVE	17,010,105	512,158	17,522,263
CORRECTIONS	39,193,820	2,140,309	41,334,129
FORFEITURES		3,600,000	3,600,000
HIDTA		2,736,409	2,736,409
INVESTIGATIONS	21,336,326	1,142,842	22,479,168
OPERATIONS	40,525,655	1,422,114	41,947,769
TOTAL SHERIFF	118,065,906	11,553,832	129,619,738
<b><u>SUPERIOR COURT</u></b>			
ADJUDICATION	13,593,150	584,342	14,177,492
ADMINISTRATION	3,001,098		3,001,098
ADULT PROBATION	6,375,900	12,249,918	18,625,818
CALENDAR SERVICES	712,730		712,730
CONCILIATION COURT	822,305	946,925	1,769,230
FILL THE GAP - OTHER COURT DEPARMENTS		523,137	523,137
INFORMATION SERVICES	2,034,786	1,070,439	3,105,225
INTERPRETER	431,122		431,122
JURY COMMISSIONER	320,355		320,355
LAW LIBRARY	183,130	259,778	442,908
PRETRIAL SERVICES	2,078,218		2,078,218
TOTAL SUPERIOR COURT	29,552,794	15,634,539	45,187,333
<b>TOTAL JUSTICE &amp; LAW ENFORCEMENT</b>	<b>238,188,571</b>	<b>55,086,077</b>	<b>293,274,648</b>

**SUMMARY OF REVENUES BY FUND: PROGRAM**

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Revenues
<b><u>JUSTICE &amp; LAW ENFORCEMENT</u></b>			
<b><u>CLERK OF SUPERIOR COURT</u></b>			
ADMINISTRATION	2,425,774	3,000	2,428,774
CRIMINAL SERVICES		800	800
FINANCIAL SERVICES	328,000	63,100	391,100
INFORMATION TECHNOLOGY		295,000	295,000
RECORDS RETENTION		696,000	696,000
TOTAL CLERK OF SUPERIOR COURT	2,753,774	1,057,900	3,811,674
<b><u>CONSTABLES</u></b>			
AJO CONSTABLE	1,120		1,120
GREEN VALLEY CONSTABLE	18,184		18,184
TUCSON CONSTABLES	445,950		445,950
TOTAL CONSTABLES	465,254		465,254
<b><u>COUNTY ATTORNEY</u></b>			
COMMUNITY SUPPORT		671,000	671,000
CRIMINAL PROSECUTION	72,440	8,815,752	8,888,192
TOTAL COUNTY ATTORNEY	72,440	9,486,752	9,559,192
<b><u>INDIGENT DEFENSE</u></b>			
LEGAL DEFENDER		20,180	20,180
PUBLIC DEFENDER	12,960	453,322	466,282
TOTAL INDIGENT DEFENSE	12,960	473,502	486,462
<b><u>JUSTICE COURT AJO</u></b>			
JUSTICE COURT AJO	258,244	280	258,524
JUSTICE COURT AJO TIME PAY FEES		8,908	8,908
TOTAL JUSTICE COURT AJO	258,244	9,188	267,432
<b><u>JUSTICE COURT GREEN VALLEY</u></b>			
JUSTICE COURT GREEN VALLEY	270,701	13,462	284,163
TOTAL JUSTICE COURT GREEN VALLEY	270,701	13,462	284,163
<b><u>JUSTICE COURTS TUCSON</u></b>			
ADMINISTRATION	5,681,221	365,000	6,046,221
JUDICIAL OPERATIONS	383,527	120,321	503,848
TOTAL JUSTICE COURTS TUCSON	6,064,748	485,321	6,550,069
<b><u>JUVENILE COURT</u></b>			
ADMINISTRATIVE SERVICES	21,000	133,576	154,576
CHILDREN & FAMILY SERVICES	25,000	1,255,811	1,280,811
DETENTION SERVICES	468,000	9,423	477,423
PROBATION SERVICES		10,652,145	10,652,145
TOTAL JUVENILE COURT	514,000	12,050,955	12,564,955
<b><u>OFFICE OF COURT APPOINTED COUNSEL</u></b>			
CONTRACT ATTORNEYS	718,608		718,608
TOTAL OFFICE OF COURT APPOINTED COUNSEL	718,608		718,608
<b><u>PUBLIC FIDUCIARY</u></b>			
BURIALS	15,000		15,000
MANDATED FIDUCIARY SERVICES	483,318		483,318
TOTAL PUBLIC FIDUCIARY	498,318		498,318

**SUMMARY OF REVENUES BY FUND: PROGRAM**

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Revenues
<b><u>SHERIFF</u></b>			
ADMINISTRATIVE	95,948	512,158	608,106
CORRECTIONS	7,680,000	2,683,337	10,363,337
FORFEITURES		204,000	204,000
HIDTA		2,736,409	2,736,409
INVESTIGATIONS	490,500	1,142,842	1,633,342
OPERATIONS	10,000	1,422,114	1,432,114
TOTAL SHERIFF	8,276,448	8,700,860	16,977,308
<b><u>SUPERIOR COURT</u></b>			
ADJUDICATION	487,023	921,807	1,408,830
ADULT PROBATION		11,611,383	11,611,383
CONCILIATION COURT		633,048	633,048
INFORMATION SERVICES		478,000	478,000
LAW LIBRARY		205,517	205,517
TOTAL SUPERIOR COURT	487,023	13,849,755	14,336,778
<b>TOTAL JUSTICE &amp; LAW ENFORCEMENT</b>	<b>20,392,518</b>	<b>46,127,695</b>	<b>66,520,213</b>

**SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM**

<u>Functional Area/Super Department/Programs</u>	<u>FTEs</u>
<b><u>JUSTICE &amp; LAW ENFORCEMENT</u></b>	
<b><u>CLERK OF SUPERIOR COURT</u></b>	
ADMINISTRATION	7.1
CIVIL SERVICES	38.4
COURTROOM SERVICES	48.1
CRIMINAL SERVICES	18.0
FINANCIAL SERVICES	29.9
INFORMATION TECHNOLOGY	11.0
JUVENILE SERVICES	33.0
PROBATE SERVICES	6.0
RECORDS RETENTION	30.0
TOTAL CLERK OF SUPERIOR COURT	221.5
<b><u>CONSTABLES</u></b>	
AJO CONSTABLE	1.0
GREEN VALLEY CONSTABLE	1.0
TUCSON CONSTABLES	11.0
TOTAL CONSTABLES	13.0
<b><u>COUNTY ATTORNEY</u></b>	
ADMINISTRATION	29.0
CIVIL LEGAL SERVICES	68.3
COMMUNITY SUPPORT	17.0
CRIMINAL PROSECUTION	333.1
TOTAL COUNTY ATTORNEY	447.4
<b><u>INDIGENT DEFENSE</u></b>	
LEGAL DEFENDER	36.0
PUBLIC DEFENDER	189.5
TOTAL INDIGENT DEFENSE	225.5
<b><u>JUSTICE COURT AJO</u></b>	
JUSTICE COURT AJO	10.8
TOTAL JUSTICE COURT AJO	10.8
<b><u>JUSTICE COURT GREEN VALLEY</u></b>	
JUSTICE COURT GREEN VALLEY	9.5
TOTAL JUSTICE COURT GREEN VALLEY	9.5
<b><u>JUSTICE COURTS TUCSON</u></b>	
ADMINISTRATION	30.8
COURT OPERATIONS	78.3
JUDICIAL OPERATIONS	13.0
TOTAL JUSTICE COURTS TUCSON	122.1

**SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM**

<u>Functional Area/Super Department/Programs</u>	<u>FTEs</u>
<b><u>JUVENILE COURT</u></b>	
ADMINISTRATIVE SERVICES	56.5
CHILDREN & FAMILY SERVICES	34.0
DETENTION SERVICES	189.5
JUDICIAL SERVICES	28.4
PROBATION SERVICES	261.1
TOTAL JUVENILE COURT	569.5
<b><u>OFFICE OF COURT APPOINTED COUNSEL</u></b>	
OFFICE OF COURT APPOINTED COUNSEL	9.2
TOTAL OFFICE OF COURT APPOINTED COUNSEL	9.2
<b><u>PUBLIC FIDUCIARY</u></b>	
BURIALS	1.0
MANDATED FIDUCIARY SERVICES	36.1
TOTAL PUBLIC FIDUCIARY	37.1
<b><u>SHERIFF</u></b>	
ADMINISTRATIVE	157.0
CORRECTIONS	600.7
HIDTA	24.5
INVESTIGATIONS	248.0
OPERATIONS	381.0
TOTAL SHERIFF	1,411.2
<b><u>SUPERIOR COURT</u></b>	
ADJUDICATION	176.0
ADMINISTRATION	45.5
ADULT PROBATION	307.0
CALENDAR SERVICES	18.0
CONCILIATION COURT	22.0
FILL THE GAP - OTHER COURT DEPARMENTS	9.2
INFORMATION SERVICES	26.5
INTERPRETER	7.0
JURY COMMISSIONER	8.0
LAW LIBRARY	4.0
PRETRIAL SERVICES	40.3
TOTAL SUPERIOR COURT	663.5
<b>TOTAL JUSTICE &amp; LAW ENFORCEMENT</b>	3,740.3

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

# Clerk of the Superior Court

Expenditures: 11,248,517

Revenues: 3,811,674

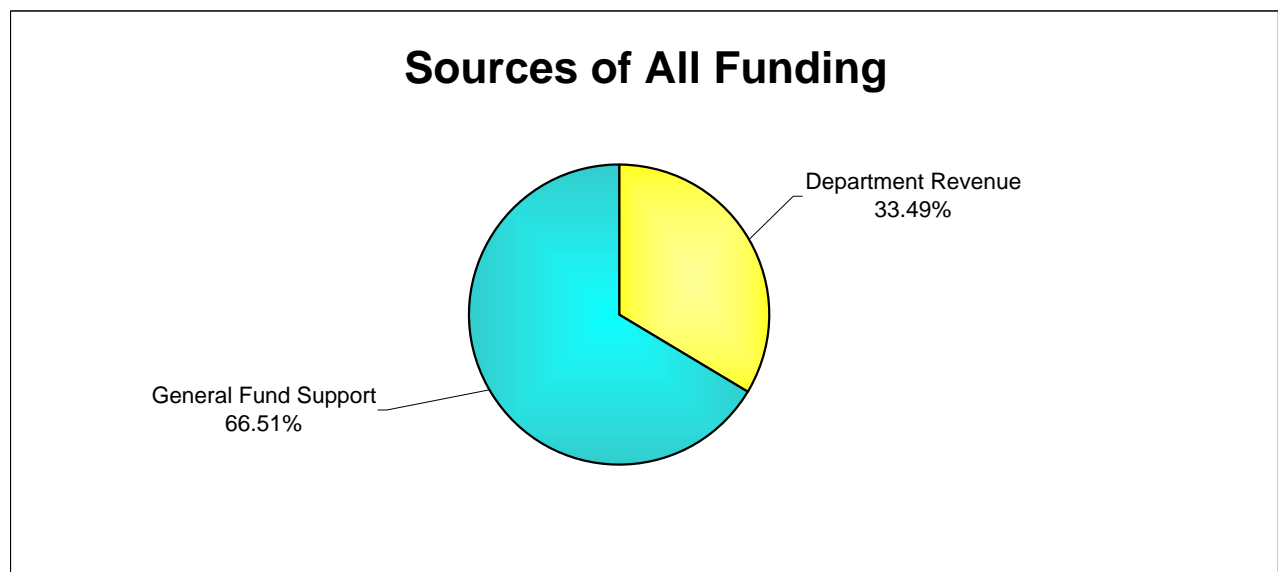
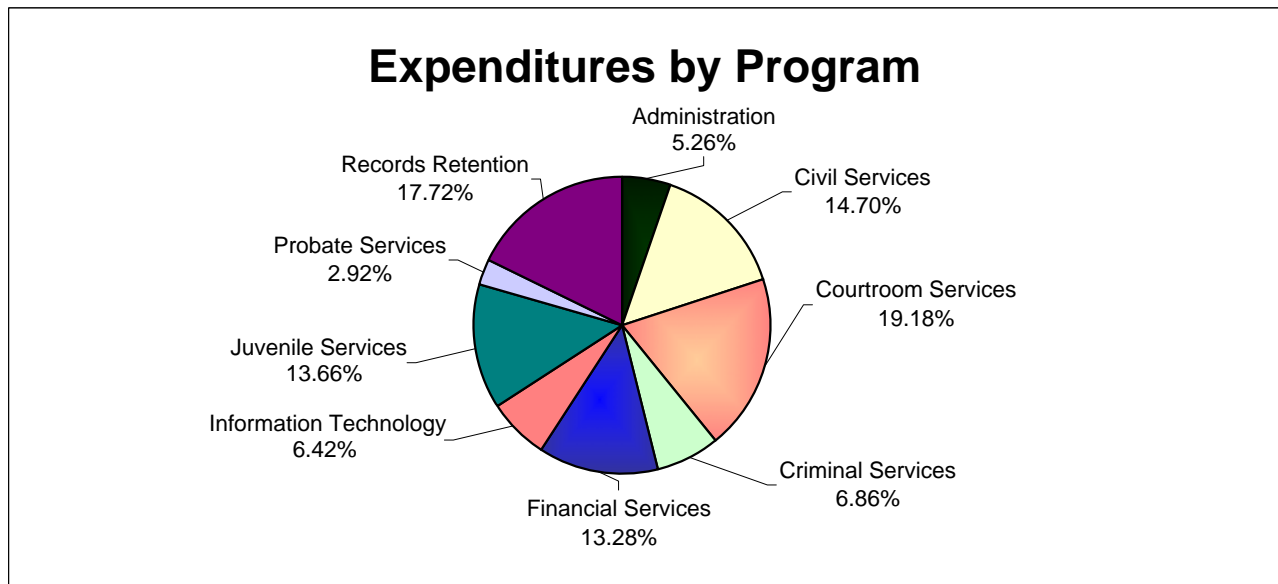
FTEs 221.5

**Function Statement:**

Maintain and hold accessible for the public and the court all Pima County division records of the Superior Court. Assist the public and all parties dealing with the court system. Establish, execute, and administer policies and procedures in compliance with the statutes of the state of Arizona and the Judicial Merit System. Coordinate the prompt and orderly disposition of the business of the court with the presiding judge and court administrator. Collect and disburse fees. Monitor the department's revenues and expenditures. Provide clerk services during trials and other proceedings. Receive, record, and disburse all court ordered payments of child support, spousal maintenance, and special paternity. Maintain permanent civil, probate, criminal, and child support case files.

**Mandates:**

ARS Title 12, Chapter 2, Article 8: Clerk of the Superior Court



### Department Summary by Program

Department: CLERK OF SUPERIOR COURT

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
ADMINISTRATION	740,848	417,997	592,080
CIVIL SERVICES	1,860,605	2,057,191	1,653,329
COURTROOM SERVICES	2,112,785	2,306,273	2,157,475
CRIMINAL SERVICES	780,096	790,363	771,801
FINANCIAL SERVICES	1,489,293	1,543,966	1,493,588
INFORMATION TECHNOLOGY	698,937	685,480	722,214
JUVENILE SERVICES	1,605,076	1,667,063	1,536,592
PROBATE SERVICES	388,307	392,954	327,846
RECORDS RETENTION	2,106,368	1,888,859	1,993,592
<b>Total Expenditures</b>	<b>11,782,315</b>	<b>11,750,146</b>	<b>11,248,517</b>

**Funding by Source**

**Revenues**

ADMINISTRATION	3,043,499	2,075,200	2,428,774
CIVIL SERVICES	1,674	1,600	0
CRIMINAL SERVICES	961	0	800
FINANCIAL SERVICES	761,185	734,120	391,100
INFORMATION TECHNOLOGY	319,372	275,000	295,000
PROBATE SERVICES	1,615	0	0
RECORDS RETENTION	741,406	645,600	696,000
<b>Total Revenues</b>	<b>4,869,712</b>	<b>3,731,520</b>	<b>3,811,674</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>13,777</b>	<b>(6,686)</b>	<b>(132,130)</b>
<b>General Fund Support</b>	<b>6,898,826</b>	<b>8,025,312</b>	<b>7,568,973</b>
<b>Total Program Funding</b>	<b>11,782,315</b>	<b>11,750,146</b>	<b>11,248,517</b>

**Staffing (FTEs) by Program**

ADMINISTRATION	8.0	7.7	7.1
CIVIL SERVICES	46.5	50.3	38.4
COURTROOM SERVICES	55.5	47.3	48.1
CRIMINAL SERVICES	17.0	16.8	18.0
FINANCIAL SERVICES	30.2	30.1	29.9
INFORMATION TECHNOLOGY	8.0	9.8	11.0
JUVENILE SERVICES	31.9	34.1	33.0
PROBATE SERVICES	7.0	7.0	6.0
RECORDS RETENTION	26.0	23.1	30.0
<b>Total Staffing (FTEs)</b>	<b>230.1</b>	<b>226.2</b>	<b>221.5</b>

## Program Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** ADMINISTRATION

**Function**

Provide administrative, managerial, and human resources for all functions of the department. The Clerk of the Superior Court provides quality, accessibility, and streamlined court related services to the judicial system and the public by operating in an environment of accountability. This environment is accomplished through development of strong, competent, open, and trusting partnerships which facilitate and exemplify the provision of government service.

**Description of Services**

Administer, direct, and manage all areas of the department in compliance with federal, state, Supreme Court, Appeals Court, local court, and County laws and ordinances. Ensure that all support services are provided to Superior Court divisions. Maintain a highly trained staff off personnel to ensure efficient and cost effective service to the courts and court partners. Provide all functions of human resources.

**Program Goals and Objectives**

- Provide guidance to department staff in compliance with all mandates and policies
- Ensure compliance with federal, state, Supreme Court, Appeals Court, local court, and County laws and ordinances
- Train managers and supervisors to enhance performance and communicate organizational expectations
- Hire, supervise, monitor and evaluate personnel

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Sanctions imposed due to non-compliance of mandates	0	0	0
Training sessions conducted	8	12	15
Employee evaluations performed	220	223	230

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	585,620	309,309	492,668
SUPPLIES AND SERVICES	148,965	108,688	99,412
CAPITAL OUTLAY	6,263	0	0
<b>Total Program Expenditures</b>	<b>740,848</b>	<b>417,997</b>	<b>592,080</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	1,239,641	1,074,200	1,098,174
FINES AND FORFEITS	1,783,433	975,000	1,322,000
INTEREST	15,327	19,600	5,600
MISCELLANEOUS	1,790	5,000	0
<b>Operating Revenue Sub-Total</b>	<b>3,040,191</b>	<b>2,073,800</b>	<b>2,425,774</b>
INTEREST	3,308	1,400	3,000
<b>Grant Revenue Sub-Total</b>	<b>3,308</b>	<b>1,400</b>	<b>3,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>48,944</b>	<b>18,600</b>	<b>(3,000)</b>
<b>General Fund Support</b>	<b>(2,351,595)</b>	<b>(1,675,803)</b>	<b>(1,833,694)</b>
<b>Total Program Funding</b>	<b>740,848</b>	<b>417,997</b>	<b>592,080</b>

<b>Program Staffing (FTEs)</b>	<b>8.0</b>	<b>7.7</b>	<b>7.1</b>
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## Program Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** CIVIL SERVICES

**Function**

Process all civil filings and payments mandated by Arizona Revised Statutes.

**Description of Services**

Receive, record, and maintain all civil case filings.

**Program Goals and Objectives**

- Issue orders of protection/injunctions against harassment
- Promote use of drop box as an alternative filing method
- Process all civil filings in a timely manner

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Orders of protection issued monthly	478	495	594
% of civil filings placed in drop box	10%	25%	45%
Civil filings processed daily	25	28	32

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,734,595	1,938,391	1,468,994
SUPPLIES AND SERVICES	126,010	118,800	184,335
<b>Total Program Expenditures</b>	<b>1,860,605</b>	<b>2,057,191</b>	<b>1,653,329</b>
<u>Program Funding by Source</u>			
<b>Revenues</b>			
MISCELLANEOUS	1,674	1,600	0
<b>Operating Revenue Sub-Total</b>	<b>1,674</b>	<b>1,600</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>1,858,931</b>	<b>2,055,591</b>	<b>1,653,329</b>
<b>Total Program Funding</b>	<b>1,860,605</b>	<b>2,057,191</b>	<b>1,653,329</b>
<b>Program Staffing (FTEs)</b>	<b>46.5</b>	<b>50.3</b>	<b>38.4</b>

## Program Summary

**Department:** CLERK OF SUPERIOR COURT

**Program:** COURTROOM SERVICES

**Function**

Provide court related services for civil, domestic relations, probate, criminal, juvenile, and child support cases in litigation.

**Description of Services**

Provide a courtroom clerk for every open court hearing. Create a synopsis (minute entry) for each hearing and process all associated paperwork connected to each specific hearing. Distribute and direct minute entries and other court documents to interested parties.

**Program Goals and Objectives**

- Process accurate minutes of court proceedings on a timely basis
- Improve customer satisfaction rating
- Provide timely processing of court documents

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Accuracy rate of court documents	96%	98%	99%
Court documents processed on time	99%	99%	99%
Customer satisfaction rating	99%	99%	99%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	2,035,750	2,229,261	2,036,703
SUPPLIES AND SERVICES	77,035	77,012	120,772
<b>Total Program Expenditures</b>	<b>2,112,785</b>	<b>2,306,273</b>	<b>2,157,475</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	2,112,785	2,306,273	2,157,475
<b>Total Program Funding</b>	<b>2,112,785</b>	<b>2,306,273</b>	<b>2,157,475</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
	55.5	47.3	48.1

## Program Summary

**Department:** CLERK OF SUPERIOR COURT

**Program:** CRIMINAL SERVICES

**Function**

Process all criminal filings and payments mandated by Arizona Revised Statutes.

**Description of Services**

Provide quality, accessible, and streamlined court related services and resources to enable the court and probationers to meet the requirements set by the judiciary.

**Program Goals and Objectives**

- Process all criminal filings in a timely manner
- Provide probation officers court records needed to supervise their probation caseloads
- Maintain and keep current all probationer case files relating to court orders and assessments

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Criminal case files updated monthly	1,500	2,000	2,300
Assessment payments collected monthly	720	760	810
Probation reports generated monthly	265	280	325

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	743,958	743,763	737,077
SUPPLIES AND SERVICES	36,138	46,600	34,724
<b>Total Program Expenditures</b>	<b>780,096</b>	<b>790,363</b>	<b>771,801</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	225	0	0
<b>Operating Revenue Sub-Total</b>	<b>225</b>	<b>0</b>	<b>0</b>
INTEREST	736	0	800
<b>Special Programs Revenue Sub-Total</b>	<b>736</b>	<b>0</b>	<b>800</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(736)</b>	<b>0</b>	<b>(800)</b>
<b>General Fund Support</b>	<b>779,871</b>	<b>790,363</b>	<b>771,801</b>
<b>Total Program Funding</b>	<b>780,096</b>	<b>790,363</b>	<b>771,801</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
<b>Program Staffing (FTEs)</b>	<b>17.0</b>	<b>16.8</b>	<b>18.0</b>

## Program Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** JUVENILE SERVICES

**Function**

Provide court related services to the judicial system and public concerning all juvenile related issues.

**Description of Services**

Provide a courtroom clerk for every open court hearing, create minute entries of all court procedure, comply with all constitutional, state, federal, Supreme Court, Appeals Court, local court and County laws, ordinances, and policies. Distribute and direct minute entries and other court document to interested parties.

**Program Goals and Objectives**

- Ensure delinquency cases are processed within 24 hours of filing
- Provide all case files prior to scheduled court hearings
- Provide outstanding service to internal and external customers

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Delinquency cases processed within 24 hours	90%	95%	100%
Percent of case files provided prior to daily court hearings	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,545,860	1,608,063	1,457,752
SUPPLIES AND SERVICES	59,216	59,000	78,840
<b>Total Program Expenditures</b>	<b>1,605,076</b>	<b>1,667,063</b>	<b>1,536,592</b>
<u>Program Funding by Source</u>			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	1,605,076	1,667,063	1,536,592
<b>Total Program Funding</b>	<b>1,605,076</b>	<b>1,667,063</b>	<b>1,536,592</b>
<b>Program Staffing (FTEs)</b>	<b>31.9</b>	<b>34.1</b>	<b>33.0</b>

## Program Summary

**Department: CLERK OF SUPERIOR COURT**

**Program: FINANCIAL SERVICES**

**Function**

Provide financial services to both internal and external customers of the court. Develop and monitor the annual budget. Prepare financial statements. Supervise all financial systems, accounts payable, payroll processing, and records maintenance. Provide collection services in order to collect past due court ordered assessments. Provide child support services for IV-D and non- IV-D cases. Maintain and update records as needed, and assist the court in distributing wage assignments.

**Description of Services**

Provide financial support to the courts in order to ensure all monies received are processed and distributed to the necessary agencies. Maintain accurate and timely accounting records. Maintain and update collection activity on all past due court ordered assessments. Assist families in the child support area to ensure proper record maintenance. Process all court documents in a timely and efficient manner.

**Program Goals and Objectives**

- Comply with all constitutional, state, federal, Supreme Court, Appeals Court, local court and County laws, ordinances and policies
- Provide collection services for all deferred payments
- Meet statutory deadlines for court related matters
- Enhance cash management services
- Initiate quarterly probation billings

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
New deferred payment cases established monthly	200	225	260
Billings sent to probationers per quarter	1,200	1,365	1,500

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,313,731	1,404,866	1,347,924
SUPPLIES AND SERVICES	165,065	139,100	145,664
CAPITAL OUTLAY	10,497	0	0
<b>Total Program Expenditures</b>	<b>1,489,293</b>	<b>1,543,966</b>	<b>1,493,588</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	600,797	265,000	300,000
CHARGES FOR SERVICES	0	271,000	0
FINES AND FORFEITS	0	134,220	0
MISCELLANEOUS	85,294	5,500	28,000
<b>Operating Revenue Sub-Total</b>	<b>686,091</b>	<b>675,720</b>	<b>328,000</b>
INTERGOVERNMENTAL	34,514	24,000	27,000
CHARGES FOR SERVICES	29,137	25,000	23,000
INTEREST	10,879	9,400	13,100
MISCELLANEOUS	564	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>75,094</b>	<b>58,400</b>	<b>63,100</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(6,919)</b>	<b>(378)</b>	<b>(11,178)</b>
<b>General Fund Support</b>	<b>735,027</b>	<b>810,224</b>	<b>1,113,666</b>
<b>Total Program Funding</b>	<b>1,489,293</b>	<b>1,543,966</b>	<b>1,493,588</b>

<u>Program Staffing (FTEs)</u>	<u>30.2</u>	<u>30.1</u>	<u>29.9</u>

## Program Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** INFORMATION TECHNOLOGY

**Function**

Provide for the design, development, implementation, support, and management of computerized information systems, particularly software application and computer hardware for the department.

**Description of Services**

Develop and maintain department automation projects. Provide software engineering and maintenance of automation projects. Provide management and support of technology resources. Provide fast and efficient distribution of court generated documents between the court and the public.

**Program Goals and Objectives**

- Provide customer support within 30 minutes of request
- Develop superior software engineering and maintenance of all automation projects
- Maintain reliable management and support technology resources
- Establish document distribution and tracking

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
30 minute response to call center	90%	95%	100%
Maintain security system 24 hrs a day	100%	100%	100%
Provide updates to computer systems as needed	85%	90%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	564,937	570,863	658,408
SUPPLIES AND SERVICES	85,993	78,617	43,806
CAPITAL OUTLAY	48,007	36,000	20,000
<b>Total Program Expenditures</b>	<b>698,937</b>	<b>685,480</b>	<b>722,214</b>

**Program Funding by Source**

<b>Revenues</b>			
MISCELLANEOUS	2,254	0	0
<b>Operating Revenue Sub-Total</b>	<b>2,254</b>	<b>0</b>	<b>0</b>
CHARGES FOR SERVICES	278,026	242,000	235,000
INTEREST	39,092	33,000	60,000
<b>Special Programs Revenue Sub-Total</b>	<b>317,118</b>	<b>275,000</b>	<b>295,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(250,189)</b>	<b>(187,000)</b>	<b>(173,072)</b>
<b>General Fund Support</b>	<b>629,754</b>	<b>597,480</b>	<b>600,286</b>
<b>Total Program Funding</b>	<b>698,937</b>	<b>685,480</b>	<b>722,214</b>

<b>Program Staffing (FTEs)</b>	<b>8.0</b>	<b>9.8</b>	<b>11.0</b>
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## Program Summary

**Department:** CLERK OF SUPERIOR COURT  
**Program:** PROBATE SERVICES

**Function**

The probate court is responsible for the oversight of all probate cases and all minor and adult guardian and conservator cases. Responsible for data entry and case management information for the wards of the court including information relating to fiduciaries appointed by the court. Information is utilized not only by Superior Court, but also by the Supreme Court governing certified fiduciaries. Conduct various customer service functions such as providing certified copies of wills and letters of administration.

**Description of Services**

Responsible for filing all probate, trust, and guardianship/conservator cases. Provide service to internal and external customers and provide certified copies of documents and letters of administration.

**Program Goals and Objectives**

- Process all guardianship cases in a timely manner
- Provide e-filing capabilities to attorneys
- Issue letters of administration daily

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Cases submitted by e-filing per month	160	170	175
Letters of administration issued daily	10	15	18
Guardianship cases processed on time	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	364,694	367,454	302,472
SUPPLIES AND SERVICES	23,613	25,500	25,374
<b>Total Program Expenditures</b>	<b>388,307</b>	<b>392,954</b>	<b>327,846</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	1,615	0	0
<b>Operating Revenue Sub-Total</b>	<b>1,615</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>386,692</b>	<b>392,954</b>	<b>327,846</b>
<b>Total Program Funding</b>	<b>388,307</b>	<b>392,954</b>	<b>327,846</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Program Staffing (FTEs)	7.0	7.0	6.0

## Program Summary

**Department: CLERK OF SUPERIOR COURT**

**Program: RECORDS RETENTION**

**Function**

Provide for the storage of all court documentation (case files) as mandated by State of Arizona guidelines.

**Description of Services**

Provide storage, along with retrieval and return functions of all court case files for Superior Court and the public as required.

**Program Goals and Objectives**

- Check all documents thoroughly and correct before placing into storage
- Complete the scanning of archive documents into the Arizona case management system (AGAVE)
- Maintain reliable customer service with all units of the Superior Court and the public

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
% of documents checked before placing in storage	100%	100%	100%
Scan old files into the AGAVE system	85%	90%	95%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,048,317	1,000,987	1,115,347
SUPPLIES AND SERVICES	1,056,933	687,872	878,245
CAPITAL OUTLAY	1,118	200,000	0
<b>Total Program Expenditures</b>	<b>2,106,368</b>	<b>1,888,859</b>	<b>1,993,592</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	245	0	0
<b>Operating Revenue Sub-Total</b>	<b>245</b>	<b>0</b>	<b>0</b>
INTERGOVERNMENTAL	18,195	0	0
CHARGES FOR SERVICES	642,146	566,000	611,000
INTEREST	75,416	79,600	85,000
MISCELLANEOUS	5,404	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>741,161</b>	<b>645,600</b>	<b>696,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>222,677</b>	<b>162,092</b>	<b>55,920</b>
<b>General Fund Support</b>	<b>1,142,285</b>	<b>1,081,167</b>	<b>1,241,672</b>
<b>Total Program Funding</b>	<b>2,106,368</b>	<b>1,888,859</b>	<b>1,993,592</b>

<u>Program Staffing (FTEs)</u>	<u>26.0</u>	<u>23.1</u>	<u>30.0</u>

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# Constables

Expenditures: 1,009,524

FTEs 13.0

Revenues: 465,254

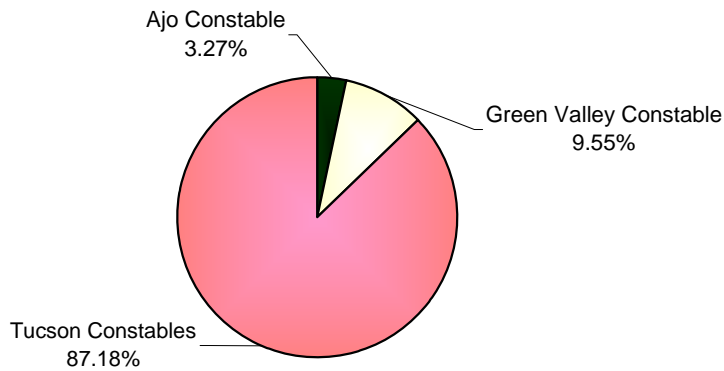
**Function Statement:**

Act as Peace Officer for the Justice Courts. Serve criminal and civil summons. Evict tenants under writs of restitution. Collect debts on writs of execution. Serve restraining orders. Perform arrests and bring defendants to court on civil warrants.

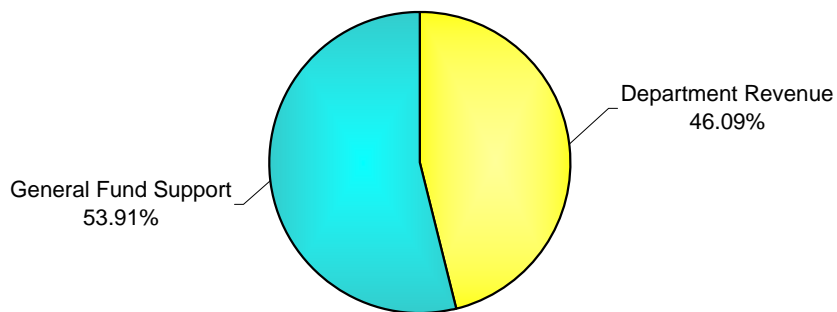
**Mandates:**

ARS Title 22, Chapter 1, Article 1: Justice Precincts and Precinct Officers;  
ARS Title 22, Chapter 1, Article 3: Constables

## Expenditures by Program



## Sources of All Funding



## Department Summary by Program

Department: **CONSTABLES**

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
AJO CONSTABLE	26,186	27,501	33,019
GREEN VALLEY CONSTABLE	78,292	83,374	96,374
TUCSON CONSTABLES	769,225	812,753	880,131
<b>Total Expenditures</b>	<b>873,703</b>	<b>923,628</b>	<b>1,009,524</b>

### **Funding by Source**

**Revenues**

AJO CONSTABLE	2,353	1,120	1,120
GREEN VALLEY CONSTABLE	13,014	12,440	18,184
TUCSON CONSTABLES	481,236	406,492	445,950
<b>Total Revenues</b>	<b>496,603</b>	<b>420,052</b>	<b>465,254</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>377,100</b>	<b>503,576</b>	<b>544,270</b>
<b>Total Program Funding</b>	<b>873,703</b>	<b>923,628</b>	<b>1,009,524</b>

### **Staffing (FTEs) by Program**

AJO CONSTABLE	1.0	1.0	1.0
GREEN VALLEY CONSTABLE	1.0	1.0	1.0
TUCSON CONSTABLES	11.0	11.0	11.0
<b>Total Staffing (FTEs)</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>

## Program Summary

**Department: CONSTABLES**

**Program: AJO CONSTABLE**

**Function**

Serve Justice Court papers as required by ARS 22-102 and 22-131. 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 statutorily 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Attempt to serve all Justice Court papers	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	20,859	18,811	25,629
SUPPLIES AND SERVICES	5,327	7,490	7,390
CAPITAL OUTLAY	0	1,200	0
<b>Total Program Expenditures</b>	<b>26,186</b>	<b>27,501</b>	<b>33,019</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	2,353	1,120	1,120
<b>Operating Revenue Sub-Total</b>	<b>2,353</b>	<b>1,120</b>	<b>1,120</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>23,833</b>	<b>26,381</b>	<b>31,899</b>
<b>Total Program Funding</b>	<b>26,186</b>	<b>27,501</b>	<b>33,019</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
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. 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 statutorily 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Attempt to serve all Justice Court papers	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	64,903	66,051	78,068
SUPPLIES AND SERVICES	13,389	17,323	18,306
<b>Total Program Expenditures</b>	<b>78,292</b>	<b>83,374</b>	<b>96,374</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	13,014	12,440	18,184
<b>Operating Revenue Sub-Total</b>	<b>13,014</b>	<b>12,440</b>	<b>18,184</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>65,278</b>	<b>70,934</b>	<b>78,190</b>
<b>Total Program Funding</b>	<b>78,292</b>	<b>83,374</b>	<b>96,374</b>

<b>Program Staffing (FTEs)</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
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## Program Summary

**Department: CONSTABLES**

**Program: TUCSON CONSTABLES**

**Function**

Serve Justice Court papers as required by ARS 22-102 and 22-131. Act as Peace Officer for the Pima County Justice Courts.

**Description of Services**

Serve and return civil, 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 statutorily 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Civil papers served	93%	94%	94%
Civil fees collected	98%	99%	99%
Criminal/traffic papers served	76%	77%	77%
Domestic violence/harassment orders served	86%	87%	87%
Attempt to serve all Justice Court papers	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	663,621	687,387	755,837
SUPPLIES AND SERVICES	105,604	109,640	121,720
CAPITAL OUTLAY	0	15,726	2,574
<b>Total Program Expenditures</b>	<b>769,225</b>	<b>812,753</b>	<b>880,131</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	443,664	368,060	407,518
MISCELLANEOUS	37,572	38,432	38,432
<b>Operating Revenue Sub-Total</b>	<b>481,236</b>	<b>406,492</b>	<b>445,950</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>287,989</b>	<b>406,261</b>	<b>434,181</b>
<b>Total Program Funding</b>	<b>769,225</b>	<b>812,753</b>	<b>880,131</b>

<u>Program Staffing (FTEs)</u>	<u>11.0</u>	<u>11.0</u>	<u>11.0</u>
<b>Program Staffing (FTEs)</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>

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# County Attorney

**Expenditures:** 31,266,364

**Revenues:** 9,559,192

**FTEs** 447.4

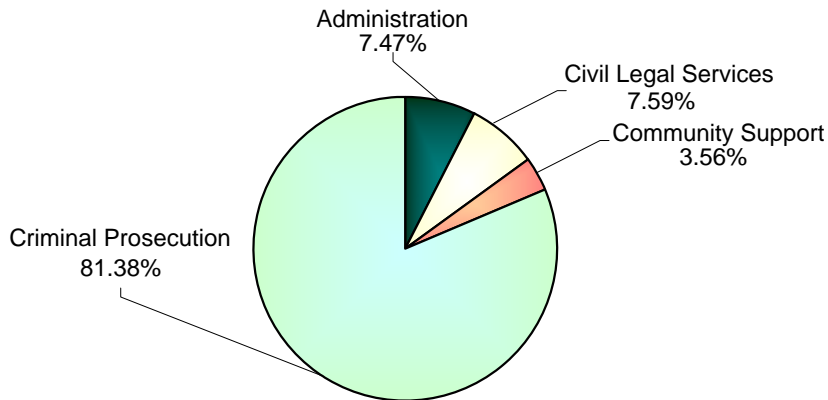
**Function Statement:**

Represent the state in felony matters occurring throughout Pima County and in all misdemeanor cases occurring in unincorporated areas of Pima County. Provide legal advice to the Board of Supervisors, County departments, and other government entities. Provide advocacy and crisis intervention for victims and witnesses via the Victim Witness Program. Investigate and prosecute racketeering crime, and administer resources for all Pima County law enforcement agencies via the Antiracketeering Program. Assist County residents and merchants in collecting bad check restitution via the Bad Check Program. Operate 88-Crime telephone hotline 24 hours a day, receiving citizen tips to assist in solving crimes. Support and administer youth related programs by working with nonprofit agencies. Provide community protection by working with neighborhoods in order to reduce trends in youth violence, increase public safety, and reduce crime. Administer the Adult Diversion Program as an alternative to prosecution.

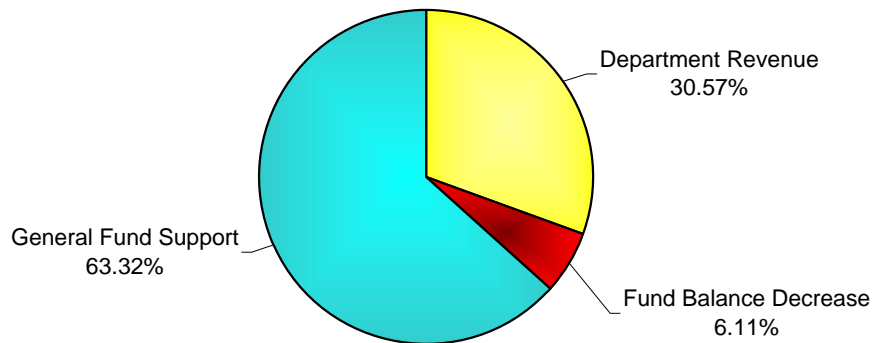
**Mandates:**

ARS Title 11, Chapter 3, Article 6: County Attorney; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries

## Expenditures by Program



## Sources of All Funding



## Department Summary by Program

Department: COUNTY ATTORNEY

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
ADMINISTRATION	2,172,954	2,562,019	2,336,345
CIVIL LEGAL SERVICES	2,589,859	2,698,199	2,372,767
COMMUNITY SUPPORT	1,094,748	1,389,076	1,112,693
CRIMINAL PROSECUTION	18,464,728	24,832,510	25,444,559
<b>Total Expenditures</b>	<b>24,322,289</b>	<b>31,481,804</b>	<b>31,266,364</b>

**Funding by Source**

**Revenues**

ADMINISTRATION	2,012	0	0
CIVIL LEGAL SERVICES	8,574	0	0
COMMUNITY SUPPORT	528,358	681,720	671,000
CRIMINAL PROSECUTION	8,296,412	8,142,235	8,888,192
<b>Total Revenues</b>	<b>8,835,356</b>	<b>8,823,955</b>	<b>9,559,192</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(2,673,617)</b>	<b>2,185,024</b>	<b>1,909,555</b>
<b>General Fund Support</b>	<b>18,160,550</b>	<b>20,472,825</b>	<b>19,797,617</b>
<b>Total Program Funding</b>	<b>24,322,289</b>	<b>31,481,804</b>	<b>31,266,364</b>

**Staffing (FTEs) by Program**

ADMINISTRATION	29.0	29.0	29.0
CIVIL LEGAL SERVICES	70.4	70.4	68.3
COMMUNITY SUPPORT	22.0	23.0	17.0
CRIMINAL PROSECUTION	280.8	318.9	333.1
<b>Total Staffing (FTEs)</b>	<b>402.2</b>	<b>441.3</b>	<b>447.4</b>

## 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. Comply with Pima County Administrative Procedures, Board of Supervisors Policies and coordinate activities with County Administration departments.

**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 while constantly striving for positive returns on investment and ensuring 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 the Grand Jury and Issuing systems for the Criminal Division
- Complete the electronic transfers and electronic signatures to the Clerk of Court for all criminal matters beginning with indictments
- Complete the criminal data base design and the CAPS view to allow fuller development of new systems with new fields being allowed
- Keep maintaining at least a 96% uptime of the network infrastructure for the six departmental and non departmental facilities from 7:00 AM to 6:00 PM, seven days a week
- Install and have operational a secured storage area network and disaster recovery site
- Complete at least 95% of the design, development, and implementation of departmental and non departmental databases, applications and reports within mutually established deadlines
- 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Biweekly payroll submitted on time	100%	100%	100%
Financial reports submitted	613	652	771
Witness travel and victim arrangements completed in a timely manner	100%	100%	100%
Increase in volunteers recruited/trained	25%	25%	25%
Database projects completed	25%	15%	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	45	45	45
Data systems accuracy achieved	95%	95%	95%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,783,776	2,050,639	1,952,708
SUPPLIES AND SERVICES	365,218	436,218	383,637
CAPITAL OUTLAY	23,960	75,162	0
<b>Total Program Expenditures</b>	<b>2,172,954</b>	<b>2,562,019</b>	<b>2,336,345</b>

**Program Funding by Source**

**Revenues**

MISCELLANEOUS	2,012	0	0
<b>Operating Revenue Sub-Total</b>	<b>2,012</b>	<b>0</b>	<b>0</b>

## 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	2,171,742	2,562,019	2,336,345
	<u>2,172,954</u>	<u>2,562,019</u>	<u>2,336,345</u>
<b>Total Program Funding</b>	<b>2,172,954</b>	<b>2,562,019</b>	<b>2,336,345</b>
<hr/>			
<b>Program Staffing (FTEs)</b>	<b>29.0</b>	<b>29.0</b>	<b>29.0</b>

## 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, and prosecution of air quality, wildcat dumping, hazardous materials, and water quality violations), health care, Title 36 mental health commitments, elections, eminent domain, planning and zoning, the adoption and enforcement of building and zoning codes and other local ordinances, transportation, construction contracts, other types of contracts and inter-governmental agreements, real property, and telecommunications. Legal services provided include giving legal advice to Pima County; 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 elections laws, enforcing the open meetings law, enforcing conflicts of interest laws, and enforcing other similar regulatory laws relating to public officials and public entities. Where conflicts of interest or other circumstances prevent the Pima County Attorney's Office Civil Division from representing Pima County in a particular matter, enlist the services of competent outside legal counsel and prepares and monitors 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 the 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 as 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	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Savings from successful legal defense	75%	98%	75%
Satisfactory or above ratings on client evaluations for defense of legal proceedings	99%	99%	99%
Revenues and/or fines collected	\$423,337	\$637,562	\$559,863
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	1,057	1,000
Satisfactory or above ratings on client evaluations for legal advice and consultation	99%	99%	99%
Routine contracts reviewed	1,500	1,100	1,100
Routine contracts reviewed within 5 days	98%	95%	98%
IGAs/ordinances/resolutions reviewed	295	495	510
IGAs/ordinances/resolutions reviewed within 5 days	99%	95%	98%
Client education training hours provided	168	255	168
Satisfactory or above ratings on client evaluation	99%	99%	99%

## Program Summary

Department: COUNTY ATTORNEY  
 Program: CIVIL LEGAL SERVICES

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	2,316,082	2,398,342	2,273,735
SUPPLIES AND SERVICES	217,914	212,153	99,032
CAPITAL OUTLAY	55,863	87,704	0
<b>Total Program Expenditures</b>	<b><u>2,589,859</u></b>	<b><u>2,698,199</u></b>	<b><u>2,372,767</u></b>
<u>Program Funding by Source</u>			
<b>Revenues</b>			
MISCELLANEOUS	8,574	0	0
<b>Operating Revenue Sub-Total</b>	<b><u>8,574</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b><u>2,581,285</u></b>	<b><u>2,698,199</u></b>	<b><u>2,372,767</u></b>
<b>Total Program Funding</b>	<b><u>2,589,859</u></b>	<b><u>2,698,199</u></b>	<b><u>2,372,767</u></b>
<b>Program Staffing (FTEs)</b>	<b>70.4</b>	<b>70.4</b>	<b>68.3</b>

## Program Summary

**Department:** COUNTY ATTORNEY  
**Program:** COMMUNITY SUPPORT

**Function**

Operate 88-Crime 24 hours a day receiving citizen tips to assist solving crimes. Through the Bad Check Program 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 to 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 by 88-Crime
- 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 Countywide 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 (These trainings are now standardized and are held four times a year with approximately 60 attendees)
- Donate gun locks to the community to promote gun lock safety and responsible gun ownership
- Provide training to agency staff, Community Justice Board volunteers, and case managers at the Center for Juvenile Alternatives on case management and prevention/resiliency

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Hotline and 88-crime office calls	12,500	13,500	14,500
Personal contacts made at community events	70,000	75,000	80,000
Presentations made at community events	373	400	425
Bad Check Program participants	6,939	7,100	7,200
Bad checks submitted	4,350	4,500	4,600
Restitution collected	\$1,139,658	\$1,200,000	\$1,200,000
Checks collected of those submitted	100%	100%	100%
CARGO presentations	41	30	40
Gun locks donated	3,692	10,000	10,000
Countywide truancy sweeps conducted	4	4	4
Eviction training sessions	8	18	4
Eviction proceedings	15	20	100
CJB/staff training programs	6	12	20
Community Justice Boards	10	10	11

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	874,878	1,225,821	969,558
SUPPLIES AND SERVICES	208,811	156,665	139,840
CAPITAL OUTLAY	11,059	6,590	3,295
<b>Total Program Expenditures</b>	<b>1,094,748</b>	<b>1,389,076</b>	<b>1,112,693</b>

## Program Summary

Department: COUNTY ATTORNEY  
 Program: COMMUNITY SUPPORT

**Program Funding by Source**

<b>Revenues</b>			
<b>Operating Revenue Sub-Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
CHARGES FOR SERVICES	473,232	0	0
FINES AND FORFEITS	0	600,000	597,500
INTEREST	11,048	15,000	9,000
MISCELLANEOUS	3,623	6,000	3,000
<b>Special Programs Revenue Sub-Total</b>	<b>487,903</b>	<b>621,000</b>	<b>609,500</b>
INTERGOVERNMENTAL	38,610	60,000	60,000
INTEREST	845	720	1,500
MISCELLANEOUS	1,000	0	0
<b>Grant Revenue Sub-Total</b>	<b>40,455</b>	<b>60,720</b>	<b>61,500</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>201,280</b>	<b>269,120</b>	<b>14,970</b>
<b>General Fund Support</b>	<b>365,110</b>	<b>438,236</b>	<b>426,723</b>
<b>Total Program Funding</b>	<b>1,094,748</b>	<b>1,389,076</b>	<b>1,112,693</b>
<hr/>			
<b>Program Staffing (FTEs)</b>	<b>22.0</b>	<b>23.0</b>	<b>17.0</b>

## 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. 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, arrest 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 upon 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

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Felony cases presented for review by law enforcement	10,500	11,000	11,500
Percent of violent, dangerous, repetitive offenders tried	48%	45%	45%
Juvenile cases presented for review by law enforcement	11,000	9,035	10,000
Requests for investigative services	11,500	9,131	10,000
Misdemeanor cases filed by law enforcement in Justice Court and prosecuted	36,750	25,856	26,340
Written victim notifications	180,000	190,000	210,000
Victim restitutions processed within guidelines	100%	100%	100%
Initial appearance hearings (two per day) attended	730	730	730
Crisis response hours provided to victims	12,160	12,400	12,750
Cost savings achieved by using a volunteer force to respond to crisis calls	\$218,886	\$223,200	\$229,500
Average number of days to process claims	40	40	40
Claims processed within 60 days	98%	98%	99%
Total claims processed	300	320	375
Training hours provided	200	200	200
Legal reviews and corresponding disbursements of funds to local law enforcement agencies	95	116	113
Criminal call outs provided	100	175	225

## Program Summary

Department: COUNTY ATTORNEY

Program: CRIMINAL PROSECUTION

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	14,377,658	17,398,005	18,743,554
SUPPLIES AND SERVICES	3,727,020	6,712,440	6,328,278
CAPITAL OUTLAY	360,050	722,065	372,727
<b>Total Program Expenditures</b>	<b>18,464,728</b>	<b>24,832,510</b>	<b>25,444,559</b>
<u>Program Funding by Source</u>			
<b>Revenues</b>			
INTERGOVERNMENTAL	32,450	32,440	32,440
INTEREST	8	0	0
MISCELLANEOUS	62,778	40,000	40,000
<b>Operating Revenue Sub-Total</b>	<b>95,236</b>	<b>72,440</b>	<b>72,440</b>
INTERGOVERNMENTAL	1,434,406	1,805,425	1,352,889
INTEREST	485,479	396,000	512,400
MISCELLANEOUS	3,696,892	3,340,338	3,542,265
<b>Special Programs Revenue Sub-Total</b>	<b>5,616,777</b>	<b>5,541,763</b>	<b>5,407,554</b>
INTERGOVERNMENTAL	2,561,367	2,399,874	3,278,052
INTEREST	22,584	16,123	34,003
MISCELLANEOUS	448	112,035	96,143
<b>Grant Revenue Sub-Total</b>	<b>2,584,399</b>	<b>2,528,032</b>	<b>3,408,198</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(2,874,097)</b>	<b>1,915,904</b>	<b>1,894,585</b>
<b>General Fund Support</b>	<b>13,042,413</b>	<b>14,774,371</b>	<b>14,661,782</b>
<b>Total Program Funding</b>	<b>18,464,728</b>	<b>24,832,510</b>	<b>25,444,559</b>
<b>Program Staffing (FTEs)</b>	<b>280.8</b>	<b>318.9</b>	<b>333.1</b>

# Indigent Defense

**Expenditures:** 17,533,403

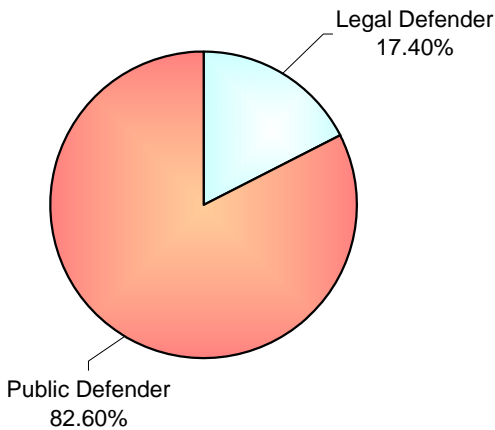
FTEs 225.5

**Revenues:** 486,462

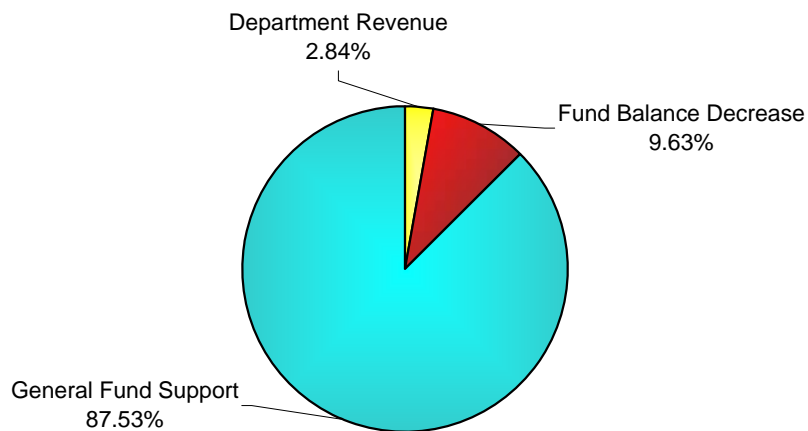
**Function Statement:** Provide quality legal representation in an efficient, cost effective manner for indigent individuals entitled to appointed counsel.

**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

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
LEGAL DEFENDER	2,644,693	3,042,226	2,977,463
PUBLIC DEFENDER	11,798,106	14,500,549	14,135,247
<b>Total Expenditures</b>	<b>14,442,799</b>	<b>17,542,775</b>	<b>17,112,710</b>
<u>Funding by Source</u>			
<b>Revenues</b>			
LEGAL DEFENDER	21,087	21,530	20,180
PUBLIC DEFENDER	465,377	451,552	466,282
<b>Total Revenues</b>	<b>486,464</b>	<b>473,082</b>	<b>486,462</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(241,509)</b>	<b>1,482,196</b>	<b>1,648,009</b>
<b>General Fund Support</b>	<b>14,197,844</b>	<b>15,587,497</b>	<b>14,978,239</b>
<b>Total Program Funding</b>	<b>14,442,799</b>	<b>17,542,775</b>	<b>17,112,710</b>
<u>Staffing (FTEs) by Program</u>			
LEGAL DEFENDER	36.0	37.0	36.0
PUBLIC DEFENDER	161.7	181.5	189.5
<b>Total Staffing (FTEs)</b>	<b>197.7</b>	<b>218.5</b>	<b>225.5</b>

## 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 and probation revocation petitions in the Pima County Superior Court. File appeals and other post conviction petitions.

**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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Annual attorney retention rate	100%	90%	90%
Support staff training rate	41%	35%	35%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	2,357,739	2,699,663	2,724,752
SUPPLIES AND SERVICES	286,954	342,563	252,711
<b>Total Program Expenditures</b>	<b>2,644,693</b>	<b>3,042,226</b>	<b>2,977,463</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	53	0	0
MISCELLANEOUS	37	0	0
<b>Operating Revenue Sub-Total</b>	<b>90</b>	<b>0</b>	<b>0</b>
INTERGOVERNMENTAL	16,556	16,972	15,460
INTEREST	4,210	4,558	4,720
MISCELLANEOUS	231	0	0
<b>Grant Revenue Sub-Total</b>	<b>20,997</b>	<b>21,530</b>	<b>20,180</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(2,240)</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>2,625,846</b>	<b>3,020,696</b>	<b>2,957,283</b>
<b>Total Program Funding</b>	<b>2,644,693</b>	<b>3,042,226</b>	<b>2,977,463</b>

<b>Program Staffing (FTEs)</b>	<b>36.0</b>	<b>37.0</b>	<b>36.0</b>
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## 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

-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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Annual attorney retention rate	89%	90%	90%
Support staff training rate	38%	35%	35%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	10,599,554	11,418,720	11,051,075
SUPPLIES AND SERVICES	1,117,890	2,928,198	2,549,666
CAPITAL OUTLAY	80,662	153,631	534,506
<b>Total Program Expenditures</b>	<b>11,798,106</b>	<b>14,500,549</b>	<b>14,135,247</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	10,098	12,960	12,960
CHARGES FOR SERVICES	862	0	0
MISCELLANEOUS	992	0	0
<b>Operating Revenue Sub-Total</b>	<b>11,952</b>	<b>12,960</b>	<b>12,960</b>
INTERGOVERNMENTAL	313,226	313,000	333,174
INTEREST	78,870	60,000	58,000
MISCELLANEOUS	1,531	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>393,627</b>	<b>373,000</b>	<b>391,174</b>
INTERGOVERNMENTAL	57,394	64,000	59,248
INTEREST	2,226	1,592	2,900
MISCELLANEOUS	178	0	0
<b>Grant Revenue Sub-Total</b>	<b>59,798</b>	<b>65,592</b>	<b>62,148</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(239,269)</b>	<b>1,482,196</b>	<b>1,648,009</b>
<b>General Fund Support</b>	<b>11,571,998</b>	<b>12,566,801</b>	<b>12,020,956</b>
<b>Total Program Funding</b>	<b>11,798,106</b>	<b>14,500,549</b>	<b>14,135,247</b>

<u>Program Staffing (FTEs)</u>	<u>161.7</u>	<u>181.5</u>	<u>189.5</u>

# Justice Court Ajo

**Expenditures:** 713,810

FTEs 10.8

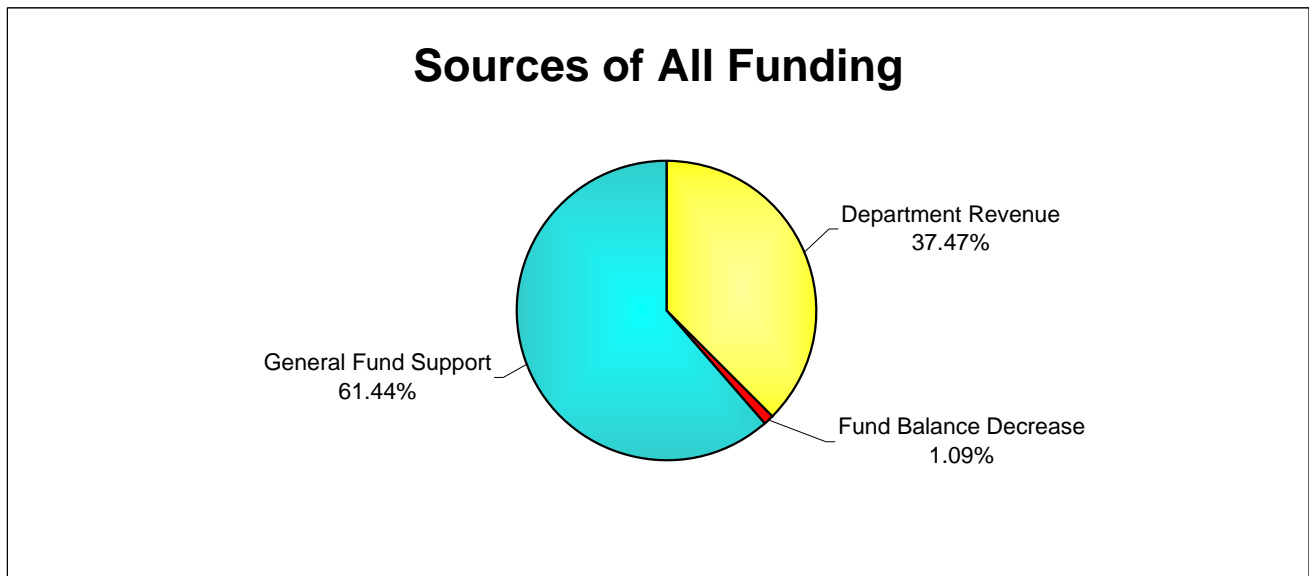
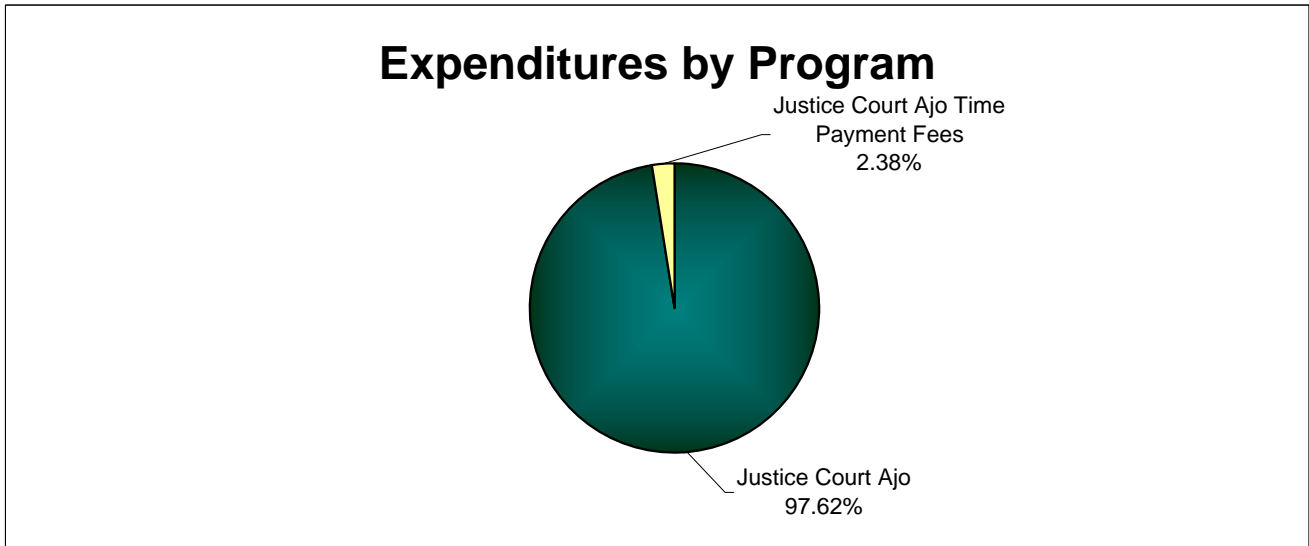
**Revenues:** 267,432

**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



## Department Summary by Program

Department: JUSTICE COURT AJO

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
JUSTICE COURT AJO	457,238	685,194	696,810
JUSTICE COURT AJO TIME PAY FEES	12,033	0	17,000
<b>Total Expenditures</b>	<b>469,271</b>	<b>685,194</b>	<b>713,810</b>
<u>Funding by Source</u>			
<b>Revenues</b>			
JUSTICE COURT AJO	250,511	257,098	258,524
JUSTICE COURT AJO TIME PAY FEES	7,935	8,908	8,908
<b>Total Revenues</b>	<b>258,446</b>	<b>266,006</b>	<b>267,432</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>4,092</b>	<b>(8,908)</b>	<b>7,812</b>
<b>General Fund Support</b>	<b>206,733</b>	<b>428,096</b>	<b>438,566</b>
<b>Total Program Funding</b>	<b>469,271</b>	<b>685,194</b>	<b>713,810</b>
<u>Staffing (FTEs) by Program</u>			
JUSTICE COURT AJO	9.8	10.8	10.8
<b>Total Staffing (FTEs)</b>	<b>9.8</b>	<b>10.8</b>	<b>10.8</b>

## 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 conclusion 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

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Cases filed	4,189	3,979	4,084
General Fund revenue generated	\$250,505	\$257,098	\$258,244
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	1,037	962	1,000
Defaults, suspensions, and nonresident violators compacts (NRVCs) issued	809	931	870
Orders to show cause (OSC), review, and status hearings	893	874	884
Minute entries filed	3,932	3,910	3,921
Proceedings (hearings/pretrial/sentencing)	2,292	1,903	2,098
Telephone calls/correspondence answered	9,001	10,217	9,609
Customers satisfied with service	99%	99%	99%
Misdemeanor cases per probation officer	23	43	33
Probationers not convicted of new crime	80%	80%	80%
Warrants addressed	90%	90%	90%
Probationers in behavioral health treatment	85%	85%	85%
Probationers requiring court assessment	60%	60%	60%
Out of Jurisdiction warrants	206	261	234

## Program Summary

Department: JUSTICE COURT AJO

Program: JUSTICE COURT AJO

Program Expenditures by Object	FY2006/2007 Actual	FY2007/2008 Adopted	FY2008/2009 Adopted
PERSONAL SERVICES	326,064	504,617	522,660
SUPPLIES AND SERVICES	131,174	173,077	174,150
CAPITAL OUTLAY	0	7,500	0
<b>Total Program Expenditures</b>	<b>457,238</b>	<b>685,194</b>	<b>696,810</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
INTERGOVERNMENTAL	34,399	33,995	35,141
CHARGES FOR SERVICES	33,671	19,613	19,613
FINES AND FORFEITS	182,437	203,140	203,140
MISCELLANEOUS	(2)	350	350
<b>Operating Revenue Sub-Total</b>	<b>250,505</b>	<b>257,098</b>	<b>258,244</b>
CHARGES FOR SERVICES	0	0	280
<b>Special Programs Revenue Sub-Total</b>	<b>0</b>	<b>0</b>	<b>280</b>
INTEREST	6	0	0
<b>Grant Revenue Sub-Total</b>	<b>6</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(6)</b>	<b>0</b>	<b>(280)</b>
<b>General Fund Support</b>	<b>206,733</b>	<b>428,096</b>	<b>438,566</b>
<b>Total Program Funding</b>	<b>457,238</b>	<b>685,194</b>	<b>696,810</b>
<b>Program Staffing (FTEs)</b>	<b>9.8</b>	<b>10.8</b>	<b>10.8</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Cases assessed time payment fee	1,660	1,671	1,666
Time payment fees collected	\$7,935	\$8,908	\$8,908

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	33	0	0
SUPPLIES AND SERVICES	12,000	0	17,000
<b>Total Program Expenditures</b>	<b>12,033</b>	<b>0</b>	<b>17,000</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	4,605	7,936	7,936
INTEREST	3,136	972	972
MISCELLANEOUS	194	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>7,935</b>	<b>8,908</b>	<b>8,908</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>4,098</b>	<b>(8,908)</b>	<b>8,092</b>
<b>General Fund Support</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>12,033</b>	<b>0</b>	<b>17,000</b>

<b>Program Staffing (FTEs)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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# Justice Court Green Valley

Expenditures: 509,438

FTEs 9.5

Revenues: 284,163

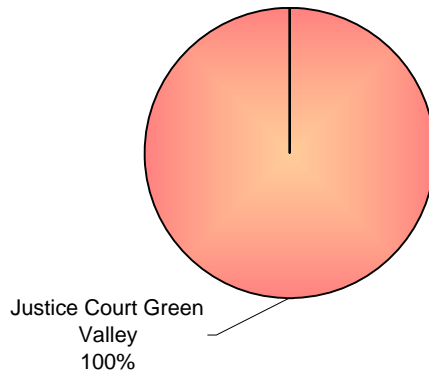
**Function Statement:**

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.

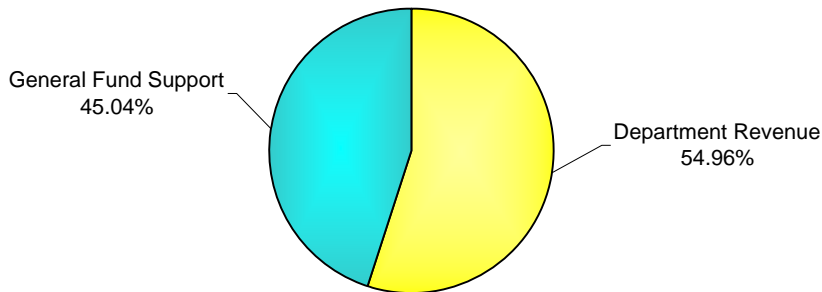
**Mandates:**

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

## Expenditures by Program



## Sources of All Funding



## Department Summary by Program

Department: JUSTICE COURT GREEN VALLEY

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
JUSTICE COURT GREEN VALLEY	438,271	491,113	509,438
<b>Total Expenditures</b>	<b>438,271</b>	<b>491,113</b>	<b>509,438</b>
<u>Funding by Source</u>			
<b>Revenues</b>			
JUSTICE COURT GREEN VALLEY	333,763	265,372	284,163
<b>Total Revenues</b>	<b>333,763</b>	<b>265,372</b>	<b>284,163</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(9,363)</b>	<b>(5,247)</b>	<b>(7,637)</b>
<b>General Fund Support</b>	<b>113,871</b>	<b>230,988</b>	<b>232,912</b>
<b>Total Program Funding</b>	<b>438,271</b>	<b>491,113</b>	<b>509,438</b>
<u>Staffing (FTEs) by Program</u>			
JUSTICE COURT GREEN VALLEY	8.5	9.1	9.5
<b>Total Staffing (FTEs)</b>	<b>8.5</b>	<b>9.1</b>	<b>9.5</b>

## 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 Court Ordered Judicial Education and Training (COJET)
- 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, county ordinance, 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Employees in compliance with state mandatory COJET training	100%	100%	100%
Case files found to be accurate	98%	95%	98%
Defaulted cases assigned to FARE	99%	99%	99%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	366,417	416,562	426,953
SUPPLIES AND SERVICES	64,185	65,551	80,485
CAPITAL OUTLAY	7,669	9,000	2,000
<b>Total Program Expenditures</b>	<b>438,271</b>	<b>491,113</b>	<b>509,438</b>
<u>Program Funding by Source</u>			
<b>Revenues</b>			
INTERGOVERNMENTAL	24,660	34,050	35,441
CHARGES FOR SERVICES	17,470	12,500	25,260
FINES AND FORFEITS	280,398	210,000	210,000
<b>Operating Revenue Sub-Total</b>	<b>322,528</b>	<b>256,550</b>	<b>270,701</b>
CHARGES FOR SERVICES	8,120	6,200	10,510
INTEREST	2,952	2,622	2,952
MISCELLANEOUS	163	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>11,235</b>	<b>8,822</b>	<b>13,462</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Program Summary

Department: JUSTICE COURT GREEN VALLEY

Program: JUSTICE COURT GREEN VALLEY

Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(9,363)	(5,247)	(7,637)
General Fund Support	113,871	230,988	232,912
<b>Total Program Funding</b>	<b>438,271</b>	<b>491,113</b>	<b>509,438</b>
<b>Program Staffing (FTEs)</b>	<b>8.5</b>	<b>9.1</b>	<b>9.5</b>

# Justice Courts Tucson

**Expenditures:** 7,649,409

FTEs 122.1

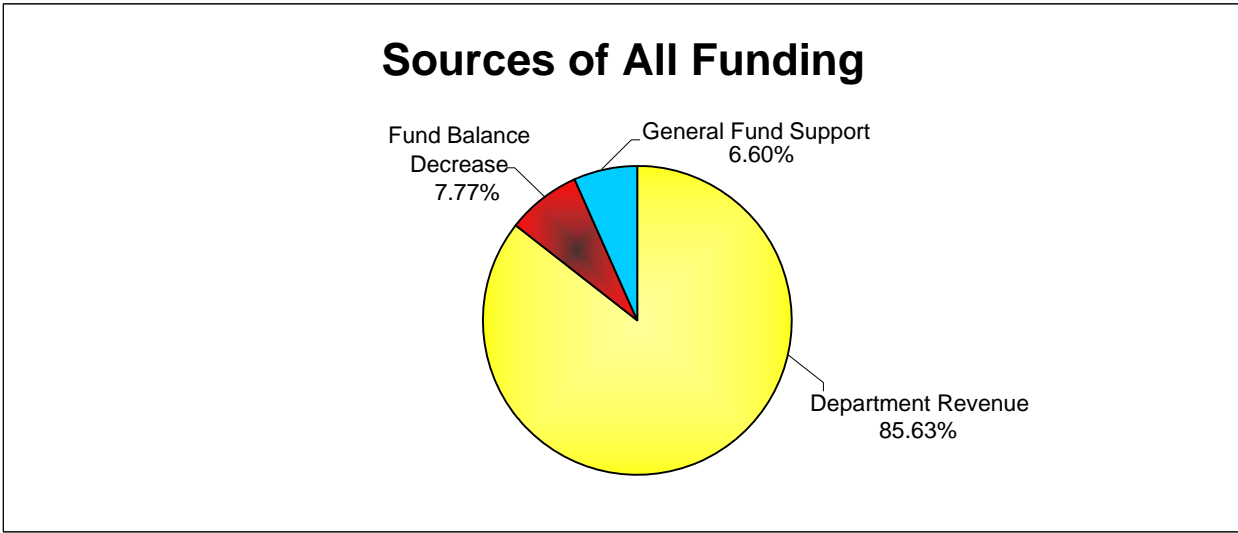
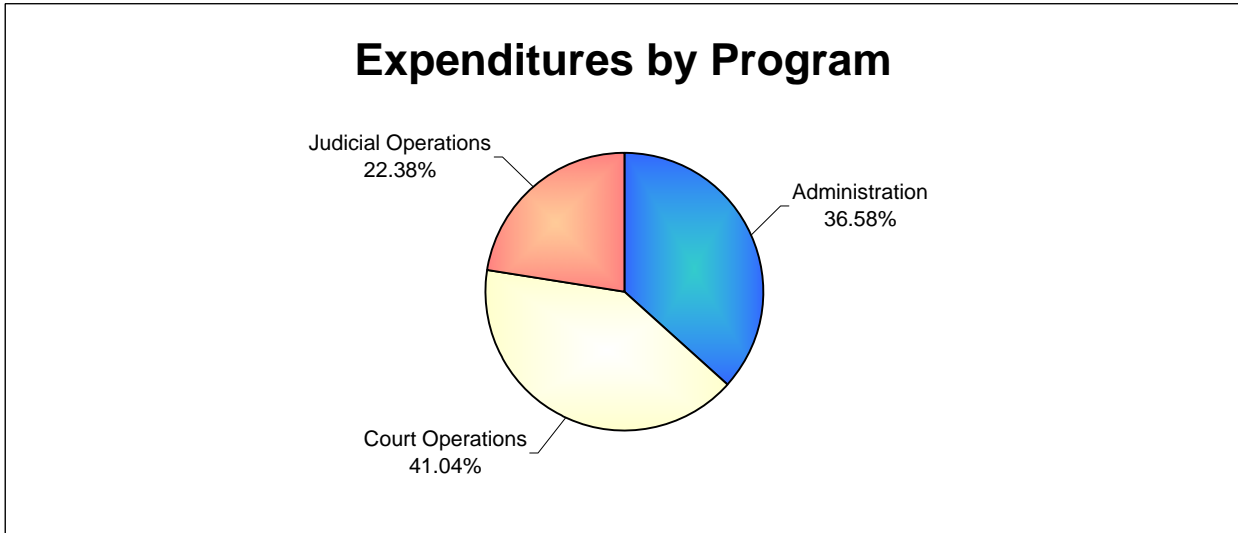
**Revenues:** 6,550,069

**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



## Department Summary by Program

Department: JUSTICE COURTS TUCSON

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
ADMINISTRATION	1,791,161	2,585,004	2,797,909
COURT OPERATIONS	3,221,704	3,417,600	3,139,374
JUDICIAL OPERATIONS	1,498,208	1,664,372	1,712,126
<b>Total Expenditures</b>	<b>6,511,073</b>	<b>7,666,976</b>	<b>7,649,409</b>

### **Funding by Source**

**Revenues**

ADMINISTRATION	5,473,369	6,386,328	6,046,221
COURT OPERATIONS	25	0	0
JUDICIAL OPERATIONS	339,391	421,682	503,848
<b>Total Revenues</b>	<b>5,812,785</b>	<b>6,808,010</b>	<b>6,550,069</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(83,733)</b>	<b>526,765</b>	<b>594,134</b>
<b>General Fund Support</b>	<b>782,021</b>	<b>332,201</b>	<b>505,206</b>
<b>Total Program Funding</b>	<b>6,511,073</b>	<b>7,666,976</b>	<b>7,649,409</b>

### **Staffing (FTEs) by Program**

ADMINISTRATION	26.5	29.8	30.8
COURT OPERATIONS	80.5	79.3	78.3
JUDICIAL OPERATIONS	11.0	13.2	13.0
<b>Total Staffing (FTEs)</b>	<b>118.0</b>	<b>122.3</b>	<b>122.1</b>

## 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, security, technology, staff training and education, facilities management, and all services related to case processing and administrative support to eight justices of the peace and judges pro tem.

**Program Goals 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

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Funds administered	\$6,511,073	\$7,666,976	\$7,649,409
Positions managed	118	122	122
Public use of buildings	415,000	460,000	490,000
Persons taken into custody	112	121	130

<b>Program Expenditures by Object</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
PERSONAL SERVICES	1,411,955	1,619,218	1,627,281
SUPPLIES AND SERVICES	371,419	435,786	352,355
CAPITAL OUTLAY	7,787	530,000	818,273
<b>Total Program Expenditures</b>	<b>1,791,161</b>	<b>2,585,004</b>	<b>2,797,909</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
CHARGES FOR SERVICES	1,899,697	2,140,597	2,126,729
FINES AND FORFEITS	3,261,888	4,039,731	3,488,492
MISCELLANEOUS	96,196	6,000	66,000
<b>Operating Revenue Sub-Total</b>	<b>5,257,781</b>	<b>6,186,328</b>	<b>5,681,221</b>
INTERGOVERNMENTAL	0	0	15,000
CHARGES FOR SERVICES	215,108	200,000	350,000
MISCELLANEOUS	200	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>215,308</b>	<b>200,000</b>	<b>365,000</b>
INTEREST	280	0	0
<b>Grant Revenue Sub-Total</b>	<b>280</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(92,783)</b>	<b>526,765</b>	<b>594,134</b>
<b>General Fund Support</b>	<b>(3,589,425)</b>	<b>(4,328,089)</b>	<b>(3,842,446)</b>
<b>Total Program Funding</b>	<b>1,791,161</b>	<b>2,585,004</b>	<b>2,797,909</b>

<b>Program Staffing (FTEs)</b>	<b>26.5</b>	<b>29.8</b>	<b>30.8</b>
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## 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 \$10,000 or less
  - . 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 and court records.
- Prepare and distribute court notices and minute entries.

**Program Goals and Objectives**

- Provide prompt and consistent delivery of services to the public, litigants, and attorneys
- 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Filings	175,958	175,000	175,000
Dispositions	196,000	190,000	200,000
Pending Cases	93,613	93,778	85,000

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	2,827,629	3,197,490	2,921,038
SUPPLIES AND SERVICES	379,668	220,110	218,336
CAPITAL OUTLAY	14,407	0	0
<b>Total Program Expenditures</b>	<b>3,221,704</b>	<b>3,417,600</b>	<b>3,139,374</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	25	0	0
<b>Operating Revenue Sub-Total</b>	<b>25</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>24</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>3,221,655</b>	<b>3,417,600</b>	<b>3,139,374</b>
<b>Total Program Funding</b>	<b>3,221,704</b>	<b>3,417,600</b>	<b>3,139,374</b>

<b>Program Staffing (FTEs)</b>	<b>80.5</b>	<b>79.3</b>	<b>78.3</b>
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## 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 \$10,000 or less.
  - . 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Filings	175,958	175,000	175,000
Dispositions	196,000	190,000	200,000
Pending cases	93,613	93,778	85,000

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,080,166	1,211,777	1,289,739
SUPPLIES AND SERVICES	412,112	452,595	422,387
CAPITAL OUTLAY	5,930	0	0
<b>Total Program Expenditures</b>	<b>1,498,208</b>	<b>1,664,372</b>	<b>1,712,126</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	296,280	265,261	340,808
CHARGES FOR SERVICES	22,934	36,100	42,719
MISCELLANEOUS	622	0	0
<b>Operating Revenue Sub-Total</b>	<b>319,836</b>	<b>301,361</b>	<b>383,527</b>
INTERGOVERNMENTAL	19,555	120,321	120,321
<b>Grant Revenue Sub-Total</b>	<b>19,555</b>	<b>120,321</b>	<b>120,321</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>9,026</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>1,149,791</b>	<b>1,242,690</b>	<b>1,208,278</b>
<b>Total Program Funding</b>	<b>1,498,208</b>	<b>1,664,372</b>	<b>1,712,126</b>

<u>Program Staffing (FTEs)</u>	<u>11.0</u>	<u>13.2</u>	<u>13.0</u>

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# Juvenile Court

**Expenditures:** 35,099,178

FTEs 569.5

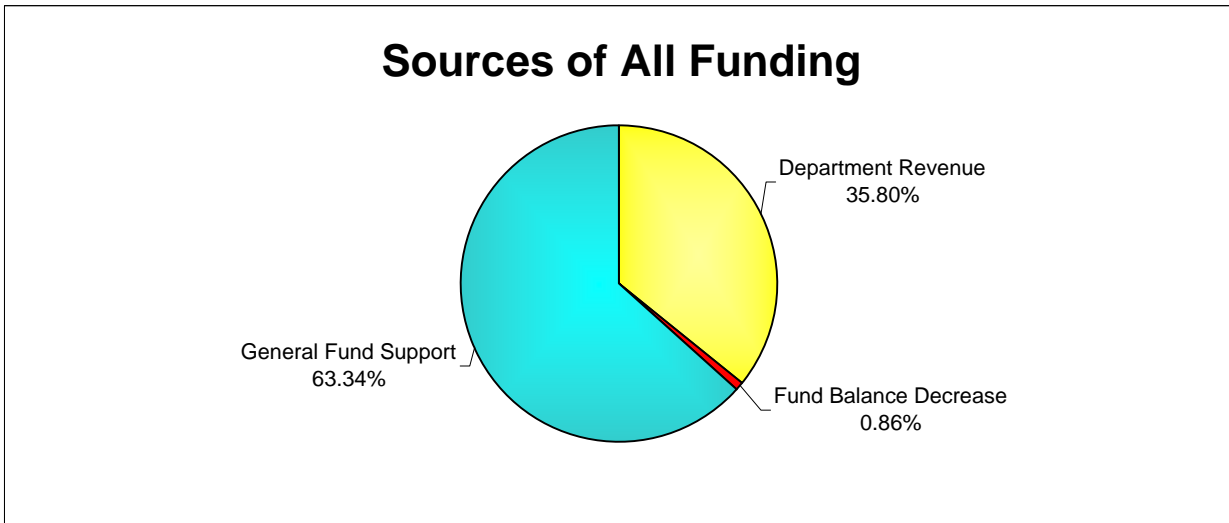
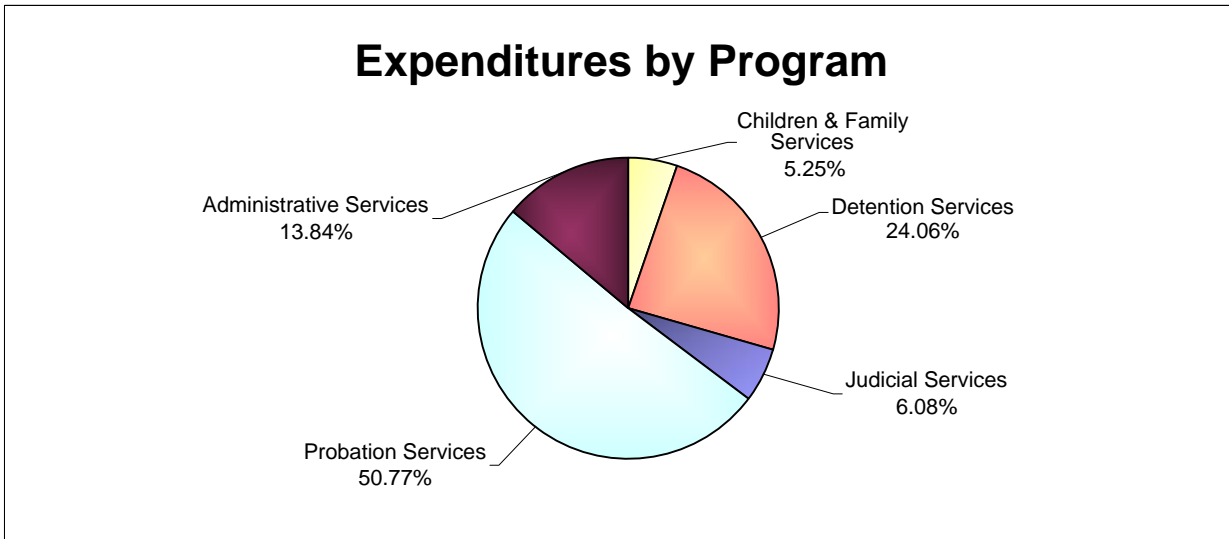
**Revenues:** 12,564,955

**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



## Department Summary by Program

Department: JUVENILE COURT

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
ADMINISTRATIVE SERVICES	5,259,126	5,152,123	4,857,074
CHILDREN & FAMILY SERVICES	1,675,371	1,824,879	1,844,409
DETENTION SERVICES	8,627,916	9,486,976	8,443,175
JUDICIAL SERVICES	2,068,183	2,161,008	2,133,530
PROBATION SERVICES	17,108,478	18,420,070	17,820,990
<b>Total Expenditures</b>	<b>34,739,074</b>	<b>37,045,056</b>	<b>35,099,178</b>

### Funding by Source

**Revenues**

ADMINISTRATIVE SERVICES	229,628	191,230	154,576
CHILDREN & FAMILY SERVICES	1,118,461	1,248,949	1,280,811
DETENTION SERVICES	750,038	785,400	477,423
JUDICIAL SERVICES	835	100	0
PROBATION SERVICES	10,354,181	11,138,732	10,652,145
<b>Total Revenues</b>	<b>12,453,143</b>	<b>13,364,411</b>	<b>12,564,955</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(55,732)</b>	<b>343,932</b>	<b>300,883</b>
<b>General Fund Support</b>	<b>22,341,663</b>	<b>23,336,713</b>	<b>22,233,340</b>
<b>Total Program Funding</b>	<b>34,739,074</b>	<b>37,045,056</b>	<b>35,099,178</b>

### Staffing (FTEs) by Program

ADMINISTRATIVE SERVICES	51.0	57.0	56.5
CHILDREN & FAMILY SERVICES	29.3	34.3	34.0
DETENTION SERVICES	201.3	201.3	189.5
JUDICIAL SERVICES	27.9	27.4	28.4
PROBATION SERVICES	247.8	262.1	261.1
<b>Total Staffing (FTEs)</b>	<b>557.3</b>	<b>582.1</b>	<b>569.5</b>

## 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 98%
- 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Assessment consumer satisfaction rating	98%	98%	98%
Financial reports submitted on time	100%	100%	100%
Budget compliance	100%	100%	100%
Computer infrastructure operative	98%	98%	98%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	2,816,635	3,237,688	2,708,066
SUPPLIES AND SERVICES	2,283,764	1,888,935	2,111,808
CAPITAL OUTLAY	158,727	25,500	37,200
<b>Total Program Expenditures</b>	<b>5,259,126</b>	<b>5,152,123</b>	<b>4,857,074</b>
<u>Program Funding by Source</u>			
<b>Revenues</b>			
CHARGES FOR SERVICES	13,212	0	12,000
FINES AND FORFEITS	6,106	2,500	4,000
INTEREST	1,134	0	0
MISCELLANEOUS	7,923	5,000	5,000
<b>Operating Revenue Sub-Total</b>	<b>28,375</b>	<b>7,500</b>	<b>21,000</b>
INTERGOVERNMENTAL	199,947	174,462	130,606
MISCELLANEOUS	1,306	9,268	2,970
<b>Grant Revenue Sub-Total</b>	<b>201,253</b>	<b>183,730</b>	<b>133,576</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>6,185</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>5,023,313</b>	<b>4,960,893</b>	<b>4,702,498</b>
<b>Total Program Funding</b>	<b>5,259,126</b>	<b>5,152,123</b>	<b>4,857,074</b>
<u>Program Staffing (FTEs)</u>	<u>51.0</u>	<u>57.0</u>	<u>56.5</u>

## 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 35:1 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Guardianship cases reviewed	100%	100%	100%
Cases resolved by full agreement through mediation	35%	35%	65%
Ratio of volunteers to coordinators	38:1	40:1	35:1
Eligible clients assessed for drug court	100%	100%	100%
Cases handled within ASFA timelines	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,471,345	1,574,151	1,582,688
SUPPLIES AND SERVICES	202,558	250,728	261,721
CAPITAL OUTLAY	1,468	0	0
<b>Total Program Expenditures</b>	<b>1,675,371</b>	<b>1,824,879</b>	<b>1,844,409</b>

**Program Funding by Source**

<u>Revenues</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
CHARGES FOR SERVICES	19,476	25,000	25,000
MISCELLANEOUS	76,954	0	0
<b>Operating Revenue Sub-Total</b>	<b>96,430</b>	<b>25,000</b>	<b>25,000</b>
INTERGOVERNMENTAL	1,024,698	1,115,094	1,143,007
INTEREST	(2,577)	0	0
MISCELLANEOUS	(90)	108,855	112,804
<b>Grant Revenue Sub-Total</b>	<b>1,022,031</b>	<b>1,223,949</b>	<b>1,255,811</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>24,354</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>532,556</b>	<b>575,930</b>	<b>563,598</b>
<b>Total Program Funding</b>	<b>1,675,371</b>	<b>1,824,879</b>	<b>1,844,409</b>

<b>Program Staffing (FTEs)</b>	<b>29.3</b>	<b>34.3</b>	<b>34.0</b>
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## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Youth completing stabilization level in 7 days	52%	60%	70%
Youth completing recognition level in 14 days	37%	45%	55%
Youth assigned a DMAFB mentor	98%	100%	100%
Youth reporting assigned mentor has been beneficial to them	73%	78%	80%
Relapse plan reviewed (MAC)	n/a	yes	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	7,992,548	8,941,953	7,861,375
SUPPLIES AND SERVICES	608,276	545,023	581,800
CAPITAL OUTLAY	27,092	0	0
<b>Total Program Expenditures</b>	<b>8,627,916</b>	<b>9,486,976</b>	<b>8,443,175</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	187,438	180,000	180,000
CHARGES FOR SERVICES	488,977	430,700	288,000
MISCELLANEOUS	108	0	0
<b>Operating Revenue Sub-Total</b>	<b>676,523</b>	<b>610,700</b>	<b>468,000</b>
INTERGOVERNMENTAL	1,000	0	0
MISCELLANEOUS	72,515	174,700	9,423
<b>Grant Revenue Sub-Total</b>	<b>73,515</b>	<b>174,700</b>	<b>9,423</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>82,572</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>7,795,306</b>	<b>8,701,576</b>	<b>7,965,752</b>
<b>Total Program Funding</b>	<b>8,627,916</b>	<b>9,486,976</b>	<b>8,443,175</b>

<b>Program Staffing (FTEs)</b>	<b>201.3</b>	<b>201.3</b>	<b>189.5</b>
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## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Dependency hearings held within legal time frames	90%	90%	90%
Hearings contested	6.3%	5.5%	5.5%
Approval rating of judicial officers	90%	90%	90%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,795,834	1,971,428	1,924,470
SUPPLIES AND SERVICES	272,349	189,580	209,060
<b>Total Program Expenditures</b>	<b>2,068,183</b>	<b>2,161,008</b>	<b>2,133,530</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	732	0	0
<b>Operating Revenue Sub-Total</b>	<b>732</b>	<b>0</b>	<b>0</b>
CHARGES FOR SERVICES	101	100	0
INTEREST	2	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>103</b>	<b>100</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(103)</b>	<b>0</b>	<b>100</b>
<b>General Fund Support</b>	<b>2,067,451</b>	<b>2,160,908</b>	<b>2,133,430</b>
<b>Total Program Funding</b>	<b>2,068,183</b>	<b>2,161,008</b>	<b>2,133,530</b>

<u>Program Staffing (FTEs)</u>	<u>27.9</u>	<u>27.4</u>	<u>28.4</u>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Successful completion of standard probation	86%	86%	84%
Successful completion of intensive probation	69%	73%	74%
Successful completion of diversion consequences within 90 days	64%	90%	70%
Amount of restitution collected	\$245,739	\$145,000	\$175,000
Number of community restitution hours worked	61,432	24,000	45,000
Victim customer service satisfaction rating	94%	90%	90%
Court reports completed within 24 hours	99%	98%	98%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	12,614,368	13,699,838	13,090,437
SUPPLIES AND SERVICES	4,442,987	4,720,232	4,730,553
CAPITAL OUTLAY	51,123	0	0
<b>Total Program Expenditures</b>	<b>17,108,478</b>	<b>18,420,070</b>	<b>17,820,990</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	2	0	0
MISCELLANEOUS	6,460	0	0
<b>Operating Revenue Sub-Total</b>	<b>6,462</b>	<b>0</b>	<b>0</b>
INTERGOVERNMENTAL	13,827	12,000	30,000
CHARGES FOR SERVICES	396,212	326,000	422,000
FINES AND FORFEITS	0	6,000	6,000
INTEREST	26,776	10,350	29,600
MISCELLANEOUS	29,880	26,900	27,000
<b>Special Programs Revenue Sub-Total</b>	<b>466,695</b>	<b>381,250</b>	<b>514,600</b>
INTERGOVERNMENTAL	9,865,674	10,757,482	10,137,545
INTEREST	15,350	0	0
<b>Grant Revenue Sub-Total</b>	<b>9,881,024</b>	<b>10,757,482</b>	<b>10,137,545</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(168,740)</b>	<b>343,932</b>	<b>300,783</b>
<b>General Fund Support</b>	<b>6,923,037</b>	<b>6,937,406</b>	<b>6,868,062</b>
<b>Total Program Funding</b>	<b>17,108,478</b>	<b>18,420,070</b>	<b>17,820,990</b>

<b>Program Staffing (FTEs)</b>	<b>247.8</b>	<b>262.1</b>	<b>261.1</b>
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# Office of Court Appointed Counsel

Expenditures: 11,480,346

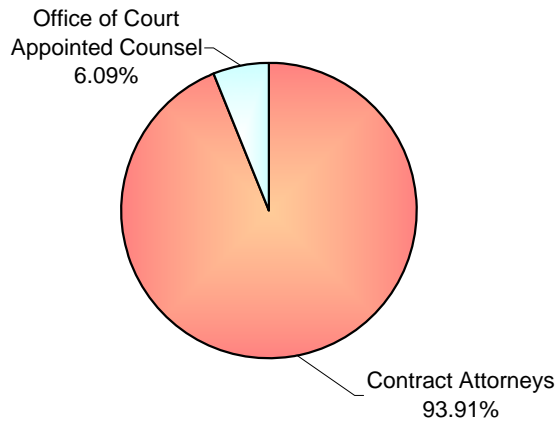
FTEs 9.2

Revenues: 718,608

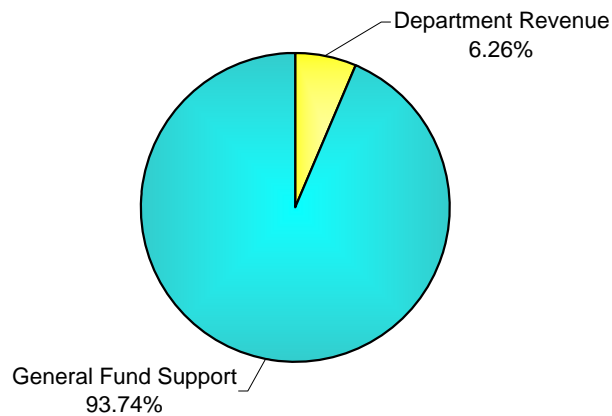
**Function Statement:** Provide eligibility screening and recommend attorney assessments for legal representation of out-of-custody defendants charged with criminal offenses in the Superior, Juvenile, and Justice Courts. Provide administrative support by reviewing contract compliance and reviewing and 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

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
CONTRACT ATTORNEYS	11,212,473	10,981,177	10,781,177
OFFICE OF COURT APPOINTED COUNSEL	623,488	709,536	699,169
<b>Total Expenditures</b>	<b>11,835,961</b>	<b>11,690,713</b>	<b>11,480,346</b>
<u>Funding by Source</u>			
<b>Revenues</b>			
CONTRACT ATTORNEYS	1,099,391	808,176	718,608
<b>Total Revenues</b>	<b>1,099,391</b>	<b>808,176</b>	<b>718,608</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>10,736,570</b>	<b>10,882,537</b>	<b>10,761,738</b>
<b>Total Program Funding</b>	<b>11,835,961</b>	<b>11,690,713</b>	<b>11,480,346</b>
<u>Staffing (FTEs) by Program</u>			
OFFICE OF COURT APPOINTED COUNSEL	11.0	10.0	9.2
<b>Total Staffing (FTEs)</b>	<b>11.0</b>	<b>10.0</b>	<b>9.2</b>

## 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.

**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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
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%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
SUPPLIES AND SERVICES	11,212,473	10,981,177	10,781,177
<b>Total Program Expenditures</b>	<b>11,212,473</b>	<b>10,981,177</b>	<b>10,781,177</b>
<u>Program Funding by Source</u>			
<b>Revenues</b>			
CHARGES FOR SERVICES	1,091,249	808,176	718,608
MISCELLANEOUS	8,142	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>1,099,391</b>	<b>808,176</b>	<b>718,608</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>10,113,082</b>	<b>10,173,001</b>	<b>10,062,569</b>
<b>Total Program Funding</b>	<b>11,212,473</b>	<b>10,981,177</b>	<b>10,781,177</b>
<b>Program Staffing (FTEs)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

## 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 97% of vendor claims within 10 working days of receipt

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Appointment of counsel entered into data warehouse	100%	100%	100%
Vendor claims processed within ten working days	97%	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	95%	97%	97%
Felony indigents and quasi indigents screened for eligibility of counsel	97%	98%	98%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	589,081	690,485	682,097
SUPPLIES AND SERVICES	16,553	19,051	17,072
CAPITAL OUTLAY	17,854	0	0
<b>Total Program Expenditures</b>	<b>623,488</b>	<b>709,536</b>	<b>699,169</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	623,488	709,536	699,169
<b>Total Program Funding</b>	<b>623,488</b>	<b>709,536</b>	<b>699,169</b>

<b>Program Staffing (FTEs)</b>	<b>11.0</b>	<b>10.0</b>	<b>9.2</b>
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# Public Fiduciary

**Expenditures:** 2,378,281

FTEs 37.1

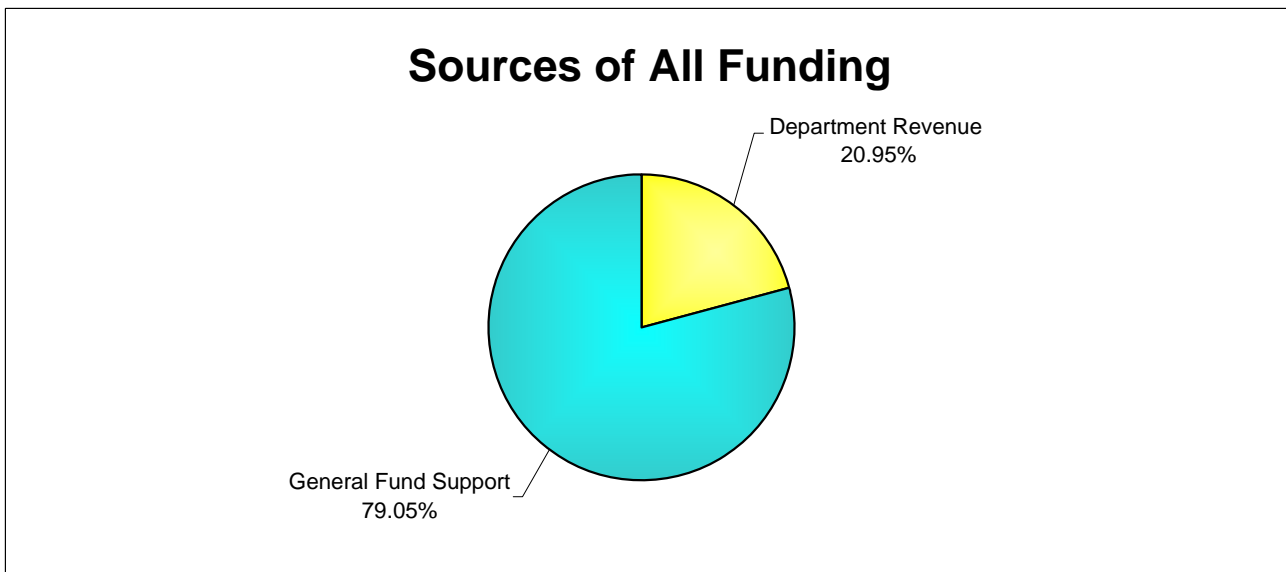
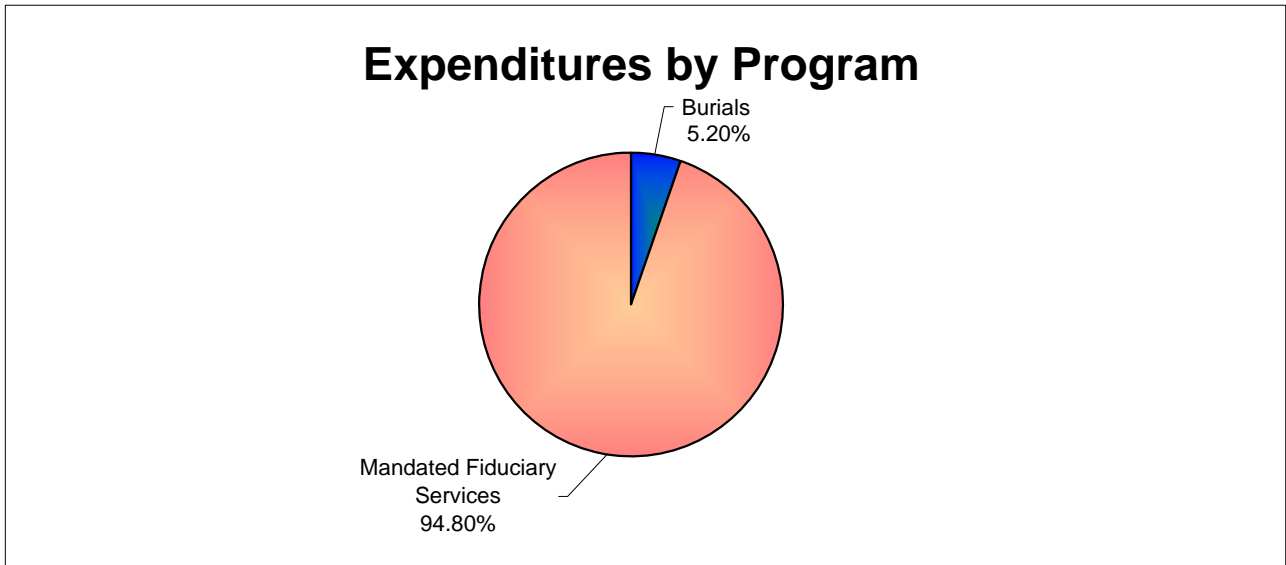
**Revenues:** 498,318

**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



## Department Summary by Program

Department: PUBLIC FIDUCIARY

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
BURIALS	122,663	231,050	123,644
MANDATED FIDUCIARY SERVICES	2,273,114	2,285,218	2,254,637
<b>Total Expenditures</b>	<b>2,395,777</b>	<b>2,516,268</b>	<b>2,378,281</b>
<u>Funding by Source</u>			
<b>Revenues</b>			
BURIALS	17,775	15,000	15,000
MANDATED FIDUCIARY SERVICES	538,918	480,918	483,318
<b>Total Revenues</b>	<b>556,693</b>	<b>495,918</b>	<b>498,318</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>1,839,084</b>	<b>2,020,350</b>	<b>1,879,963</b>
<b>Total Program Funding</b>	<b>2,395,777</b>	<b>2,516,268</b>	<b>2,378,281</b>
<u>Staffing (FTEs) by Program</u>			
BURIALS	0.7	1.0	1.0
MANDATED FIDUCIARY SERVICES	35.4	36.6	36.1
<b>Total Staffing (FTEs)</b>	<b>36.1</b>	<b>37.6</b>	<b>37.1</b>

## 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 and respectful indigent burial services

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Cases closed within 60 days of date of interment	100%	100%	100%
Applications processed and eligibility determined within 72 hours	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	0	48,124	48,124
SUPPLIES AND SERVICES	122,663	182,926	75,520
<b>Total Program Expenditures</b>	<b>122,663</b>	<b>231,050</b>	<b>123,644</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
CHARGES FOR SERVICES	17,775	15,000	15,000
<b>Operating Revenue Sub-Total</b>	<b>17,775</b>	<b>15,000</b>	<b>15,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>104,888</b>	<b>216,050</b>	<b>108,644</b>
<b>Total Program Funding</b>	<b>122,663</b>	<b>231,050</b>	<b>123,644</b>
<b>Program Staffing (FTEs)</b>	<b>0.7</b>	<b>1.0</b>	<b>1.0</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Average caseload per case manager (National Guardianship caseload recommendation is 40)	50	50	50
Initial case staffing within 1 week of appointment	85%	85%	85%
Annual reports (5) to Superior Court filed on time	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	2,145,648	2,175,419	2,159,871
SUPPLIES AND SERVICES	123,487	104,799	94,766
CAPITAL OUTLAY	3,979	5,000	0
<b>Total Program Expenditures</b>	<b>2,273,114</b>	<b>2,285,218</b>	<b>2,254,637</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	535,428	480,918	480,918
MISCELLANEOUS	3,490	0	2,400
<b>Operating Revenue Sub-Total</b>	<b>538,918</b>	<b>480,918</b>	<b>483,318</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>1,734,196</b>	<b>1,804,300</b>	<b>1,771,319</b>
<b>Total Program Funding</b>	<b>2,273,114</b>	<b>2,285,218</b>	<b>2,254,637</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Program Staffing (FTEs)</b>	<b>35.4</b>	<b>36.6</b>	<b>36.1</b>

# Sheriff

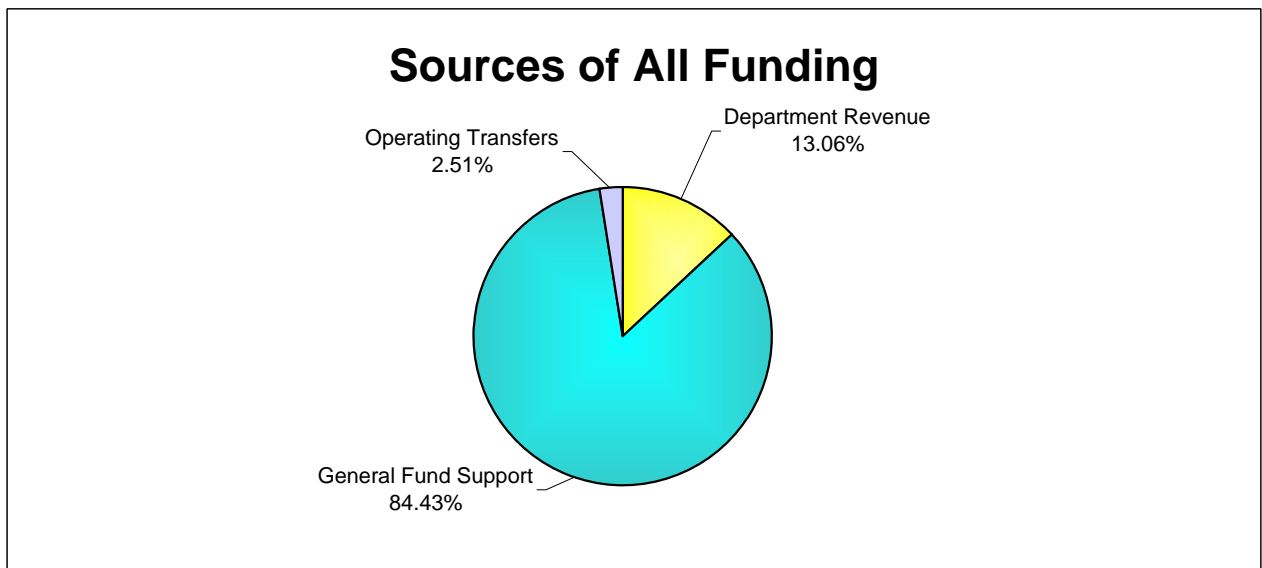
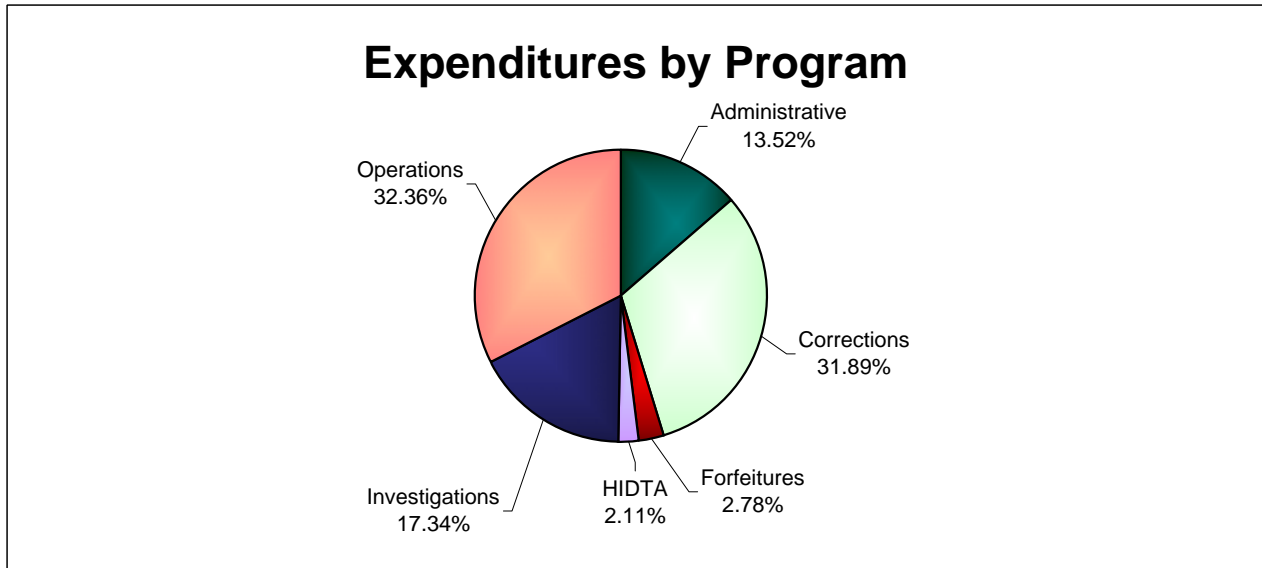
Expenditures: 129,619,738

FTEs 1,411.2

Revenues: 16,977,308

**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



## Department Summary by Program

Department: SHERIFF

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
ADMINISTRATIVE	19,739,097	18,393,246	17,522,263
CORRECTIONS	35,734,776	39,908,618	41,334,129
FORFEITURES	3,065,294	3,600,000	3,600,000
HIDTA	3,846,513	4,190,103	2,736,409
INVESTIGATIONS	20,320,597	21,019,819	22,479,168
OPERATIONS	35,920,061	36,295,734	41,947,769
<b>Total Expenditures</b>	<b>118,626,338</b>	<b>123,407,520</b>	<b>129,619,738</b>

### Funding by Source

**Revenues**

ADMINISTRATIVE	493,448	505,769	608,106
CORRECTIONS	10,080,070	9,343,888	10,363,337
FORFEITURES	24,039	102,000	204,000
HIDTA	3,777,938	4,190,103	2,736,409
INVESTIGATIONS	1,421,935	1,273,119	1,633,342
OPERATIONS	1,486,696	1,007,448	1,432,114
<b>Total Revenues</b>	<b>17,284,126</b>	<b>16,422,327</b>	<b>16,977,308</b>
<b>Net Operating Transfers In/(Out)</b>	<b>2,921,255</b>	<b>3,378,000</b>	<b>3,276,000</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(387,526)</b>	<b>(358,028)</b>	<b>(423,028)</b>
<b>General Fund Support</b>	<b>98,808,483</b>	<b>103,965,221</b>	<b>109,789,458</b>
<b>Total Program Funding</b>	<b>118,626,338</b>	<b>123,407,520</b>	<b>129,619,738</b>

### Staffing (FTEs) by Program

ADMINISTRATIVE	164.3	162.9	157.0
CORRECTIONS	600.7	595.7	600.7
HIDTA	24.5	24.5	24.5
INVESTIGATIONS	232.0	244.0	248.0
OPERATIONS	343.5	359.5	381.0
<b>Total Staffing (FTEs)</b>	<b>1,365.0</b>	<b>1,386.6</b>	<b>1,411.2</b>

## Program Summary

Department: SHERIFF

Program: ADMINISTRATIVE

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### 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 Services, Information Technology, and Office of Special Investigations. Within each division are sections/units that perform specific functions.

#### ADMINISTRATIVE DIVISION

- Compile, process, and analyze financial transactions including accounts payable, payroll, travel, petty cash, contracts, purchasing cards, intergovernmental agreements, state and federal grants, and revenues
- Provide relevant, reliable, and timely financial information to staff, management, Pima County, outside law enforcement agencies, and the federal government
- Prepare the annual departmental budget
- Handle personnel related actions including hiring, terminations, promotions, demotions, transfers, and pay adjustments while ensuring compliance with Equal Employment Opportunity requirements
- Provide basic, advanced, and in-service training for law enforcement, corrections, and civilian personnel
- Coordinate all operational and training activities conducted at the shooting range
- 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
- Implement risk management procedures to reduce work related injuries, vehicle collisions, and ensure compliance with OSHA rules

#### 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. Applications include Sheriff's Management and Records Tracking System, Synergen, and IAPro
- 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 ten-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

## Program Summary

**Department: SHERIFF**

**Program: ADMINISTRATIVE**

- communications support to field units to assure effective and timely completion of their tasks
- Receive and report non-priority civil and criminal activity without direct intervention of a peace officer
  - Answer all 9-1-1 calls within six seconds and all other calls within 18 seconds
  - Dispatch all priority one calls within two minutes of receipt and all other calls as soon as field resources are available
  - Contact complainants filing telephonic reports within two hours of their complaint
  - Maintain records of unit activities that reflect the services requested and the services deployed in response
  - 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
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	169,854	175,374	181,074
9-1-1 calls from land lines	109,881	103,975	104,000
9-1-1 calls from cellular source	117,196	120,420	123,732
Average pre-dispatch time on priority one calls	32 seconds	35 seconds	35 seconds
Ring time: 9-1-1 calls	9 seconds	9 seconds	6 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	2 weeks
Priority 1 calls dispatched in less than 2 minutes	96.9%	97.1%	97.0%
Percent of telephone reports received to total calls for service	2.5%	3.0%	3.5%
Ring time: all other calls	9 seconds	9 seconds	9 seconds
Average length of time : 9-1-1 calls	130 seconds	90 seconds	100 seconds

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	12,639,321	11,555,965	10,508,803
SUPPLIES AND SERVICES	6,396,714	6,155,465	6,613,460
CAPITAL OUTLAY	703,062	681,816	400,000
<b>Total Program Expenditures</b>	<b>19,739,097</b>	<b>18,393,246</b>	<b>17,522,263</b>

**Program Funding by Source**

**Revenues**

CHARGES FOR SERVICES	67,172	65,948	65,948
MISCELLANEOUS	45,464	30,000	30,000
<b>Operating Revenue Sub-Total</b>	<b>112,636</b>	<b>95,948</b>	<b>95,948</b>

## Program Summary

Department: SHERIFF

Program: ADMINISTRATIVE

INTERGOVERNMENTAL	379,534	409,821	512,158
INTEREST	1	0	0
MISCELLANEOUS	1,277	0	0
<b>Grant Revenue Sub-Total</b>	<b>380,812</b>	<b>409,821</b>	<b>512,158</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>74,113</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>19,171,536</b>	<b>17,887,477</b>	<b>16,914,157</b>
<b>Total Program Funding</b>	<b>19,739,097</b>	<b>18,393,246</b>	<b>17,522,263</b>
<b>Program Staffing (FTEs)</b>	<b>164.3</b>	<b>162.9</b>	<b>157.0</b>

## Program Summary

Department: SHERIFF

Program: CORRECTIONS

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### 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 inmates
- 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 custodial care of juvenile inmates, and inmates on suicide watches and/or diagnosed as mentally ill
- Provide a safe and secure setting for the staff, inmates, and public while at the Pima County Detention Center
- Provide timely and effective initial classification, reclassification, and counseling of inmates
- Provide good customer service to visitors who come to the facilities
- Provide liaison to visitors and impart helpful information that results 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
- 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

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Inmates booked	43,487	46,340	49,380
Average daily inmate population	1,877	2,008	2,149
Inmate court transports	23,675	24,622	25,607
Escapes (not failures to return)	1	0	0
Serious injuries to staff	2	1	0
Suicides	2	1	0
Erroneous releases	4	4	0
Failures to release (cases)	17	6	5

<b>Program Expenditures by Object</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
PERSONAL SERVICES	29,136,427	32,555,107	33,779,018
SUPPLIES AND SERVICES	6,438,530	7,126,011	7,380,111
CAPITAL OUTLAY	159,819	227,500	175,000
<b>Total Program Expenditures</b>	<b>35,734,776</b>	<b>39,908,618</b>	<b>41,334,129</b>

<b>Program Funding by Source</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
<b>Revenues</b>			
INTERGOVERNMENTAL	486	0	300,000
CHARGES FOR SERVICES	7,346,376	6,810,000	7,380,000
MISCELLANEOUS	25,435	0	0
<b>Operating Revenue Sub-Total</b>	<b>7,372,297</b>	<b>6,810,000</b>	<b>7,680,000</b>
INTERGOVERNMENTAL	480,624	400,000	400,000
CHARGES FOR SERVICES	1,250,602	1,300,000	1,300,000
INTEREST	124,668	25,000	115,000
MISCELLANEOUS	791,852	700,000	675,000
<b>Special Programs Revenue Sub-Total</b>	<b>2,647,746</b>	<b>2,425,000</b>	<b>2,490,000</b>
INTERGOVERNMENTAL	60,027	108,888	193,337
<b>Grant Revenue Sub-Total</b>	<b>60,027</b>	<b>108,888</b>	<b>193,337</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(120,000)</b>	<b>(120,000)</b>	<b>(120,000)</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(865,729)</b>	<b>(358,028)</b>	<b>(423,028)</b>
<b>General Fund Support</b>	<b>26,640,435</b>	<b>31,042,758</b>	<b>31,513,820</b>
<b>Total Program Funding</b>	<b>35,734,776</b>	<b>39,908,618</b>	<b>41,334,129</b>

<b>Program Staffing (FTEs)</b>	<b>600.7</b>	<b>595.7</b>	<b>600.7</b>

## Program Summary

**Department:** SHERIFF  
**Program:** FORFEITURES

**Function**

Enhance law enforcement and public safety services through forfeiture proceeds.

**Description of Services**

Receive allocations of seized anti-racketeering 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
None submitted			

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	265,670	0	0
SUPPLIES AND SERVICES	2,536,200	3,600,000	3,600,000
CAPITAL OUTLAY	263,424	0	0
<b>Total Program Expenditures</b>	<b>3,065,294</b>	<b>3,600,000</b>	<b>3,600,000</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	0	100,000	200,000
INTEREST	23,484	2,000	4,000
MISCELLANEOUS	555	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>24,039</b>	<b>102,000</b>	<b>204,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>3,041,255</b>	<b>3,498,000</b>	<b>3,396,000</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>3,065,294</b>	<b>3,600,000</b>	<b>3,600,000</b>

<u>Program Staffing (FTEs)</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
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## 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.

**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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
None submitted			

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	969,921	1,267,318	1,457,660
SUPPLIES AND SERVICES	2,837,457	2,922,785	1,278,749
CAPITAL OUTLAY	39,135	0	0
<b>Total Program Expenditures</b>	<b>3,846,513</b>	<b>4,190,103</b>	<b>2,736,409</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	3,788,627	4,190,103	2,736,409
MISCELLANEOUS	(10,689)	0	0
<b>Grant Revenue Sub-Total</b>	<b>3,777,938</b>	<b>4,190,103</b>	<b>2,736,409</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>68,575</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>3,846,513</b>	<b>4,190,103</b>	<b>2,736,409</b>

<u>Program Staffing (FTEs)</u>	<u>24.5</u>	<u>24.5</u>	<u>24.5</u>

## Program Summary

**Department:** SHERIFF

**Program:** INVESTIGATIONS

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### Function

Provide criminal investigations, 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 night detectives
- Provide investigative services for burglary, community problems, crimes against children, adult sex crimes, 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 and assist County departments 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
- Complete Writs of Restitution after receipt
- Collect delinquent tax or clear delinquent tax warrants issued to the Sheriff for collection
- Transcribe law enforcement reports, enter physical and out of custody arrest records into the Spillman Law Enforcement database, and disseminate reports to law enforcement investigations and criminal justice processes
- Transcribe physical arrest reports so that the finished product is available to the court liaison prior to initial appearance
- 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
- Reduce the volume of manual records associated with the chain-of-custody by converting to automated, electronic records to allow

## Program Summary

**Department: SHERIFF**

**Program: INVESTIGATIONS**

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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Calendar year clearance % - violent crimes	54%	60%	60%
Calendar year clearance % - property crimes	15%	16%	17%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	17,534,445	17,795,024	19,352,054
SUPPLIES AND SERVICES	2,548,083	3,166,295	3,127,114
CAPITAL OUTLAY	238,069	58,500	0
<b>Total Program Expenditures</b>	<b>20,320,597</b>	<b>21,019,819</b>	<b>22,479,168</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
TAXES	37,702	48,000	40,000
LICENSES & PERMITS	15,035	15,500	15,500
CHARGES FOR SERVICES	442,432	447,000	435,000
MISCELLANEOUS	2,960	0	0
<b>Operating Revenue Sub-Total</b>	<b>498,129</b>	<b>510,500</b>	<b>490,500</b>
INTERGOVERNMENTAL	921,872	762,619	1,142,842
MISCELLANEOUS	1,934	0	0
<b>Grant Revenue Sub-Total</b>	<b>923,806</b>	<b>762,619</b>	<b>1,142,842</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>80,920</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>18,817,742</b>	<b>19,746,700</b>	<b>20,845,826</b>
<b>Total Program Funding</b>	<b>20,320,597</b>	<b>21,019,819</b>	<b>22,479,168</b>

<u>Program Staffing (FTEs)</u>	<u>232.0</u>	<u>244.0</u>	<u>248.0</u>

## 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**

Three Specialty Sections: Special Operations, Tactical Response, and Border Crime

Special Operations includes the following units: Motorcycle Enforcement, Traffic Investigations, School Resource Officers, DUI, Park Enforcement, Search & Rescue, and Sheriff's Posse

Tactical Response includes the following units: Air Unit, Bomb Squad, Canine, Hostage Negotiations, and SWAT (Special Weapons & Tactics)

- Provide law enforcement support and services to all department districts and sections with specialized skills and services

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Calls for service	159,541	164,000	170,000
Arrests	25,251	23,200	26,000
On-site calls	25,489	26,000	26,500
Response time (minutes) - Metro	6:06	6:15	6:00
Response time (minutes) - County Wide	7:48	7:50	7:45

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	26,495,926	28,859,777	33,705,221
SUPPLIES AND SERVICES	7,519,505	7,335,855	8,242,548
CAPITAL OUTLAY	1,904,630	100,102	0
<b>Total Program Expenditures</b>	<b>35,920,061</b>	<b>36,295,734</b>	<b>41,947,769</b>

**Program Funding by Source**

<u>Revenues</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
CHARGES FOR SERVICES	329	0	0
FINES AND FORFEITS	11,987	10,000	10,000
MISCELLANEOUS	21,030	0	0
<b>Operating Revenue Sub-Total</b>	<b>33,346</b>	<b>10,000</b>	<b>10,000</b>
INTERGOVERNMENTAL	1,453,350	997,448	1,422,114
<b>Grant Revenue Sub-Total</b>	<b>1,453,350</b>	<b>997,448</b>	<b>1,422,114</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>254,595</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>34,178,770</b>	<b>35,288,286</b>	<b>40,515,655</b>
<b>Total Program Funding</b>	<b>35,920,061</b>	<b>36,295,734</b>	<b>41,947,769</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
	343.5	359.5	381.0

# Superior Court

**Expenditures:** 45,187,333

**FTEs** 663.5

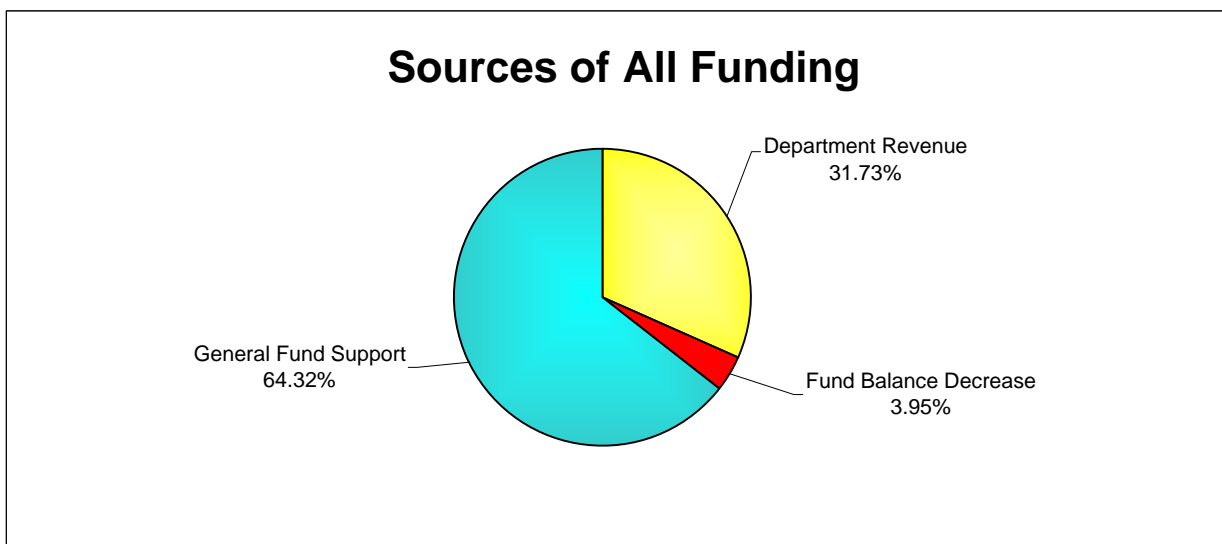
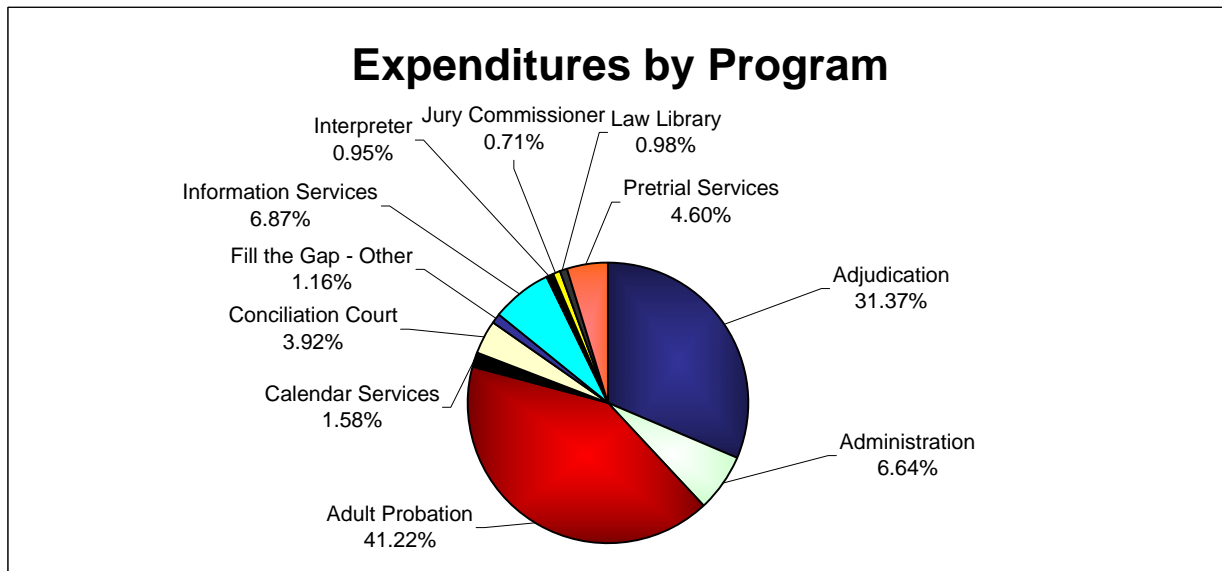
**Revenues:** 14,336,778

**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



## Department Summary by Program

Department: SUPERIOR COURT

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
ADJUDICATION	13,385,469	14,181,666	14,177,492
ADMINISTRATION	2,923,014	3,306,955	3,001,098
ADULT PROBATION	18,679,353	18,934,831	18,625,818
CALENDAR SERVICES	678,008	747,930	712,730
CONCILIATION COURT	1,394,664	1,755,388	1,769,230
FILL THE GAP - OTHER COURT DEPARMENTS	490,904	603,384	523,137
INFORMATION SERVICES	2,338,391	2,604,378	3,105,225
INTERPRETER	354,720	416,685	431,122
JURY COMMISSIONER	317,004	334,466	320,355
LAW LIBRARY	418,207	442,259	442,908
PRETRIAL SERVICES	2,250,252	2,222,782	2,078,218
<b>Total Expenditures</b>	<b>43,229,986</b>	<b>45,550,724</b>	<b>45,187,333</b>

### Funding by Source

**Revenues**

ADJUDICATION	1,883,805	1,562,831	1,408,830
ADMINISTRATION	1,255	0	0
ADULT PROBATION	11,659,440	11,358,118	11,611,383
CONCILIATION COURT	805,920	621,823	633,048
INFORMATION SERVICES	514,506	459,544	478,000
INTERPRETER	600	0	0
LAW LIBRARY	206,615	203,216	205,517
PRETRIAL SERVICES	3	0	0
<b>Total Revenues</b>	<b>15,072,144</b>	<b>14,205,532</b>	<b>14,336,778</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(198,858)</b>	<b>1,478,636</b>	<b>1,784,784</b>
<b>General Fund Support</b>	<b>28,356,700</b>	<b>29,866,556</b>	<b>29,065,771</b>
<b>Total Program Funding</b>	<b>43,229,986</b>	<b>45,550,724</b>	<b>45,187,333</b>

### Staffing (FTEs) by Program

ADJUDICATION	172.3	174.0	176.0
ADMINISTRATION	44.2	44.2	45.5
ADULT PROBATION	305.7	310.0	307.0
CALENDAR SERVICES	18.0	18.0	18.0
CONCILIATION COURT	19.0	23.0	22.0
FILL THE GAP - OTHER COURT DEPARMENTS	10.2	10.2	9.2
INFORMATION SERVICES	25.5	25.5	26.5
INTERPRETER	6.0	6.8	7.0
JURY COMMISSIONER	8.0	8.0	8.0
LAW LIBRARY	4.0	4.0	4.0
PRETRIAL SERVICES	40.3	40.3	40.3
<b>Total Staffing (FTEs)</b>	<b>653.2</b>	<b>664.0</b>	<b>663.5</b>

## 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
- Provide court reporter coverage for all hearings statutorily requiring a court reporter
- Ensure safety of public and employees occupying court facilities and safeguard all physical assets
- Perform background checks on potential employees to ensure safety and integrity of the court

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Cases filed	23,737	23,799	24,022
Cases pending	27,939	28,070	28,283
Cases disposed	24,546	23,668	23,809
Clearance rate of filings to disposition	3%	1%	1%
Public screened upon entry	764,228	800,000	836,000
% of public entrants screened	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	11,001,362	11,622,689	11,567,868
SUPPLIES AND SERVICES	2,311,535	2,550,977	2,609,624
CAPITAL OUTLAY	72,572	8,000	0
<b>Total Program Expenditures</b>	<b>13,385,469</b>	<b>14,181,666</b>	<b>14,177,492</b>

**Program Funding by Source**

<b>Revenues</b>			
INTERGOVERNMENTAL	384,093	262,000	262,000
CHARGES FOR SERVICES	157,227	125,023	125,023
MISCELLANEOUS	90,321	10,000	100,000
<b>Operating Revenue Sub-Total</b>	<b>631,641</b>	<b>397,023</b>	<b>487,023</b>
INTERGOVERNMENTAL	875,873	885,000	807,300
FINES AND FORFEITS	290	0	0
INTEREST	37,209	31,400	35,000
MISCELLANEOUS	72	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>913,444</b>	<b>916,400</b>	<b>842,300</b>
INTERGOVERNMENTAL	334,050	249,408	79,507
INTEREST	256	0	0
MISCELLANEOUS	4,414	0	0
<b>Grant Revenue Sub-Total</b>	<b>338,720</b>	<b>249,408</b>	<b>79,507</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(431,648)</b>	<b>(378,407)</b>	<b>(337,465)</b>
<b>General Fund Support</b>	<b>11,933,312</b>	<b>12,997,242</b>	<b>13,106,127</b>
<b>Total Program Funding</b>	<b>13,385,469</b>	<b>14,181,666</b>	<b>14,177,492</b>

<b>Program Staffing (FTEs)</b>	<b>172.3</b>	<b>174.0</b>	<b>176.0</b>
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## 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 and file mandated monthly Supreme Court reports 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
- Provide clinical advice and assessments to ensure quality of mental health reports and evaluations

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Court staff supported (includes Juvenile Court)	1,200	1,240	1,227
Job applicants processed	4,200	4,500	5,000
Job analysis activities (descriptions/audits)	120/67	160/40	150/40
Sponsored training sessions	335	350	375
Management & statistic reports	98	102	105
Financial reports filed timely	100%	100%	100%
Invoices processed within 1 week	85%	90%	90%
Timely reports of competency evaluations	n/a	90%	90%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	2,464,178	2,844,326	2,570,220
SUPPLIES AND SERVICES	385,705	462,629	430,878
CAPITAL OUTLAY	73,131	0	0
<b>Total Program Expenditures</b>	<b>2,923,014</b>	<b>3,306,955</b>	<b>3,001,098</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	1,255	0	0
<b>Operating Revenue Sub-Total</b>	<b>1,255</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>2,921,759</b>	<b>3,306,955</b>	<b>3,001,098</b>
<b>Total Program Funding</b>	<b>2,923,014</b>	<b>3,306,955</b>	<b>3,001,098</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
	44.2	44.2	45.5

## Program Summary

**Department:** SUPERIOR COURT  
**Program:** ADULT PROBATION

**Function**

Serve the court, actively promote community safety, facilitate positive behavioral change in probationers, and 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
- 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Successful completion of probation	69%	70%	71%
Caseload ratios	61:1	62:1	60:1
Presentence reports prepared	4,173	4,256	4,362
Reports delivered 2 days before sentencing	98.8%	98.9%	99.0%
Negative drug tests	78.4%	79.0%	79.5%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	16,029,253	16,313,876	15,494,644
SUPPLIES AND SERVICES	2,617,142	2,620,955	3,101,174
CAPITAL OUTLAY	32,958	0	30,000
<b>Total Program Expenditures</b>	<b>18,679,353</b>	<b>18,934,831</b>	<b>18,625,818</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	(279)	0	0
<b>Operating Revenue Sub-Total</b>	<b>(279)</b>	<b>0</b>	<b>0</b>
CHARGES FOR SERVICES	1,735,670	1,554,047	1,550,442
INTEREST	219,210	105,000	182,260
MISCELLANEOUS	14,226	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>1,969,106</b>	<b>1,659,047</b>	<b>1,732,702</b>
INTERGOVERNMENTAL	9,677,196	9,699,071	9,878,681
INTEREST	13,417	0	0
<b>Grant Revenue Sub-Total</b>	<b>9,690,613</b>	<b>9,699,071</b>	<b>9,878,681</b>

## Program Summary

Department: SUPERIOR COURT  
 Program: ADULT PROBATION

<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	0	0	0
<b>Fund Balance Decrease/(Increase)</b>	275,475	800,641	638,535
<b>General Fund Support</b>	6,744,438	6,776,072	6,375,900
<b>Total Program Funding</b>	<u>18,679,353</u>	<u>18,934,831</u>	<u>18,625,818</u>
<b>Program Staffing (FTEs)</b>	<u>305.7</u>	<u>310.0</u>	<u>307.0</u>

## 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.

**Program Goals and Objectives**

- Assist public with directions, case status, court procedures, and set hearing dates
- Increase automation capabilities by implementing new case management software (AGAVE)
- Schedule judicial officers to hear events and process paperwork needed by division
- Review caseloads for compliance and update database

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Cases filed	23,737	24,314	24,528
Trials	901	1,022	1,012

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	655,396	727,961	686,995
SUPPLIES AND SERVICES	22,612	19,969	25,735
<b>Total Program Expenditures</b>	<b>678,008</b>	<b>747,930</b>	<b>712,730</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	678,008	747,930	712,730
<b>Total Program Funding</b>	<b>678,008</b>	<b>747,930</b>	<b>712,730</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
	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**

Provide mandatory parent information program classes, mandatory custody/parenting time mediation, evaluation, parenting coordination, and conciliation counseling. Administer and monitor the Judicial Supervision Program (JSP) and 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
- Conduct mandatory parent education classes for divorcing and never-married parents involved in family law cases.
- Assist parties to resolve their custody and parenting time disputes through a negotiated settlement process in a safe, neutral setting
- Provide ongoing program evaluation to ensure the proper and timely performance of all programs

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Mediation cases served	1,451	1,532	1,618
Evaluation reports prior to settlement conferences	98%	90%	90%
Parenting coordinator cases served	5	6	7
Conciliation cases served	118	120	120
Mandatory parent education classes held	93	100	100
JSP cases invoiced	1,183	1,215	1,245

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	936,663	1,308,613	1,232,827
SUPPLIES AND SERVICES	451,738	446,775	536,403
CAPITAL OUTLAY	6,263	0	0
<b>Total Program Expenditures</b>	<b>1,394,664</b>	<b>1,755,388</b>	<b>1,769,230</b>

**Program Funding by Source**

<b>Revenues</b>			
MISCELLANEOUS	70	0	0
<b>Operating Revenue Sub-Total</b>	<b>70</b>	<b>0</b>	<b>0</b>
CHARGES FOR SERVICES	729,594	507,800	563,945
INTEREST	45,142	6,500	42,684
MISCELLANEOUS	2,476	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>777,212</b>	<b>514,300</b>	<b>606,629</b>
INTERGOVERNMENTAL	28,638	107,523	26,419
<b>Grant Revenue Sub-Total</b>	<b>28,638</b>	<b>107,523</b>	<b>26,419</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(232,270)</b>	<b>288,661</b>	<b>313,877</b>
<b>General Fund Support</b>	<b>821,014</b>	<b>844,904</b>	<b>822,305</b>
<b>Total Program Funding</b>	<b>1,394,664</b>	<b>1,755,388</b>	<b>1,769,230</b>

<b>Program Staffing (FTEs)</b>	<b>19.0</b>	<b>23.0</b>	<b>22.0</b>
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## 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**

- Provide criminal document images within 6 hours of receiving document/minute entry distribution
- Provide probation supervision for Justice Court

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Justice Court probationers supervised	300	300	300
Criminal document images available 6 hours after receipt	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	407,366	455,615	430,090
SUPPLIES AND SERVICES	73,357	92,877	93,047
CAPITAL OUTLAY	10,181	54,892	0
<b>Total Program Expenditures</b>	<b>490,904</b>	<b>603,384</b>	<b>523,137</b>
<u>Program Funding by Source</u>			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	490,904	603,384	523,137
General Fund Support	0	0	0
<b>Total Program Funding</b>	<b>490,904</b>	<b>603,384</b>	<b>523,137</b>
<b>Program Staffing (FTEs)</b>	<b>10.2</b>	<b>10.2</b>	<b>9.2</b>

## 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**

Conduct day-to-day system and equipment installation, maintenance, operation, and administrative support for the court's data networking system, computers, and software application programs. Coordinate and provide technology related purchasing advice, customer support, and desktop application support services. Provide the court's presence on the Internet. 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 (PIMA) upgrade for completion
- Continue to manage a 4 year replacement program for personal computers

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Help Desk calls resolved	4,644	6,000	6,000
Phases of AGAVE 3.0 implemented as soon as available	yes	yes	yes
Phases of PIMA implemented as soon as available	yes	yes	yes
Computer replacements	151	231	74

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,662,545	1,789,562	1,796,236
SUPPLIES AND SERVICES	378,371	560,816	858,989
CAPITAL OUTLAY	297,475	254,000	450,000
<b>Total Program Expenditures</b>	<b>2,338,391</b>	<b>2,604,378</b>	<b>3,105,225</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
MISCELLANEOUS	98	0	0
<b>Operating Revenue Sub-Total</b>	<b>98</b>	<b>0</b>	<b>0</b>
CHARGES FOR SERVICES	425,764	408,000	408,000
INTEREST	26,839	20,000	45,000
<b>Special Programs Revenue Sub-Total</b>	<b>452,603</b>	<b>428,000</b>	<b>453,000</b>
INTERGOVERNMENTAL	61,805	31,544	25,000
<b>Grant Revenue Sub-Total</b>	<b>61,805</b>	<b>31,544</b>	<b>25,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(334,556)</b>	<b>106,000</b>	<b>592,439</b>
<b>General Fund Support</b>	<b>2,158,441</b>	<b>2,038,834</b>	<b>2,034,786</b>
<b>Total Program Funding</b>	<b>2,338,391</b>	<b>2,604,378</b>	<b>3,105,225</b>

<u>Program Staffing (FTEs)</u>	25.5	25.5	26.5

## Program Summary

**Department: SUPERIOR COURT**

**Program: INTERPRETER**

**Function**

Provide court interpreting service to non-English speaking and hearing impaired defendants, witnesses, and victims who are unable to understand the proceedings. 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 accurate oral interpretation for non-English speaking persons
- Minimize the use of per diem interpretation and translation services for all court divisions
- Ensure timeliness of translation services for all court divisions
- Provide for interpretation and translation services in 100% of cases
- Measure the cost of interpretation and translation services

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Interpreted events	8,500	10,200	11,202
Interpreter events completed	90%	92%	95%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	341,938	398,851	411,363
SUPPLIES AND SERVICES	12,782	17,834	19,759
<b>Total Program Expenditures</b>	<b>354,720</b>	<b>416,685</b>	<b>431,122</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	600	0	0
<b>Operating Revenue Sub-Total</b>	<b>600</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>354,120</b>	<b>416,685</b>	<b>431,122</b>
<b>Total Program Funding</b>	<b>354,720</b>	<b>416,685</b>	<b>431,122</b>

<u>Program Staffing (FTEs)</u>	<u>6.0</u>	<u>6.8</u>	<u>7.0</u>

## 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
- Provide jurors to serve on misdemeanor jury trials in Tucson City Court

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Jurors summoned	117,870	119,200	120,000
Jurors reporting	33,920	33,900	34,000
Jurors drawn on panels	31,861	31,900	32,000
Jury summons cancelled	13%	13%	13%
Jurors not called to jury box but reported	37%	36%	35%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	280,239	313,275	299,680
SUPPLIES AND SERVICES	30,982	21,191	20,675
CAPITAL OUTLAY	5,783	0	0
<b>Total Program Expenditures</b>	<b>317,004</b>	<b>334,466</b>	<b>320,355</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	317,004	334,466	320,355
<b>Total Program Funding</b>	<b>317,004</b>	<b>334,466</b>	<b>320,355</b>

<u>Program Staffing (FTEs)</u>	<u>8.0</u>	<u>8.0</u>	<u>8.0</u>
<b>Program Staffing (FTEs)</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

## 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
- Maintain up-to-date judicial collections

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Patrons using library	17,300	18,000	18,000
Updates added to the collection	6,000	6,000	6,000
Reference questions answered	729	1,400	1,400
Westlaw sessions provided (estimated)	5,000	5,000	7,000
Items circulated	668	700	700
New titles catalogued	195	190	190
Form packets sold	7,875	7,500	7,500
Items added to judicial collections	1,395	1,500	1,500

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	119,317	162,590	125,929
SUPPLIES AND SERVICES	294,157	279,669	316,979
CAPITAL OUTLAY	4,733	0	0
<b>Total Program Expenditures</b>	<b>418,207</b>	<b>442,259</b>	<b>442,908</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	174,664	175,000	174,117
INTEREST	6,575	3,216	6,400
MISCELLANEOUS	25,376	25,000	25,000
<b>Special Programs Revenue Sub-Total</b>	<b>206,615</b>	<b>203,216</b>	<b>205,517</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>33,237</b>	<b>58,357</b>	<b>54,261</b>
<b>General Fund Support</b>	<b>178,355</b>	<b>180,686</b>	<b>183,130</b>
<b>Total Program Funding</b>	<b>418,207</b>	<b>442,259</b>	<b>442,908</b>

<b>Program Staffing (FTEs)</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>
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## 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, and contact other third parties who might have information relevant to the release decision. Assess each defendant's risk for failure to appear and re-arrest, if released. Prepare a written report for the court of the findings and make a recommendation for release suitability. Screen county misdemeanor arrestees for eligibility for pre-release and release those suitable. Follow-up with those pre-released misdemeanor arrestees to remind them of their court date and monitor compliance of conditions of release for each defendant. Prepare for the court an updated report and recommendation on all motions to modify conditions of release initiated by the defense attorney. Minimize the issuance of warrants out of the arraignment court and arrange for the self-surrender in Superior Court for those who unintentionally fail to appear.

**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)
- Release 50% of the judicial precinct 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 for all 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 (13.7%)

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Felony defendants presented at the jail	9,131	9,200	9,200
Felony defendants interviewed & report prepared	99.7%	99.7%	99.0%
Judicial precinct misdemeanor arrests eligible for post-booking release	6,741	6,700	6,700
Eligible defendants released	51%	53%	50%
Appearance rate	81%	82%	80%
Reports submitted	99.8%	100%	100%
Defendants supervised	2,581	3,000	3,000
Cases where bench warrants issued	6.6%	6.5%	6.0%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	2,109,837	2,142,254	1,984,491
SUPPLIES AND SERVICES	140,415	80,528	93,727
<b>Total Program Expenditures</b>	<b>2,250,252</b>	<b>2,222,782</b>	<b>2,078,218</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	3	0	0
<b>Operating Revenue Sub-Total</b>	<b>3</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>2,250,249</b>	<b>2,222,782</b>	<b>2,078,218</b>
<b>Total Program Funding</b>	<b>2,250,252</b>	<b>2,222,782</b>	<b>2,078,218</b>

<b>Program Staffing (FTEs)</b>	<b>40.3</b>	<b>40.3</b>	<b>40.3</b>
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**SUMMARY OF EXPENDITURES BY FUND: PROGRAM**

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Enterprise Funds	Total Expenditures
<b><u>MEDICAL SERVICES</u></b>				
<b><u>INSTITUTIONAL HEALTH</u></b>				
HEALTH CARE FINANCING	70,162,712			70,162,712
INSTITUTIONAL HEALTH	17,024,598			17,024,598
KINO - UPI	25,000,000			25,000,000
TOTAL INSTITUTIONAL HEALTH	112,187,310			112,187,310
<b><u>PIMA HEALTH SYSTEM &amp; SERVICES</u></b>				
AMBULATORY PROGRAM			33,926,561	33,926,561
CLAIMS PROCESSING SERVICES			257,182	257,182
COMMUNITY SERVICES SYSTEM			5,710,064	5,710,064
LONG TERM CARE PROGRAM			188,468,470	188,468,470
TOTAL PIMA HEALTH SYSTEM & SERVICES			228,362,277	228,362,277
<b><u>PUBLIC HEALTH</u></b>				
ADMINISTRATIVE SERVICES		412,906		412,906
COMMUNITY HEALTH & DIETETIC SERVICES		4,067,712		4,067,712
CONSUMER HEALTH & FOOD SAFETY		1,781,966		1,781,966
DIRECTOR'S OFFICE		245,356		245,356
DISEASE CONTROL		5,117,509		5,117,509
EMERGENCY MGT/HOMELAND SECURITY		835,958		835,958
FAMILY PLANNING		1,625,488		1,625,488
MOBILE SERVICES		90,167		90,167
ONE PERCENT FOR YOUTH		100,000		100,000
PIMA ANIMAL CARE CENTER		5,152,952		5,152,952
PUBLIC HEALTH NURSING		4,889,613		4,889,613
TOBACCO PREVENTION & CONTROL		2,449,950		2,449,950
VITAL REGISTRATION		518,516		518,516
TOTAL PUBLIC HEALTH		27,288,093		27,288,093
<b>TOTAL MEDICAL SERVICES</b>	<b>112,187,310</b>	<b>27,288,093</b>	<b>228,362,277</b>	<b>367,837,680</b>

**SUMMARY OF REVENUES BY FUND: PROGRAM**

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Enterprise Funds	Total Revenues
<b><u>MEDICAL SERVICES</u></b>				
<b><u>INSTITUTIONAL HEALTH</u></b>				
INSTITUTIONAL HEALTH	69,765			69,765
KINO - UPI	63,204			63,204
TOTAL INSTITUTIONAL HEALTH	132,969			132,969
<b><u>PIMA HEALTH SYSTEM &amp; SERVICES</u></b>				
AMBULATORY PROGRAM			34,355,590	34,355,590
CLAIMS PROCESSING SERVICES			257,182	257,182
COMMUNITY SERVICES SYSTEM			5,058,552	5,058,552
LONG TERM CARE PROGRAM			189,296,165	189,296,165
TOTAL PIMA HEALTH SYSTEM & SERVICES			228,967,489	228,967,489
<b><u>PUBLIC HEALTH</u></b>				
COMMUNITY HEALTH & DIETETIC SERVICES		2,987,103		2,987,103
CONSUMER HEALTH & FOOD SAFETY		1,132,830		1,132,830
DISEASE CONTROL		2,758,078		2,758,078
EMERGENCY MGT/HOMELAND SECURITY		398,773		398,773
FAMILY PLANNING		1,058,676		1,058,676
MOBILE SERVICES		6,000		6,000
PIMA ANIMAL CARE CENTER		4,019,363		4,019,363
PUBLIC HEALTH NURSING		1,403,301		1,403,301
TOBACCO PREVENTION & CONTROL		2,449,950		2,449,950
VITAL REGISTRATION		1,082,200		1,082,200
TOTAL PUBLIC HEALTH		17,296,274		17,296,274
<b>TOTAL MEDICAL SERVICES</b>	<b>132,969</b>	<b>17,296,274</b>	<b>228,967,489</b>	<b>246,396,732</b>

**SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM**

<u>Functional Area/Super Department/Programs</u>	<u>FTEs</u>
<b><u>MEDICAL SERVICES</u></b>	
<b><u>INSTITUTIONAL HEALTH</u></b>	
HEALTH CARE FINANCING	21.5
INSTITUTIONAL HEALTH	10.0
TOTAL INSTITUTIONAL HEALTH	<u>31.5</u>
<b><u>PIMA HEALTH SYSTEM &amp; SERVICES</u></b>	
ADMINISTRATION	94.0
COMMUNITY SERVICES SYSTEM	6.5
HEALTH MANAGEMENT	27.0
LONG TERM CARE PROGRAM	572.7
TOTAL PIMA HEALTH SYSTEM & SERVICES	<u>700.2</u>
<b><u>PUBLIC HEALTH</u></b>	
ADMINISTRATIVE SERVICES	24.3
COMMUNITY HEALTH & DIETETIC SERVICES	68.7
CONSUMER HEALTH & FOOD SAFETY	30.6
DIRECTOR'S OFFICE	11.3
DISEASE CONTROL	61.0
EMERGENCY MGT/HOMELAND SECURITY	9.0
FAMILY PLANNING	19.0
MOBILE SERVICES	1.6
PIMA ANIMAL CARE CENTER	78.5
PUBLIC HEALTH NURSING	65.0
TOBACCO PREVENTION & CONTROL	11.8
VITAL REGISTRATION	11.0
TOTAL PUBLIC HEALTH	<u>391.8</u>
<b>TOTAL MEDICAL SERVICES</b>	<u><u>1,123.5</u></u>

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

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# Institutional Health

**Expenditures:** 112,187,310

FTEs 31.5

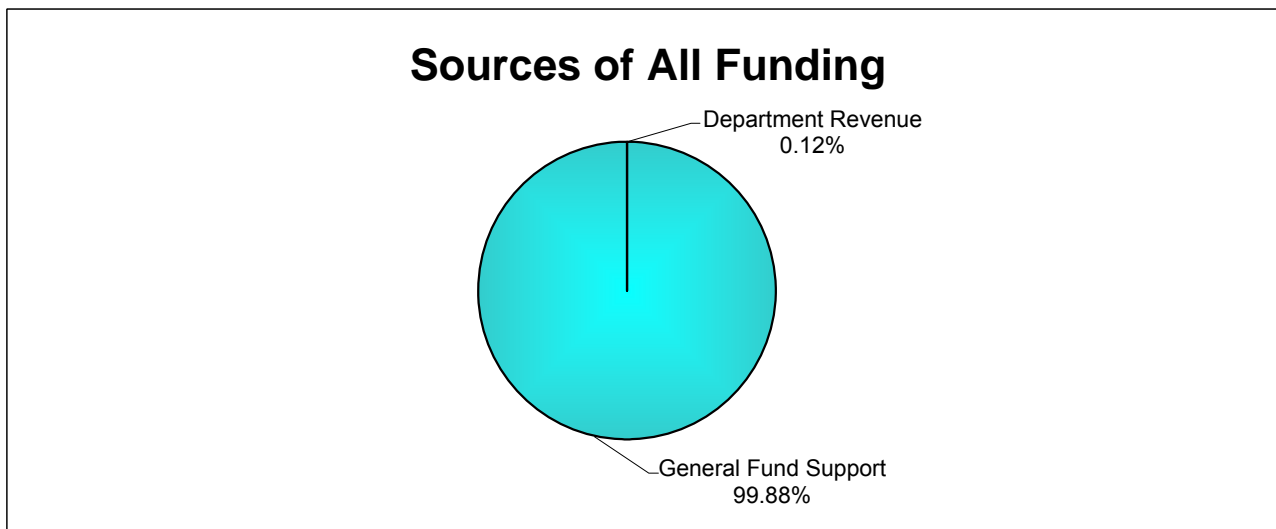
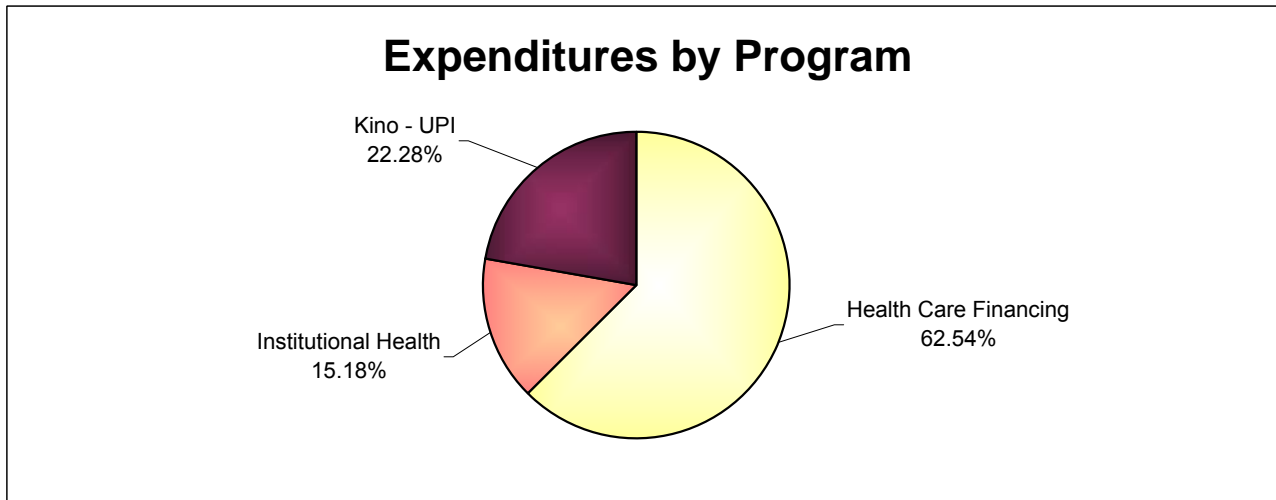
**Revenues:** 132,969

**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. Fund and administer the Pima County Restoration to Competency Program housed at the Pima County Adult Detention Center, as well as funding services provided for program patients at the Arizona State Hospital.

**Mandates:**

ARS Title 11, Chapter 2: Board of Supervisors, Article 7: Medical Facilities and Care of Indigents; ARS Title 13, Chapter 14: Sexual Offenses, Section 13-1414: Expenses of Investigation and Chapter 41: Incompetence to Stand Trial, Section 13-4512: Treatment Order; Commitment; ARS Title 31, Chapter 1: Jails, Article 4: Inmate Health Care; ARS Title 36, Chapter 5: Mental Health Services



## Department Summary by Program

Department: INSTITUTIONAL HEALTH

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
HEALTH CARE FINANCING	70,711,006	70,499,493	70,162,712
INSTITUTIONAL HEALTH	11,665,473	12,315,750	17,024,598
KINO - UPI	14,791,667	25,000,000	25,000,000
<b>Total Expenditures</b>	<b>97,168,146</b>	<b>107,815,243</b>	<b>112,187,310</b>

### Funding by Source

**Revenues**

HEALTH CARE FINANCING	3,310	0	0
INSTITUTIONAL HEALTH	994,875	69,765	69,765
KINO - UPI	0	72,054	63,204
<b>Total Revenues</b>	<b>998,185</b>	<b>141,819</b>	<b>132,969</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(122,969)</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>96,292,930</b>	<b>107,673,424</b>	<b>112,054,341</b>
<b>Total Program Funding</b>	<b>97,168,146</b>	<b>107,815,243</b>	<b>112,187,310</b>

### Staffing (FTEs) by Program

HEALTH CARE FINANCING	24.0	24.0	21.5
INSTITUTIONAL HEALTH	3.0	3.0	10.0
<b>Total Staffing (FTEs)</b>	<b>27.0</b>	<b>27.0</b>	<b>31.5</b>

## 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 \$45,065,100 (as determined by the Legislature after budget adoption, of which \$40,971,900 is budgeted in this department and \$4,093,200 is held in Contingency) to the Arizona Long Term Care System (ALTCS) programs, as well as \$2,314,000 (as determined by the Legislature after budget adoption, of which \$2,248,900 is budgeted in this department and \$65,100 is held in Contingency) in additional contributions resulting from the October, 2001 implementation of Proposition 204. Contract for and fund \$10,398,597 for the County's mandated responsibilities for mental health services. (Note: These four items do not exactly total to \$68,784,314 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Mandated payments to state health programs paid timely	100%	100%	100%
All petition claims reviewed (prepayment) for validity and other potential payers	n/a	yes	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,521,360	1,580,374	1,367,198
SUPPLIES AND SERVICES	69,175,582	68,907,919	68,784,314
CAPITAL OUTLAY	14,064	11,200	11,200
<b>Total Program Expenditures</b>	<b>70,711,006</b>	<b>70,499,493</b>	<b>70,162,712</b>

**Program Funding by Source**

<b>Revenues</b>			
MISCELLANEOUS	3,310	0	0
<b>Operating Revenue Sub-Total</b>	<b>3,310</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>70,707,696</b>	<b>70,499,493</b>	<b>70,162,712</b>
<b>Total Program Funding</b>	<b>70,711,006</b>	<b>70,499,493</b>	<b>70,162,712</b>

<b>Program Staffing (FTEs)</b>	<b>24.0</b>	<b>24.0</b>	<b>21.5</b>
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## 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. Oversee and fund the county's local Restoration to Competency (RTC) program.

**Description of Services**

Monitor, audit, and fund the provision of quality correctional health care at the Adult Detention Center and the Juvenile Detention Center . Monitor and fund the county's Restoration to Competency program at the Adult 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
- Minimize referrals of RTC patients to Arizona State Hospital (ASH) while not exceeding the budgeted funding for the RTC program.

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
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	100%	100%	100%
Fewer than three RTC patients per month referred to ASH	n/a	n/a	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	248,591	381,326	977,606
SUPPLIES AND SERVICES	11,416,882	11,934,424	16,046,992
<b>Total Program Expenditures</b>	<b>11,665,473</b>	<b>12,315,750</b>	<b>17,024,598</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	388,161	69,765	69,765
<b>Operating Revenue Sub-Total</b>	<b>388,161</b>	<b>69,765</b>	<b>69,765</b>
INTERGOVERNMENTAL	606,714	0	0
<b>Grant Revenue Sub-Total</b>	<b>606,714</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(122,969)</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>10,793,567</b>	<b>12,245,985</b>	<b>16,954,833</b>
<b>Total Program Funding</b>	<b>11,665,473</b>	<b>12,315,750</b>	<b>17,024,598</b>

<b>Program Staffing (FTEs)</b>	<b>3.0</b>	<b>3.0</b>	<b>10.0</b>
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## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
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

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
SUPPLIES AND SERVICES	14,791,667	25,000,000	25,000,000
<b>Total Program Expenditures</b>	<b>14,791,667</b>	<b>25,000,000</b>	<b>25,000,000</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTEREST	0	72,054	63,204
<b>Operating Revenue Sub-Total</b>	<b>0</b>	<b>72,054</b>	<b>63,204</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>14,791,667</b>	<b>24,927,946</b>	<b>24,936,796</b>
<b>Total Program Funding</b>	<b>14,791,667</b>	<b>25,000,000</b>	<b>25,000,000</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
	0.0	0.0	0.0

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# Pima Health System & Services

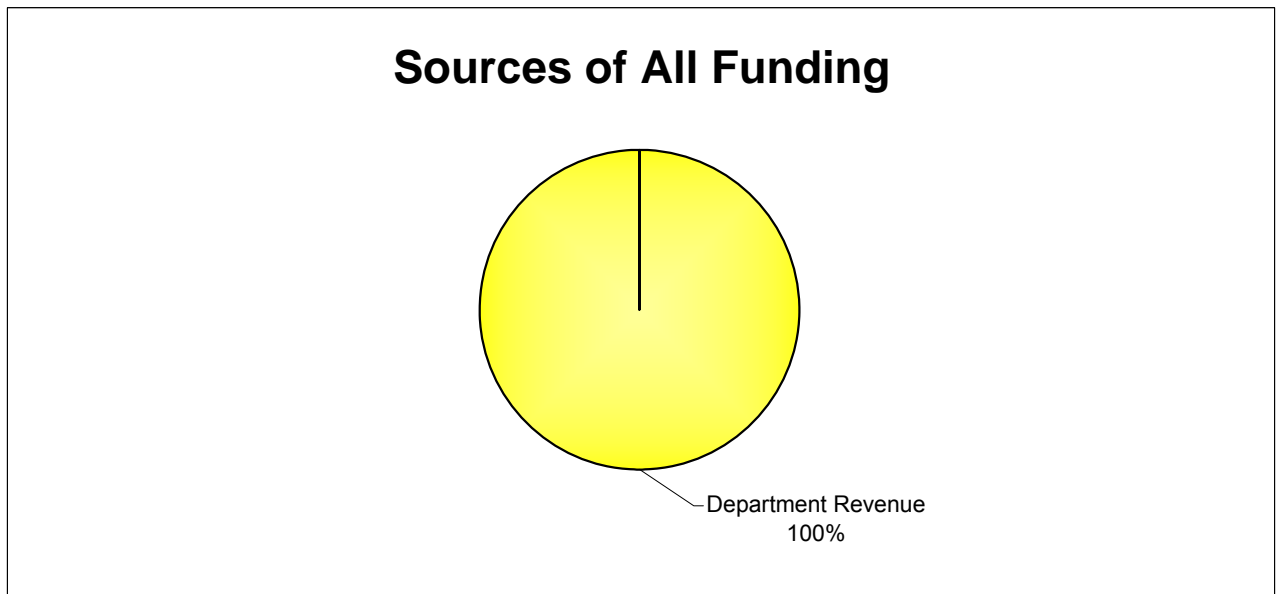
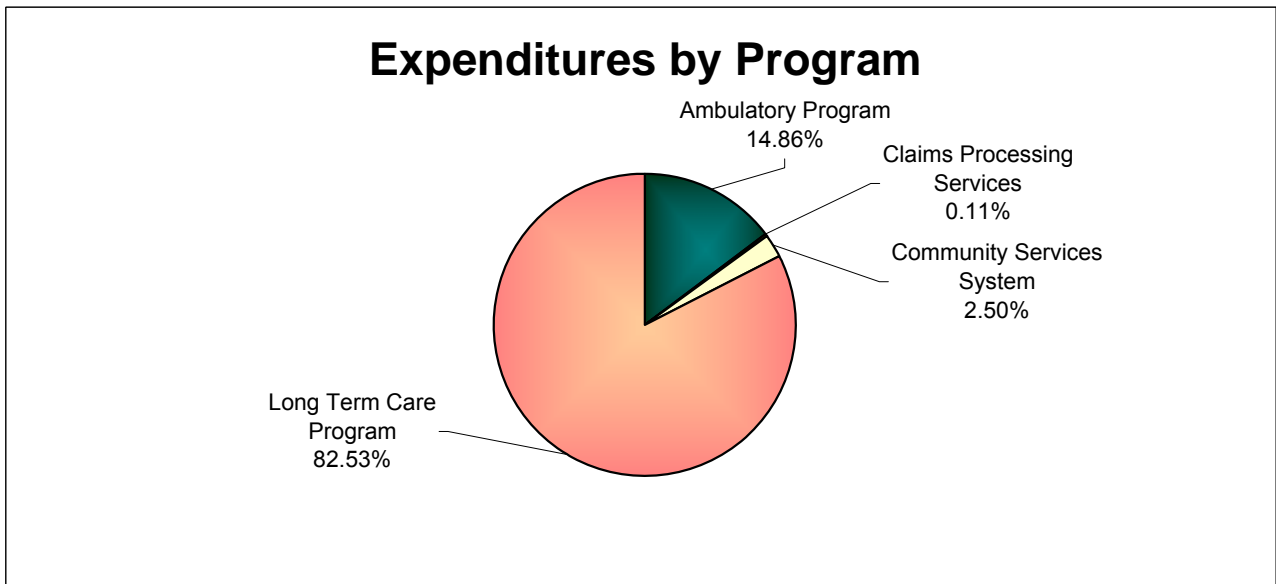
Expenditures: 228,362,277

FTEs 700.2

Revenues: 228,967,489

**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



## Department Summary by Program

Department: PIMA HEALTH SYSTEM & SERVICES

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
AMBULATORY PROGRAM	97,463,744	104,200,546	33,926,561
CLAIMS PROCESSING SERVICES	130,939	257,182	257,182
COMMUNITY SERVICES SYSTEM	5,895,655	5,625,539	5,710,064
LONG TERM CARE PROGRAM	158,569,411	168,877,560	188,468,470
<b>Total Expenditures</b>	<b>262,059,749</b>	<b>278,960,827</b>	<b>228,362,277</b>
<b>Funding by Source</b>			
<b>Revenues</b>			
AMBULATORY PROGRAM	103,398,393	106,944,913	34,355,590
CLAIMS PROCESSING SERVICES	257,183	257,182	257,182
COMMUNITY SERVICES SYSTEM	4,738,090	4,722,077	5,058,552
LONG TERM CARE PROGRAM	155,495,129	170,487,505	189,296,165
<b>Total Revenues</b>	<b>263,888,795</b>	<b>282,411,677</b>	<b>228,967,489</b>
<b>Net Operating Transfers In/(Out)</b>	<b>16,298</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(1,845,344)</b>	<b>(3,450,850)</b>	<b>(605,212)</b>
<b>Total Program Funding</b>	<b>262,059,749</b>	<b>278,960,827</b>	<b>228,362,277</b>

<u>Staffing (FTEs) by Program</u>			
ADMINISTRATION	123.4	141.8	94.0
COMMUNITY SERVICES SYSTEM	7.8	8.8	6.5
HEALTH MANAGEMENT	51.9	56.8	27.0
LONG TERM CARE PROGRAM	785.1	785.0	572.7
<b>Total Staffing (FTEs)</b>	<b>968.2</b>	<b>992.4</b>	<b>700.2</b>

## 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 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
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	yes	yes	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	1 hour	1 hour	1 hour
Unscheduled system & application server downtime per year	2 hours	4 hours	4 hours
Response rate to provider satisfaction survey	40%	40%	40%
PCP appointments scheduled within 21 days	98%	98%	98%
Days to schedule specialist appointments	within 45 days	within 45 days	within 45 days
<b>Program Staffing (FTEs)</b>	<b>123.4</b>	<b>141.8</b>	<b>94.0</b>

## 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.

NOTE 1: There are no FTEs assigned to this program. Personal services costs shown below are reimbursements to other programs.

NOTE 2: The department prepared a bid for the AHCCCS ambulatory contract that was to go into effect on October 1, 2008, but was not a successful bidder. However, they were awarded a capped contract which allows them to retain members that are both Medicare and Medicaid eligible, which accounts for the significant decrease in expenditures, revenue, and membership.

**Program Goals and Objectives**

- Improve the quality of services provided to members

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Medical expense as a percent of operating revenue	94%	94%	90%
Administrative expense as a percent of operating revenue	6%	6%	10%
Enrolled membership at year end	28,592	28,749	3,000
Response rate to provider satisfaction survey	89%	89%	90%

<b>Program Expenditures by Object</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
PERSONAL SERVICES	4,129,445	3,722,384	857,187
SUPPLIES AND SERVICES	93,334,299	100,478,162	33,069,374
<b>Total Program Expenditures</b>	<b>97,463,744</b>	<b>104,200,546</b>	<b>33,926,561</b>

<b>Program Funding by Source</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
<b>Revenues</b>			
CHARGES FOR SERVICES	102,242,919	106,359,781	33,841,918
INTEREST	652,406	585,132	513,672
MISCELLANEOUS	503,068	0	0
<b>Operating Revenue Sub-Total</b>	<b>103,398,393</b>	<b>106,944,913</b>	<b>34,355,590</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(5,934,649)</b>	<b>(2,744,367)</b>	<b>(429,029)</b>
<b>Total Program Funding</b>	<b>97,463,744</b>	<b>104,200,546</b>	<b>33,926,561</b>

<b>Program Staffing (FTEs)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Timely payments to hospitals & other medical providers to obtain quick pay discount	100%	100%	100%
Payments within contract provisions	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	130,939	146,952	148,465
SUPPLIES AND SERVICES	0	110,230	108,717
<b>Total Program Expenditures</b>	<b>130,939</b>	<b>257,182</b>	<b>257,182</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	0	257,182	257,182
MISCELLANEOUS	257,183	0	0
<b>Operating Revenue Sub-Total</b>	<b>257,183</b>	<b>257,182</b>	<b>257,182</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(126,244)</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>130,939</b>	<b>257,182</b>	<b>257,182</b>

<u>Program Staffing (FTEs)</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
	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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Clients served	2,642	2,650	2,650
Average case levels maintained by case mgrs	80%	80%	80%
Housekeeping allocation utilized	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	475,342	618,373	434,769
SUPPLIES AND SERVICES	5,420,313	5,007,166	5,275,295
<b>Total Program Expenditures</b>	<b>5,895,655</b>	<b>5,625,539</b>	<b>5,710,064</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	0	200	200
<b>Operating Revenue Sub-Total</b>	<b>0</b>	<b>200</b>	<b>200</b>
INTERGOVERNMENTAL	4,738,090	4,721,877	5,058,352
<b>Grant Revenue Sub-Total</b>	<b>4,738,090</b>	<b>4,721,877</b>	<b>5,058,352</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>1,157,565</b>	<b>903,462</b>	<b>651,512</b>
<b>Total Program Funding</b>	<b>5,895,655</b>	<b>5,625,539</b>	<b>5,710,064</b>

<u>Program Staffing (FTEs)</u>	<u>7.8</u>	<u>8.8</u>	<u>6.5</u>

## 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 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
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	70%	70%	70%
EPSDT well-child visits completed	81%	81%	81%
Adult women members receiving mammography screening	52%	55%	55%
All contracted providers utilized are credentialed	yes	yes	yes
Complaints investigated for validity	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
<b><u>Program Staffing (FTEs)</u></b>	<b>51.9</b>	<b>56.8</b>	<b>27.0</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Medical expense as a % of operating revenue	90%	90%	90%
Administrative expense as a % of operating revenue	8%	8%	8%
Enrolled membership at year end	3,898	4,106	4,110
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%
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

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	35,620,801	36,610,739	31,493,191
SUPPLIES AND SERVICES	122,938,438	132,266,821	156,975,279
CAPITAL OUTLAY	10,172	0	0
<b>Total Program Expenditures</b>	<b>158,569,411</b>	<b>168,877,560</b>	<b>188,468,470</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	154,819,033	170,198,321	187,818,792
INTEREST	376,297	259,957	1,269,288
MISCELLANEOUS	299,799	29,227	208,085
<b>Operating Revenue Sub-Total</b>	<b>155,495,129</b>	<b>170,487,505</b>	<b>189,296,165</b>
<b>Net Operating Transfers In/(Out)</b>	<b>16,298</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>3,057,984</b>	<b>(1,609,945)</b>	<b>(827,695)</b>
<b>Total Program Funding</b>	<b>158,569,411</b>	<b>168,877,560</b>	<b>188,468,470</b>

<b>Program Staffing (FTEs)</b>	<b>785.1</b>	<b>785.0</b>	<b>572.7</b>
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# Public Health

**Expenditures:** 27,288,093

FTEs 391.8

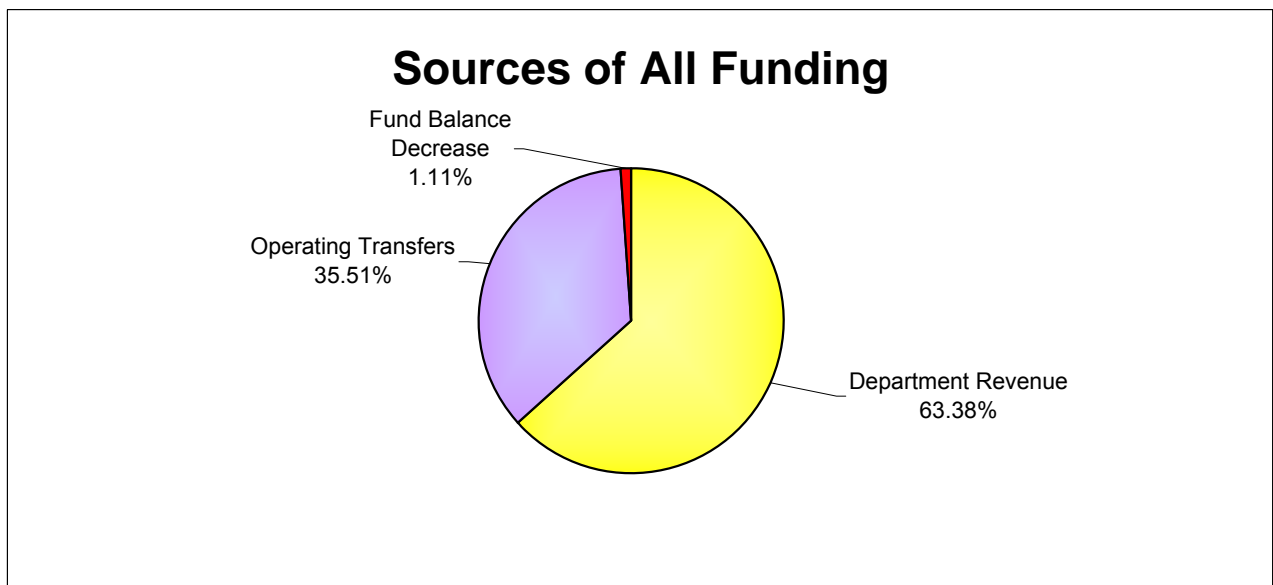
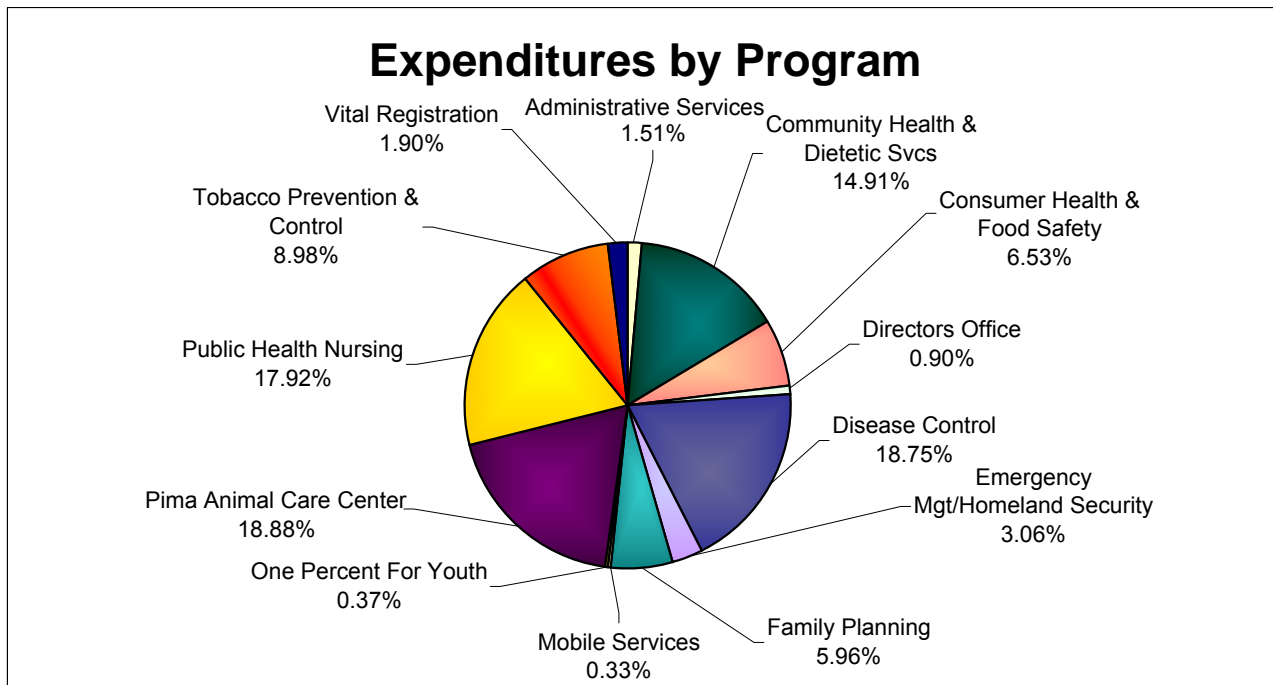
**Revenues:** 17,296,274

**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



## Department Summary by Program

Department: PUBLIC HEALTH

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
ADMINISTRATIVE SERVICES	525,155	821,500	412,906
COMMUNITY HEALTH & DIETETIC SERVICES	3,460,334	3,818,745	4,067,712
CONSUMER HEALTH & FOOD SAFETY	1,408,938	1,905,082	1,781,966
DIRECTOR'S OFFICE	130,994	89,877	245,356
DISEASE CONTROL	4,777,214	4,934,425	5,117,509
EMERGENCY MGT/HOMELAND SECURITY	852,250	799,173	835,958
FAMILY PLANNING	1,712,325	1,484,246	1,625,488
MOBILE SERVICES	118,474	128,623	90,167
ONE PERCENT FOR YOUTH	36,522	100,000	100,000
PIMA ANIMAL CARE CENTER	5,329,610	4,833,917	5,152,952
PUBLIC HEALTH NURSING	4,501,433	4,406,717	4,889,613
TOBACCO PREVENTION & CONTROL	1,970,154	2,365,023	2,449,950
VITAL REGISTRATION	464,817	492,607	518,516
<b>Total Expenditures</b>	<b>25,288,220</b>	<b>26,179,935</b>	<b>27,288,093</b>

### Funding by Source

#### Revenues

ADMINISTRATIVE SERVICES	14	0	0
COMMUNITY HEALTH & DIETETIC SERVICES	2,383,178	2,675,400	2,987,103
CONSUMER HEALTH & FOOD SAFETY	1,037,651	1,132,830	1,132,830
DIRECTOR'S OFFICE	2,273	0	0
DISEASE CONTROL	2,680,175	2,918,323	2,758,078
EMERGENCY MGT/HOMELAND SECURITY	502,649	338,242	398,773
FAMILY PLANNING	976,568	974,801	1,058,676
MOBILE SERVICES	9,880	5,000	6,000
ONE PERCENT FOR YOUTH	(5,000)	0	0
PIMA ANIMAL CARE CENTER	3,301,685	3,257,841	4,019,363
PUBLIC HEALTH NURSING	1,202,655	1,228,444	1,403,301
TOBACCO PREVENTION & CONTROL	1,887,766	2,244,950	2,449,950
VITAL REGISTRATION	955,051	923,500	1,082,200
<b>Total Revenues</b>	<b>14,934,545</b>	<b>15,699,331</b>	<b>17,296,274</b>
<b>Net Operating Transfers In/(Out)</b>	<b>9,366,198</b>	<b>10,072,307</b>	<b>9,689,214</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>987,477</b>	<b>408,297</b>	<b>302,605</b>
<b>Total Program Funding</b>	<b>25,288,220</b>	<b>26,179,935</b>	<b>27,288,093</b>

### Staffing (FTEs) by Program

ADMINISTRATIVE SERVICES	22.3	25.1	24.3
COMMUNITY HEALTH & DIETETIC SERVICES	76.0	69.6	68.7
CONSUMER HEALTH & FOOD SAFETY	26.8	32.2	30.6
DIRECTOR'S OFFICE	4.2	4.2	11.3
DISEASE CONTROL	49.7	56.3	61.0

### Department Summary by Program

**Department: PUBLIC HEALTH**

EMERGENCY MGT/HOMELAND SECURITY	8.9	8.0	9.0
FAMILY PLANNING	23.7	18.7	19.0
MOBILE SERVICES	1.5	2.5	1.6
PIMA ANIMAL CARE CENTER	75.0	77.6	78.5
PUBLIC HEALTH NURSING	64.4	62.6	65.0
TOBACCO PREVENTION & CONTROL	5.8	7.3	11.8
VITAL REGISTRATION	10.2	11.0	11.0
<b>Total Staffing (FTEs)</b>	<b>368.5</b>	<b>375.1</b>	<b>391.8</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Contracts managed	135	140	145
Personnel managed	368	375	392
Facilities managed	16	16	16

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	0	373,734	367,946
SUPPLIES AND SERVICES	465,439	379,966	1,694
CAPITAL OUTLAY	59,716	67,800	43,266
<b>Total Program Expenditures</b>	<b>525,155</b>	<b>821,500</b>	<b>412,906</b>

**Program Funding by Source**

<b>Revenues</b>			
MISCELLANEOUS	14	0	0
<b>Operating Revenue Sub-Total</b>	<b>14</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>635,858</b>	<b>766,757</b>	<b>379,019</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(110,717)</b>	<b>54,743</b>	<b>33,887</b>
<b>Total Program Funding</b>	<b>525,155</b>	<b>821,500</b>	<b>412,906</b>

<b><u>Program Staffing (FTEs)</u></b>	<b>22.3</b>	<b>25.1</b>	<b>24.3</b>
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## 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**

- Serve as many eligible participants as possible for the programs within established caseload as granted by the Arizona Department of Health Services
- Increase participation in community health events and establishing the division as a source of nutrition-related information to the community
- Distribute AZFMNP 12 month coupon booklets to a minimum of 1,500 low income individuals
- Complete at least 36,000 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 165,000 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
AZ Farmer's Market coupon booklets issued	1,700	3,000	1,500
CSFP food packages issued	51,783	52,000	52,000
Folate program participants	3,982	4,000	4,000
Nutrition education interventions	101,056	76,000	100,000
WIC food packages issued	164,946	162,000	165,000

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	2,682,437	3,214,398	3,342,830
SUPPLIES AND SERVICES	771,661	596,347	688,382
CAPITAL OUTLAY	6,236	8,000	36,500
<b>Total Program Expenditures</b>	<b>3,460,334</b>	<b>3,818,745</b>	<b>4,067,712</b>

**Program Funding by Source**

<b>Revenues</b>			
<b>Operating Revenue Sub-Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
INTERGOVERNMENTAL	2,343,130	2,635,400	2,967,103
MISCELLANEOUS	40,048	40,000	20,000
<b>Grant Revenue Sub-Total</b>	<b>2,383,178</b>	<b>2,675,400</b>	<b>2,987,103</b>
<b>Net Operating Transfers In/(Out)</b>	<b>1,088,736</b>	<b>1,067,155</b>	<b>991,924</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(11,580)</b>	<b>76,190</b>	<b>88,685</b>
<b>Total Program Funding</b>	<b>3,460,334</b>	<b>3,818,745</b>	<b>4,067,712</b>

<b>Program Staffing (FTEs)</b>	<b>76.0</b>	<b>69.6</b>	<b>68.7</b>
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## 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 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 handles approximately 100,000 contacts with the public in person, telephone, or email annually.

**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 and enforcement of Arizona Revised Statutes 36-601.01 (Smoke-free Arizona Act)
- Meet inspection frequency for public schools general and food sanitation
- Meet inspection frequency for public pools when operating
- Meet the required inspection frequency per delegation agreement in 25% of the facilities designated high risk food operations
- Continued participation and progress in completing the FDA Voluntary National Retail Food Regulatory Program Standards

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Food service inspections completed	6,334	9,700	11,316
Swimming pool inspections completed	4,579	5,100	5,726
Housing inspections completed	815	700	891
Plan reviews (food, housing, and pools)	381	400	425
Certifications issued (food and pools)	1,344	2,500	2,700
Public nuisance complaints investigated	3,058	2,800	3,500
Arizona Smoke-free Act compliance checks	n/a	22,484	29,984

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,285,590	1,585,381	1,589,063
SUPPLIES AND SERVICES	123,348	281,056	192,903
CAPITAL OUTLAY	0	38,645	0
<b>Total Program Expenditures</b>	<b>1,408,938</b>	<b>1,905,082</b>	<b>1,781,966</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
LICENSES & PERMITS	1,020,981	1,132,830	1,132,830
CHARGES FOR SERVICES	15,857	0	0
MISCELLANEOUS	813	0	0
<b>Operating Revenue Sub-Total</b>	<b>1,037,651</b>	<b>1,132,830</b>	<b>1,132,830</b>
<b>Net Operating Transfers In/(Out)</b>	<b>318,487</b>	<b>720,791</b>	<b>595,861</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>52,800</b>	<b>51,461</b>	<b>53,275</b>
<b>Total Program Funding</b>	<b>1,408,938</b>	<b>1,905,082</b>	<b>1,781,966</b>

<b>Program Staffing (FTEs)</b>	<b>26.8</b>	<b>32.2</b>	<b>30.6</b>
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## 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 391.8 FTEs and \$27,288,093 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 Health 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Programs directed	13	13	13
Program service sites	26	26	26
Grants managed	31	31	31
Public Health expenditures per capita	\$25.78	\$26.08	\$26.60
General Fund subsidy per capita	\$9.70	\$10.03	\$9.44

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	34,216	7,702	251,552
SUPPLIES AND SERVICES	95,653	82,175	(6,196)
CAPITAL OUTLAY	1,125	0	0
<b>Total Program Expenditures</b>	<b>130,994</b>	<b>89,877</b>	<b>245,356</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	2,273	0	0
<b>Operating Revenue Sub-Total</b>	<b>2,273</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>63,199</b>	<b>83,888</b>	<b>225,220</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>65,522</b>	<b>5,989</b>	<b>20,136</b>
<b>Total Program Funding</b>	<b>130,994</b>	<b>89,877</b>	<b>245,356</b>

<b>Program Staffing (FTEs)</b>	<b>4.2</b>	<b>4.2</b>	<b>11.3</b>
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## 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
- Ensure all priority case investigations are conducted under physician direction
- Ensure all standing orders are updated/reviewed annually
- Ensure all clinician and investigation protocols are updated/reviewed annually
- Pass program audits and inspections with no major deficiencies or fines

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Priority cases conducted under direction of physician	100%	100%	100%
Standing orders updated/reviewed within past year	85%	100%	100%
Protocols in clinical and disease control programs reviewed within past year	90%	100%	100%
Compliance inspections and audits with no major deficiencies or fines	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	2,759,101	3,558,480	4,169,482
SUPPLIES AND SERVICES	1,554,716	1,345,745	931,427
CAPITAL OUTLAY	463,397	30,200	16,600
<b>Total Program Expenditures</b>	<b>4,777,214</b>	<b>4,934,425</b>	<b>5,117,509</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
LICENSES & PERMITS	180	0	0
INTERGOVERNMENTAL	220	0	0
CHARGES FOR SERVICES	142,650	140,000	169,000
MISCELLANEOUS	1,599	0	2,700
<b>Operating Revenue Sub-Total</b>	<b>144,649</b>	<b>140,000</b>	<b>171,700</b>
INTERGOVERNMENTAL	2,527,144	2,778,323	2,586,378
MISCELLANEOUS	8,382	0	0
<b>Grant Revenue Sub-Total</b>	<b>2,535,526</b>	<b>2,778,323</b>	<b>2,586,378</b>
<b>Net Operating Transfers In/(Out)</b>	<b>1,312,258</b>	<b>1,875,088</b>	<b>2,157,586</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>784,781</b>	<b>141,014</b>	<b>201,845</b>
<b>Total Program Funding</b>	<b>4,777,214</b>	<b>4,934,425</b>	<b>5,117,509</b>

<b>Program Staffing (FTEs)</b>	<b>49.7</b>	<b>56.3</b>	<b>61.0</b>
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## 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 hour of notification by the Board of Supervisors or County Administrator, by municipality within Pima County or by an emergency response agency within Pima County

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Exercises conducted	28	30	15
Community Emergency Response Team (CERT) classes	11	15	5
Citizens trained in CERT	244	350	150
Business presentations	33	25	25
Civic presentations	44	25	25
Neighborhood presentations	12	25	25
Schools receiving consultation/training	12	30	30
Events for community planning and preparedness activities and exercises	234	140	150

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	535,041	548,818	594,706
SUPPLIES AND SERVICES	235,335	250,355	232,252
CAPITAL OUTLAY	81,874	0	9,000
<b>Total Program Expenditures</b>	<b>852,250</b>	<b>799,173</b>	<b>835,958</b>

<u>Program Funding by Source</u>			
<b>Revenues</b>			
INTERGOVERNMENTAL	9,693	0	0
MISCELLANEOUS	282	0	0
<b>Operating Revenue Sub-Total</b>	<b>9,975</b>	<b>0</b>	<b>0</b>

## Program Summary

Department: PUBLIC HEALTH

Program: EMERGENCY MGT/HOMELAND SECURITY

INTERGOVERNMENTAL	492,674	338,242	398,773
<b>Grant Revenue Sub-Total</b>	<b>492,674</b>	<b>338,242</b>	<b>398,773</b>
<b>Net Operating Transfers In/(Out)</b>	<b>249,396</b>	<b>430,216</b>	<b>401,305</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>100,205</b>	<b>30,715</b>	<b>35,880</b>
<b>Total Program Funding</b>	<b>852,250</b>	<b>799,173</b>	<b>835,958</b>
<b>Program Staffing (FTEs)</b>	<b>8.9</b>	<b>8.0</b>	<b>9.0</b>

## 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**

- Increase the number of individuals served in Family Planning clinics, including at risk youth and detained youth
- Provide family planning clinic services to at least 7,300 clients
- Provide a minimum of 850 colposcopy clinic encounters
- Provide family planning education to at least 2,800 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Family Planning unduplicated clients served	7,239	7,297	7,300
Colposcopy clinic encounters	936	875	850
Family Planning clinic encounters	13,669	13,500	13,500
Family Planning education encounters	3,471	2,500	2,800

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,319,825	1,017,709	1,084,802
SUPPLIES AND SERVICES	382,032	466,537	540,686
CAPITAL OUTLAY	10,468	0	0
<b>Total Program Expenditures</b>	<b>1,712,325</b>	<b>1,484,246</b>	<b>1,625,488</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	130,076	125,000	134,000
MISCELLANEOUS	119	0	0
<b>Operating Revenue Sub-Total</b>	<b>130,195</b>	<b>125,000</b>	<b>134,000</b>
INTERGOVERNMENTAL	841,410	849,801	924,676
MISCELLANEOUS	4,963	0	0
<b>Grant Revenue Sub-Total</b>	<b>846,373</b>	<b>849,801</b>	<b>924,676</b>
<b>Net Operating Transfers In/(Out)</b>	<b>922,727</b>	<b>475,497</b>	<b>520,294</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(186,970)</b>	<b>33,948</b>	<b>46,518</b>
<b>Total Program Funding</b>	<b>1,712,325</b>	<b>1,484,246</b>	<b>1,625,488</b>

<b>Program Staffing (FTEs)</b>	<b>23.7</b>	<b>18.7</b>	<b>19.0</b>
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## Program Summary

**Department: PUBLIC HEALTH**  
**Program: MOBILE SERVICES**

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**Function**

Maintain and operate a medical mobile health clinic to provide health services in designated sites. Maintain and operate dental van to provide dental health services in contracted sites. Maintain and operate educational van to assist in disease prevention primarily in the area of communicable diseases.

**Description of Services**

Operate mobile health clinic to designated sites and during scheduled events. Conduct routine and scheduled vehicle maintenance and coordinate repairs with in-house and outside vendors. Maintain supply inventory and maintenance logs.

**Program Goals and Objectives**

- Ensure vehicles are maintained and operational for use in providing health services, education, and screenings at designated sites
  - Provide outreach services through mobile units
  - Maintain the number of clinics held
- 

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Clinics served by the medical mobile unit	241	250	250
Clinics served by the dental mobile unit	170	200	200
Clinics served by the educational van	145	200	220

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	79,861	99,283	67,454
SUPPLIES AND SERVICES	38,613	29,340	22,713
<b>Total Program Expenditures</b>	<b>118,474</b>	<b>128,623</b>	<b>90,167</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	9,880	5,000	6,000
<b>Operating Revenue Sub-Total</b>	<b>9,880</b>	<b>5,000</b>	<b>6,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>95,152</b>	<b>115,385</b>	<b>77,259</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>13,442</b>	<b>8,238</b>	<b>6,908</b>
<b>Total Program Funding</b>	<b>118,474</b>	<b>128,623</b>	<b>90,167</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
Program Staffing (FTEs)	1.5	2.5	1.6

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Young parents/families provided support	5,170	5,200	5,300
Youth/young adults provided support in school programs	2,890	3,005	3,055

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
SUPPLIES AND SERVICES	36,522	100,000	100,000
<b>Total Program Expenditures</b>	<b>36,522</b>	<b>100,000</b>	<b>100,000</b>

**Program Funding by Source**

<b>Revenues</b>			
MISCELLANEOUS	(5,000)	0	0
<b>Operating Revenue Sub-Total</b>	<b>(5,000)</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(58,478)</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>36,522</b>	<b>100,000</b>	<b>100,000</b>

<b>Program Staffing (FTEs)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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## Program Summary

**Department:** PUBLIC HEALTH  
**Program:** PIMA ANIMAL CARE CENTER

**Function**

Protect public health and safety through education and enforcement of animal control laws and ordinances. Protect the welfare of animals through enforcement of animal welfare and cruelty laws and ordinances, and sheltering abandoned animals.

**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**

- Minimize the spread of zoonotic diseases and injuries caused by wild and domestic animals
- Maximize the care of companion animals to better meet community standards
- Mitigate the impact of companion animals on urban lifestyle
- Reduce the number of dog at large and animal bites per capita
- Increase the number of licenses issued per capita
- Increase public outreach events
- Increase the number of animals saved

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Licenses issued per capita	0.099	0.108	0.111
Animal rabies cases identified	60	120	100
Animal bites per capita	0.0025	0.0023	0.0022
Dog bites at large per capita	0.00074	0.00078	0.00072
Animals saved	7,576	7,825	7,900
Education presentations	90	100	120

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	3,944,796	3,754,790	4,148,709
SUPPLIES AND SERVICES	1,356,664	948,447	950,818
CAPITAL OUTLAY	28,150	130,680	53,425
<b>Total Program Expenditures</b>	<b>5,329,610</b>	<b>4,833,917</b>	<b>5,152,952</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
LICENSES & PERMITS	1,192,376	1,364,800	1,319,400
INTERGOVERNMENTAL	1,177,845	1,015,890	1,779,413
CHARGES FOR SERVICES	625,226	614,970	578,250
FINES AND FORFEITS	213,428	205,801	206,800
MISCELLANEOUS	66,217	56,380	60,500
<b>Operating Revenue Sub-Total</b>	<b>3,275,092</b>	<b>3,257,841</b>	<b>3,944,363</b>
INTEREST	3,391	0	0
MISCELLANEOUS	23,202	0	75,000
<b>Grant Revenue Sub-Total</b>	<b>26,593</b>	<b>0</b>	<b>75,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>1,415,575</b>	<b>1,471,050</b>	<b>1,040,555</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>612,350</b>	<b>105,026</b>	<b>93,034</b>
<b>Total Program Funding</b>	<b>5,329,610</b>	<b>4,833,917</b>	<b>5,152,952</b>

<b>Program Staffing (FTEs)</b>	<b>75.0</b>	<b>77.6</b>	<b>78.5</b>
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## 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
- Promote public health by health promotion, child care consultations, individual nurse case management, immunization visits, and other population based interventions

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Health promotion activities	821	750	750
Childcare consultations/trainings	621	700	750
Nursing case management clients	22,709	16,304	20,000
Clients with improved outcomes	90%	90%	90%
Immunization visits	22,595	25,543	32,000
Number of major community collaborations/projects	n/a	3	3
Number of people impacted in collaborative projects	n/a	300	1,000

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	3,422,151	3,548,870	4,006,325
SUPPLIES AND SERVICES	1,058,191	846,628	881,588
CAPITAL OUTLAY	21,091	11,219	1,700
<b>Total Program Expenditures</b>	<b>4,501,433</b>	<b>4,406,717</b>	<b>4,889,613</b>
<u>Program Funding by Source</u>			
<b>Revenues</b>			
LICENSES & PERMITS	72	0	0
CHARGES FOR SERVICES	557,269	643,050	682,000
MISCELLANEOUS	978	0	0
<b>Operating Revenue Sub-Total</b>	<b>558,319</b>	<b>643,050</b>	<b>682,000</b>
INTERGOVERNMENTAL	560,946	513,128	537,112
MISCELLANEOUS	83,390	72,266	184,189
<b>Grant Revenue Sub-Total</b>	<b>644,336</b>	<b>585,394</b>	<b>721,301</b>

## Program Summary

Department: PUBLIC HEALTH

Program: PUBLIC HEALTH NURSING

Net Operating Transfers In/(Out)	3,164,810	2,966,480	3,200,191
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	133,968	211,793	286,121
<b>Total Program Funding</b>	<b>4,501,433</b>	<b>4,406,717</b>	<b>4,889,613</b>
<b>Program Staffing (FTEs)</b>	<b>64.4</b>	<b>62.6</b>	<b>65.0</b>

## 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**

Provide comprehensive tobacco education and prevention services to Pima County residents.

**Program Goals and Objectives**

- Save lives by reducing tobacco use and eliminating health disparities related to tobacco use through protecting residents from secondhand smoke
- Prevent and reduce youth tobacco use and access to tobacco products
- Provide cessation services to assist smokers in quitting
- Prevent initiation of tobacco use among youth of Pima County
- Eliminate nonsmoker's exposure to environmental or secondhand tobacco smoke (SHS)
- Educate business owners through Smoke Free Arizona program about Proposition 201 and the new laws protecting citizens from secondhand smoke
- Identify and eliminate the disparities related to tobacco use and its effects among different population groups

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Number of schools implementing prevention education	157	170	140
Number of prevention events and activities	237	400	200
Number of tobacco cessation classes	79	70	10
Number of sites disseminating SHS information	104	125	125
Elementary and middle schools implementing intensive tobacco prevention curricula	n/a	204	204
Tobacco retailers provided merchant education to prevent tobacco sales to minor	n/a	100	100
Child care centers receiving SHS materials to distribute	n/a	100	100
Client recruited and enrolled into cessation services	n/a	600	600
Community smoking cessation classes for adults	n/a	40	40
Educational presentations held at St. Elizabeth & El Rio health clinics	n/a	10	10
Businesses receiving education and materials for compliance with Smoke Free Arizona	n/a	360	360

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	274,319	524,214	554,579
SUPPLIES AND SERVICES	1,692,433	1,840,809	1,868,771
CAPITAL OUTLAY	3,402	0	26,600
<b>Total Program Expenditures</b>	<b>1,970,154</b>	<b>2,365,023</b>	<b>2,449,950</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	1,887,742	2,244,950	2,449,950
MISCELLANEOUS	24	0	0
<b>Grant Revenue Sub-Total</b>	<b>1,887,766</b>	<b>2,244,950</b>	<b>2,449,950</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>82,388</b>	<b>120,073</b>	<b>0</b>
<b>Total Program Funding</b>	<b>1,970,154</b>	<b>2,365,023</b>	<b>2,449,950</b>

<b>Program Staffing (FTEs)</b>	<b>5.8</b>	<b>7.3</b>	<b>11.8</b>
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## 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 and death 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Certificates issued per year	113,803	133,900	140,600
Certificates issued by each FTE per year	11,157	12,173	12,782

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	412,905	439,907	474,786
SUPPLIES AND SERVICES	46,916	49,200	43,730
CAPITAL OUTLAY	4,996	3,500	0
<b>Total Program Expenditures</b>	<b>464,817</b>	<b>492,607</b>	<b>518,516</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
LICENSES & PERMITS	663	0	0
CHARGES FOR SERVICES	953,443	905,000	1,082,200
MISCELLANEOUS	945	18,500	0
<b>Operating Revenue Sub-Total</b>	<b>955,051</b>	<b>923,500</b>	<b>1,082,200</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(490,234)</b>	<b>(430,893)</b>	<b>(563,684)</b>
<b>Total Program Funding</b>	<b>464,817</b>	<b>492,607</b>	<b>518,516</b>

<u>Program Staffing (FTEs)</u>	<u>10.2</u>	<u>11.0</u>	<u>11.0</u>

**SUMMARY OF EXPENDITURES BY FUND: PROGRAM**

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Capital Projects Fund	Enterprise Funds	Total Expenditures
<b><u>PUBLIC WORKS</u></b>					
<b><u>CAPITAL PROJECTS</u></b>					
CAPITAL PROJECTS			166,449,329		166,449,329
TOTAL CAPITAL PROJECTS			166,449,329		166,449,329
<b><u>DEVELOPMENT SERVICES</u></b>					
PERMITTING				7,047,857	7,047,857
PLANNING				1,884,592	1,884,592
SUBDIVISION AND DEVELOPMENT REVIEW				1,627,471	1,627,471
SUPPORT				1,958,200	1,958,200
TOTAL DEVELOPMENT SERVICES				12,518,120	12,518,120
<b><u>ENVIRONMENTAL QUALITY</u></b>					
ADMINISTRATION		135,450			135,450
AIR		2,314,417			2,314,417
COMMUNICATION AND OUTREACH		731,513			731,513
ENFORCEMENT		25,300			25,300
WATER AND WASTE		959,313			959,313
TOTAL ENVIRONMENTAL QUALITY		4,165,993			4,165,993
<b><u>FACILITIES MANAGEMENT</u></b>					
ADMINISTRATION	725,146				725,146
CONSTRUCTION MANAGEMENT SERVICES	66,939				66,939
DESIGN	495,230				495,230
MAINTENANCE & OPERATIONS	14,136,058	1,099,307			15,235,365
PARKING GARAGES				2,084,344	2,084,344
PLANNING	251,419				251,419
TOTAL FACILITIES MANAGEMENT	15,674,792	1,099,307		2,084,344	18,858,443
<b><u>GRAPHIC SERVICES</u></b>					
GRAPHIC SERVICES DESIGN	753,163				753,163
TOTAL GRAPHIC SERVICES	753,163				753,163
<b><u>NATURAL RESOURCES, PARKS &amp; RECREATION</u></b>					
DEPARTMENTAL SERVICES	1,466,919	68,536			1,535,455
DEVELOPMENT	86,454	300,000			386,454
GEOGRAPHIC / MULTIMEDIA	52,936				52,936
NATURAL RESOURCE PARKS	2,674,066	483,150			3,157,216
PLANNING	86,324				86,324
RECREATION	4,157,008				4,157,008
URBAN PARK OPERATIONS	7,756,432				7,756,432
TOTAL NATURAL RESOURCES, PARKS & RECREATION	16,280,139	851,686			17,131,825
<b><u>PUBLIC WORKS ADMINISTRATION</u></b>					
ADMINISTRATION	0				0
CULTURAL RESOURCES	95,000				95,000
REAL PROPERTY	0				0
TOTAL PUBLIC WORKS ADMINISTRATION	95,000	0			95,000
<b><u>REGIONAL FLOOD CONTROL DISTRICT</u></b>					
CAPITAL IMPROVEMENT		190,878			190,878
FLOOD CONTROL SUPPORT		3,912,270			3,912,270
HAZARD MITIGATION		1,752,141			1,752,141
INFRASTRUCTURE		3,667,134			3,667,134
REGULATORY		1,039,786			1,039,786
RIPARIAN PROTECTION		1,982,378			1,982,378
TOTAL REGIONAL FLOOD CONTROL DISTRICT		12,544,587			12,544,587

**SUMMARY OF EXPENDITURES BY FUND: PROGRAM**

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Capital Projects Fund	Enterprise Funds	Total Expenditures
<b><u>SOLID WASTE MANAGEMENT</u></b>					
COMMUNITY SERVICES		334,300			334,300
DEVELOPMENT, CLOSURE, AND REMEDIATION		25,500			25,500
RESOURCE MANAGEMENT		683,700			683,700
WASTE MANAGEMENT		7,216,375			7,216,375
TOTAL SOLID WASTE MANAGEMENT		8,259,875			8,259,875
<b><u>TRANSPORTATION</u></b>					
DIRECTOR'S OFFICE AND SUPPORT SVCS		10,163,612			10,163,612
SYSTEMS, OPERATIONS AND MAINTENANCE		36,672,737			36,672,737
TRANSPORTATION INFRASTRUCTURE		1,493,888			1,493,888
TOTAL TRANSPORTATION		48,330,237			48,330,237
<b><u>WASTEWATER RECLAMATION</u></b>					
CONVEYANCE MAINTENANCE				11,152,833	11,152,833
PLANNING & ENGINEERING				15,001,459	15,001,459
TREATMENT OPERATIONS				33,530,433	33,530,433
WASTEWATER MANAGEMENT ADMINISTRATION				72,608,624	72,608,624
TOTAL WASTEWATER RECLAMATION				132,293,349	132,293,349
<b>TOTAL PUBLIC WORKS</b>	<b>32,803,094</b>	<b>75,251,685</b>	<b>166,449,329</b>	<b>146,895,813</b>	<b>421,399,921</b>
<b>INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY</b>					
<b><u>FLEET SERVICES</u></b>					
FLEET MANAGEMENT ADMINISTRATION					4,759,622
FLEET PARTS SUPPLY					1,867,463
MAINTENANCE & OPERATIONS					3,896,699
SUPPORT SERVICES					5,347,129
VEHICLE ACQUISITION & DISPOSITION					18,000
TOTAL FLEET SERVICES					15,888,913
<b><u>GRAPHIC SERVICES</u></b>					
GRAPHIC SERVICES PRODUCTION					1,200,789
<b>TOTAL INTERNAL SERVICE - PUBLIC WORKS</b>					<b>17,089,702</b>

**SUMMARY OF REVENUES BY FUND: PROGRAM**

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Capital Projects Fund	Enterprise Funds	Total Revenues
<b><u>PUBLIC WORKS</u></b>					
<b><u>CAPITAL PROJECTS</u></b>					
CAPITAL PROJECTS			36,485,609		36,485,609
TOTAL CAPITAL PROJECTS			36,485,609		36,485,609
<b><u>DEVELOPMENT SERVICES</u></b>					
PERMITTING				9,382,837	9,382,837
PLANNING				530,975	530,975
SUBDIVISION AND DEVELOPMENT REVIEW				1,142,225	1,142,225
SUPPORT				506,500	506,500
TOTAL DEVELOPMENT SERVICES				11,562,537	11,562,537
<b><u>ENVIRONMENTAL QUALITY</u></b>					
ADMINISTRATION		35,450			35,450
AIR		1,792,700			1,792,700
COMMUNICATION AND OUTREACH		731,513			731,513
ENFORCEMENT		25,300			25,300
WATER AND WASTE		959,313			959,313
TOTAL ENVIRONMENTAL QUALITY		3,544,276			3,544,276
<b><u>FACILITIES MANAGEMENT</u></b>					
ADMINISTRATION	89,592				89,592
MAINTENANCE & OPERATIONS	4,106,785	1,553,405			5,660,190
PARKING GARAGES				1,882,946	1,882,946
TOTAL FACILITIES MANAGEMENT	4,196,377	1,553,405		1,882,946	7,632,728
<b><u>GRAPHIC SERVICES</u></b>					
GRAPHIC SERVICES DESIGN	294,200				294,200
TOTAL GRAPHIC SERVICES	294,200				294,200
<b><u>NATURAL RESOURCES, PARKS &amp; RECREATION</u></b>					
DEPARTMENTAL SERVICES		89,536			89,536
DEVELOPMENT		75,000			75,000
NATURAL RESOURCE PARKS	200,000	353,150			553,150
RECREATION	283,350				283,350
URBAN PARK OPERATIONS	132,600				132,600
TOTAL NATURAL RESOURCES, PARKS & RECREATION	615,950	517,686			1,133,636
<b><u>REGIONAL FLOOD CONTROL DISTRICT</u></b>					
FLOOD CONTROL SUPPORT		25,638,399			25,638,399
RIPARIAN PROTECTION		367,470			367,470
TOTAL REGIONAL FLOOD CONTROL DISTRICT		26,005,869			26,005,869
<b><u>SOLID WASTE MANAGEMENT</u></b>					
RESOURCE MANAGEMENT		5,000			5,000
WASTE MANAGEMENT		5,297,075			5,297,075
TOTAL SOLID WASTE MANAGEMENT		5,302,075			5,302,075
<b><u>TRANSPORTATION</u></b>					
DIRECTOR'S OFFICE AND SUPPORT SVCS		61,292,609			61,292,609
SYSTEMS, OPERATIONS AND MAINTENANCE		3,551,056			3,551,056
TRANSPORTATION INFRASTRUCTURE		388,160			388,160
TOTAL TRANSPORTATION		65,231,825			65,231,825

**SUMMARY OF REVENUES BY FUND: PROGRAM**

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Capital Projects Fund	Enterprise Funds	Total Revenues
<b><u>WASTEWATER RECLAMATION</u></b>					
WASTEWATER MANAGEMENT ADMINISTRATION				139,492,346	139,492,346
TOTAL WASTEWATER RECLAMATION				139,492,346	139,492,346
<b>TOTAL PUBLIC WORKS</b>	<b>5,106,527</b>	<b>102,155,136</b>	<b>36,485,609</b>	<b>152,937,829</b>	<b>296,685,101</b>
<b>INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY</b>					
<b><u>FLEET SERVICES</u></b>					
FLEET MANAGEMENT ADMINISTRATION					18,970,728
FLEET PARTS SUPPLY					2,500
MAINTENANCE & OPERATIONS					1,958,117
SUPPORT SERVICES					1,203,912
TOTAL FLEET SERVICES					22,135,257
<b><u>GRAPHIC SERVICES</u></b>					
GRAPHIC SERVICES PRODUCTION					1,301,000
<b>TOTAL INTERNAL SERVICE - PUBLIC WORKS</b>					<b>23,436,257</b>

**SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM**

<u>Functional Area/Super Department/Programs</u>	<u>FTEs</u>
<b><u>PUBLIC WORKS</u></b>	
<b><u>CAPITAL PROJECTS</u></b>	
CAPITAL PROJECTS	10.5
TOTAL CAPITAL PROJECTS	10.5
<b><u>DEVELOPMENT SERVICES</u></b>	
PERMITTING	81.8
PLANNING	19.8
SUBDIVISION AND DEVELOPMENT REVIEW	18.7
SUPPORT	15.0
TOTAL DEVELOPMENT SERVICES	135.3
<b><u>ENVIRONMENTAL QUALITY</u></b>	
ADMINISTRATION	10.5
AIR	23.6
COMMUNICATION AND OUTREACH	4.4
ENFORCEMENT	5.0
WATER AND WASTE	9.0
TOTAL ENVIRONMENTAL QUALITY	52.5
<b><u>FACILITIES MANAGEMENT</u></b>	
ADMINISTRATION	13.0
CONSTRUCTION MANAGEMENT SERVICES	5.0
DESIGN	18.0
MAINTENANCE & OPERATIONS	131.0
PARKING GARAGES	3.0
PLANNING	6.0
TOTAL FACILITIES MANAGEMENT	176.0
<b><u>FLEET SERVICES</u></b>	
FLEET MANAGEMENT ADMINISTRATION	13.7
FLEET PARTS SUPPLY	4.0
MAINTENANCE & OPERATIONS	42.5
SUPPORT SERVICES	2.0
TOTAL FLEET SERVICES	62.2
<b><u>GRAPHIC SERVICES</u></b>	
GRAPHIC SERVICES DESIGN	7.8
GRAPHIC SERVICES PRODUCTION	13.8
TOTAL GRAPHIC SERVICES	21.6
<b><u>NATURAL RESOURCES, PARKS &amp; RECREATION</u></b>	
DEPARTMENTAL SERVICES	19.0
DEVELOPMENT	9.0
GEOGRAPHIC / MULTIMEDIA	1.0
NATURAL RESOURCE PARKS	47.3
PLANNING	2.0
RECREATION	94.8
URBAN PARK OPERATIONS	119.9
TOTAL NATURAL RESOURCES, PARKS & RECREATION	293.0

**SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM**

<u>Functional Area/Super Department/Programs</u>	<u>FTEs</u>
<b><u>PUBLIC WORKS ADMINISTRATION</u></b>	
ADMINISTRATION	9.5
CULTURAL RESOURCES	6.9
REAL PROPERTY	22.0
TOTAL PUBLIC WORKS ADMINISTRATION	38.4
<b><u>REGIONAL FLOOD CONTROL DISTRICT</u></b>	
CAPITAL IMPROVEMENT	7.0
FLOOD CONTROL SUPPORT	8.0
HAZARD MITIGATION	11.5
INFRASTRUCTURE	13.5
REGULATORY	17.0
RIPARIAN PROTECTION	10.0
TOTAL REGIONAL FLOOD CONTROL DISTRICT	67.0
<b><u>SOLID WASTE MANAGEMENT</u></b>	
COMMUNITY SERVICES	1.0
RESOURCE MANAGEMENT	11.0
WASTE MANAGEMENT	30.6
TOTAL SOLID WASTE MANAGEMENT	42.6
<b><u>TRANSPORTATION</u></b>	
DIRECTOR'S OFFICE AND SUPPORT SVCS	72.7
SYSTEMS, OPERATIONS AND MAINTENANCE	240.0
TRANSPORTATION INFRASTRUCTURE	102.0
TOTAL TRANSPORTATION	414.7
<b><u>WASTEWATER RECLAMATION</u></b>	
CONVEYANCE MAINTENANCE	110.0
PLANNING & ENGINEERING	108.0
TREATMENT OPERATIONS	238.3
WASTEWATER MANAGEMENT ADMINISTRATION	142.8
TOTAL WASTEWATER RECLAMATION	599.1
<b>TOTAL PUBLIC WORKS</b>	1,912.9

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

# Capital Projects

Expenditures: 166,449,329

FTEs 10.5

Revenues: 36,485,609

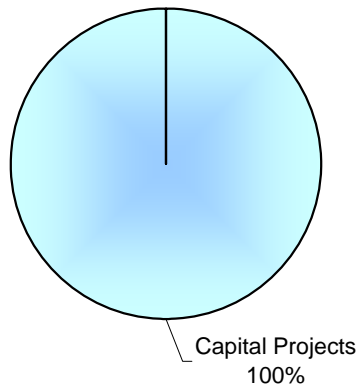
**Function Statement:**

The Capital Projects budget reflects anticipated funding for the construction of Pima County capital improvement projects valued at \$100,000 or more (excluding Wastewater Reclamation Enterprise Fund projects), as detailed in the proposed Fiscal Year 2009/13 Five Year Capital Improvement Plan.

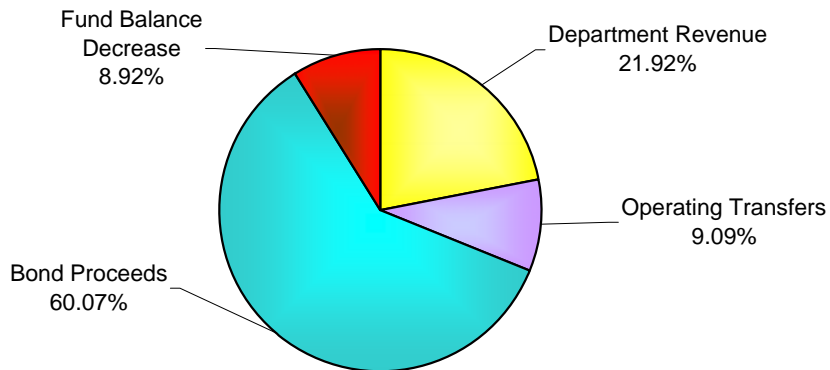
**Mandates:**

Pima County Code Title 3: Revenue and Finance, Chapter 3.06: Bonding Disclosure, Accountability, and Implementation

## Expenditures by Program



## Sources of All Funding



## Department Summary by Program

Department: CAPITAL PROJECTS

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
CAPITAL PROJECTS	202,659,243	250,542,995	166,449,329
<b>Total Expenditures</b>	<b>202,659,243</b>	<b>250,542,995</b>	<b>166,449,329</b>
<u>Funding by Source</u>			
<b>Revenues</b>			
CAPITAL PROJECTS	29,410,477	41,267,282	36,485,609
<b>Total Revenues</b>	<b>29,410,477</b>	<b>41,267,282</b>	<b>36,485,609</b>
<b>Net Operating Transfers In/(Out)</b>	<b>30,477,483</b>	<b>23,757,617</b>	<b>25,770</b>
<b>Other Funding Sources</b>	<b>146,320,000</b>	<b>145,000,000</b>	<b>100,000,000</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(3,548,717)</b>	<b>40,518,096</b>	<b>29,937,950</b>
<b>Total Program Funding</b>	<b>202,659,243</b>	<b>250,542,995</b>	<b>166,449,329</b>
<u>Staffing (FTEs) by Program</u>			
CAPITAL PROJECTS	11.0	10.5	10.5
<b>Total Staffing (FTEs)</b>	<b>11.0</b>	<b>10.5</b>	<b>10.5</b>

## 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 Reclamation 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 \$166,449,329 has been developed based upon the following:

Facilities Management	\$44,540,056
Transportation	45,182,383
Flood Control	16,423,922
Parks and Recreation	15,823,364
Open Space	21,000,000
Cultural Resources	3,834,372
Neighborhood/Housing Reinvestment	3,595,814
Solid Waste	1,265,419
Sheriff	12,766,002
Information Technology	1,150,300
Administrative Costs	867,697
<b>Total CIP</b>	<b>\$166,449,329</b>

**Program Goals and Objectives**

- Complete capital projects on schedule and within cost projections for fiscal year 2008/09
- 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	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Bonds sold (excludes sewer revenue bonds)	\$146,320,000	\$175,000,000	\$100,000,000
Revenues from outside sources	\$29,410,477	\$41,267,282	\$36,485,609

Program Expenditures by Object	FY2006/2007 Actual	FY2007/2008 Adopted	FY2008/2009 Adopted
PERSONAL SERVICES	685,781	711,094	639,643
SUPPLIES AND SERVICES	51,482	21,262,196	219,054
CAPITAL OUTLAY	201,921,980	228,569,705	165,590,632
<b>Total Program Expenditures</b>	<b>202,659,243</b>	<b>250,542,995</b>	<b>166,449,329</b>

Program Funding by Source	FY2006/2007 Actual	FY2007/2008 Adopted	FY2008/2009 Adopted
<b>Revenues</b>			
INTERGOVERNMENTAL	11,027,057	13,781,039	25,848,887
CHARGES FOR SERVICES	12,416,626	23,517,156	9,424,903
INTEREST	5,312,827	3,598,141	1,117,697
MISCELLANEOUS	263,587	370,946	94,122
MEMO REVENUE	390,380	0	0
<b>Operating Revenue Sub-Total</b>	<b>29,410,477</b>	<b>41,267,282</b>	<b>36,485,609</b>
<b>Net Operating Transfers In/(Out)</b>	<b>30,477,483</b>	<b>23,757,617</b>	<b>25,770</b>
<b>Other Funding Sources</b>	<b>146,320,000</b>	<b>145,000,000</b>	<b>100,000,000</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(3,548,717)</b>	<b>40,518,096</b>	<b>29,937,950</b>
<b>Total Program Funding</b>	<b>202,659,243</b>	<b>250,542,995</b>	<b>166,449,329</b>

<b>Program Staffing (FTEs)</b>	<b>11.0</b>	<b>10.5</b>	<b>10.5</b>
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**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS**  
**Fiscal Year 2008/2009**

For a comprehensive list of the active and new projects comprising the fiscal year 2009/13 Pima County Capital Improvement Plan refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects* .

Department/Program	FY 2008/09 Adopted
<u>Facilities Management</u>	
FM-04-202 Psychiatric Hospital & Crisis Recovery Center	15,980,000
FM-04-302 Justice Court/Municipal Court Complex	6,200,000
FM-06-002 Psychiatric Urgent Care Center	5,000,000
FM-04-204 Animal Care Center	3,240,000
FM-04-446 Wilmot Branch Library	2,415,045
FM-04-305 Interagency Victim Advocacy Center	2,034,884
FM-04-206 Green Valley Performing Arts Center Phase 2	1,880,379
FM-07-001 Jackson Employment Center	1,334,389
FM-08-004 Admin Building 9th Floor Rehab	1,300,000
FM-08-002 U OF A Medical School - Abrams	889,425
FM-07-002 33 N Stone Building	773,640
FM-08-006 Central Plant Transformer	750,000
FM-04-304 Corrections Jail Security Project	664,441
FM-08-005 Downtown Complex	500,000
FM-06-003 Administration Building Remodeling	472,072
FM-08-007 LSB Cooling Tower Replacement	350,000
FM-05-005 Flowing Wells Library	349,290
FM-08-008 Public Works Building Economizer Coils - HVAC	300,000
FM-95-011 Improve Disabled Access	106,491
<b>Facilities Management Totals:</b>	<b>44,540,056</b>
<u>Transportation</u>	
TR-98-031 Kinney Road, Ajo Way to Bopp Road	8,595,016
TR-RT-038 RTA Safety & Capacity Intersection Improvements	8,069,237
TR-RT-035 I-19 Frontage Rd: Continental Road to Canoa Road	3,134,510
TR-05-001 Canoa Road Interchange	2,977,934
TR-RT-039 Greenways, Pathways, Bikeways & Sidewalks	2,514,500
TR-98-028 Sunrise Drive, Craycroft Road to Kolb Road	2,077,000
TR-97-019 Craycroft Road, River Road to Sunrise Drive	2,071,233
TR-98-038 Safety Improvements	1,850,200
TR-RT-011 La Canada Drive: Ina Road to Calle Concordia	1,850,000
TR-RT-027 Tanque Verde Road: Catalina Highway to Houghton Road	1,279,000
TR-RT-037 La Canada Drive: River Road to Ina Road	1,162,307
TR-RT-021 Valencia Road: Mark Road to Wade Road	1,080,000
TR-RT-010 La Cholla Boulevard: River Road to Ruthrauff Road	1,049,000
TR-RT-041 Elderly & Pedestrian Safety Improvements & Safe Routes To School	937,000
TR-08-002 Camino Loma Alta: Old Spanish Trail to Colossal Cave Rd	860,000
TR-97-034 Valencia Road, Mark Road to Camino De La Tierra	637,702
TR-97-018 Cortaro Farms Road, Union Pacific RR Crossing to Thornydale Rd	629,054
TR-RT-044 Traffic Signalization Technology	595,000
TR-RT-007 Magee Rd/Cortaro Farms Rd: La Canada Dr to Thornydale Rd	440,000
TR-05-002 Dodge Blvd: Ft Lowell Rd to River Rd Bike Lanes and Sidewalks	425,000
TR-07-016 Mt. Lemmon Hwy Repairs MP 9.8 to 10.5	380,000
TR-97-033 Colossal Cave Rd: Acacia School to Old Vail Road	362,000
TR-06-003 Laguna Elementary School Sidewalks/Landscaping	335,841
TR-05-007 Sunset Villa Sidewalk/Pedestrian Enhancement	292,400
TR-RT-036 Magee Road/Cortaro Farms Road: Magee/La Cholla Intersection	264,000
TR-07-001 Picture Rock & Desert Winds Enhancements	243,051
TR-RT-012 Magee Road: La Cañada Drive to Oracle Road	212,000
TR-06-019 Homer Davis Elementary Bicycle & Pedestrian Enhancement	195,265

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS**  
**Fiscal Year 2008/2009**

For a comprehensive list of the active and new projects comprising the fiscal year 2009/13 Pima County Capital Improvement Plan refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects* .

Department/Program	FY 2008/09 Adopted
TR-RT-017 Broadway Boulevard: Euclid Avenue to Country Club	141,048
TR-98-030 Valencia Road, Mission Road to Interstate-19	100,000
TR-98-023 Neighborhood Transportation Improvements	86,645
TR-RT-032 Houghton Road, I-10 to Tanque Verde Road	54,000
TR-95-027 ADA Pedestrian Improvements	50,000
TR-06-017 Continental Elementary & Middle School Safe Routes	42,000
TR-03-002 Colossal Cave Road: Camino Loma Alta to Vail Road	30,000
TR-03-004 Edwin Road	30,000
TR-97-013 Alvernon Way, Ft Lowell Road to River Road	20,000
TR-05-003 Kino Parkway Overpass at 22nd Street	20,000
TR-08-014 Magee Rd: Mona Lisa to La Cholla Interim Capacity and Safety Improve	15,000
TR-93-002 Veterans Memorial Overpass	12,500
TR-98-027 La Cholla Boulevard, River Road to Magee Road	12,500
TR-98-034 Old Tucson-Nogales Highway-Summit Neighborhood	10,000
TR-93-011 Wetmore Rd and Ruthrauff Rd, La Cholla Blvd to Fairview Ave	5,000
TR-98-015 Kolb Road, Sabino Canyon Road to Sunrise Drive	5,000
TR-RT-014 Valencia Road, Alvernon to Kolb Advance R/W Acquisition	5,000
TR-96-003 River Rd at Ventana Wash	4,000
TR-98-006 Country Club Road, 36th Street to Milber	4,000
TR-98-048 Drexel Road, Tucson Boulevard to Alvernon Way	4,000
TR-97-041 Twin Peaks: Sidewinder Rd - Marana Town Limits	2,000
TR-98-003 Orange Grove Road at Geronimo Wash	2,000
TR-98-010 I-19 SB Frontage Road at Continental Rd	2,000
TR-98-026 Orange Grove Road, Thornydale Road to Oracle Road	2,000
TR-98-035 Mt. Lemmon Shuttle Parking	2,000
TR-94-006 Silverbell Rd at Blanco/ Brawley Washes	1,940
TR-98-040 Mainsail Boulevard and Twin Lakes Dr, Twenty-Seven Wash Vicinity	1,000
TR-04-001 Hayhook Ranch Road Improvement District	500
<b>Transportation Totals:</b>	<b>45,182,383</b>
<b>Regional Flood Control District</b>	
FC-97-028 Mission View Wash	3,991,074
FC-04-510 Canada del Oro River Park, Thornydale to Magee	2,400,000
FC-92-005 Arroyo Chico Detention Basin (USACOE)	2,200,000
FC-03-002 Urban Drainage	2,000,000
FC-04-508 Rillito River Linear Park, Alvernon to Craycroft	1,822,848
FC-98-003 Santa Cruz River: Paseo de Las Iglesias Restoration (USACOE)	1,350,000
FC-04-502 Urban Drainage Infrastructure Program	802,000
FC-04-503 City of South Tucson Urban Drainage	500,000
FC-00-003 Tres Rios del Norte (USACOE Study)	280,000
FC-04-501 Floodprone and Riparian Land Acquisition	250,000
FC-03-001 El Rio Medio (USACOE Study)	200,000
FC-97-009 T.V. Creek: Sabino Canyon to Craycroft (USACOE)	150,000
FC-07-007 Diablo Village Regional Detention Basins	149,000
FC-07-009 Santa Cruz River Continental Ranch Remediation Project	120,000
FC-04-505 Pascua Yaqui Tribe Black Wash Urban Drainage Flood Control Improvements	100,000
FC-00-004 Santa Cruz River: Cortaro Mesquite Bosque	75,000
FC-98-005 Rillito/Swan Wetlands (USACOE)	34,000
<b>Regional Flood Control District Totals:</b>	<b>16,423,922</b>

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS**  
**Fiscal Year 2008/2009**

For a comprehensive list of the active and new projects comprising the fiscal year 2009/13 Pima County Capital Improvement Plan refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects* .

Department/Program	FY 2008/09 Adopted
<u>Natural Resources, Parks and Recreation</u>	
PR-04-432 Southeast Community Park	2,298,313
PR-04-425 Mehl-Foothills Park	1,404,616
PR-04-433 Houghton Greenway	1,355,765
PR-04-438 Rio Vista Natural Resource Park	1,279,333
PR-04-420 Sports Field Lighting of Existing Fields	1,263,643
PR-04-419 Southeast Regional Park/Shooting Range - Phase II	1,212,732
P-05 Tucson Athletic and Play Field Improvements	1,177,834
PR-04-437 Pantano River Park, 22nd Street to Michael Perry Park	1,000,000
PR-04-430 Eastside Sports Complex and Senior Center	855,000
P-11 Yaqui Park Improvements	759,145
PR-04-427 Kino Public Sports Field Lighting	540,000
P-31 Rillito River Park - Campbell to Alvernon	519,339
PR-04-434 Julian Wash Linear Park	414,387
PR-04-439 Marana Cultural and Heritage Park	293,949
PR-04-436 Atturbury Wash Sanctuary	267,000
PR-04-431 Northside Community Park	238,955
P-18 Armory Park/Children's Museum Improvements	232,712
PR-04-422 Catalina Community Park	210,665
P-56 Thomas Jay Community Center	140,920
PR-04-423 Dan Felix Memorial Park - Pegler Wash	134,299
PR-04-435 Arroyo Chico	125,000
P-32 Rillito Park at Columbus Boulevard District Park	99,757
<b>Natural Resources, Parks and Recreation Totals:</b>	<b>15,823,364</b>
<u>Open Space</u>	
OS-04-199 2004 Open Space	18,866,358
OS-04-120 Davis Monthan Encroachment Prevention	2,133,642
<b>Open Space Totals:</b>	<b>21,000,000</b>
<u>Cultural Resources</u>	
HP-04-404 Fort Lowell Acquisition & San Pedro Chapel	760,645
HP-04-402 Canoa Ranch Buildings Rehabilitation	750,000
HP-04-417 Dunbar School	740,000
HP-04-412 Performing Arts Center Rehabilitation	507,734
HP-04-403 Juan Bautista de Anza National Historic Trail	481,280
HP-04-406 Steam Pump Ranch Rehabilitation	246,937
HP-97-006 Canoa Ranch Buildings Rehabilitation (1997 Auth)	227,167
HP-04-409 Dakota Wash Site Acquisition	78,163
HP-04-415 Pantano Townsite Preservation	39,446
HP-04-414 Los Morteros Preservation	3,000
<b>Cultural Resources Totals:</b>	<b>3,834,372</b>
<u>Neighborhood/Housing Reinvestment</u>	
NR-04-209 Neighborhood Reinvestment 2004 Authorization	2,340,584
HR-04-210 Housing Reinvestment 2004 Authorization	911,614
NR-1 Neighborhood Reinvestment	343,616
<b>Neighborhood/Housing Reinvestment Totals:</b>	<b>3,595,814</b>

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS**  
**Fiscal Year 2008/2009**

For a comprehensive list of the active and new projects comprising the fiscal year 2009/13 Pima County Capital Improvement Plan refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects* .

Department/Program	FY 2008/09 Adopted
<u>Solid Waste Management</u>	
SW-97-002 Tangerine Closure	766,000
SW-97-004 Environmental Remediation/EI Camino Del Cerro	499,419
<b>Solid Waste Management Totals:</b>	<b>1,265,419</b>
<u>Sheriff</u>	
SD-04-301 Regional Public Safety Communications System	12,766,002
<b>Sheriff Totals:</b>	<b>12,766,002</b>
<u>Information Technology</u>	
IT-07-002 33 N Stone IT Upgrades	1,037,300
IT-07-003 Radio Equipment and Tower Upgrade	100,000
IT-07-001 Library Phone System 2007	13,000
<b>Information Technology Totals:</b>	<b>1,150,300</b>
<u>Wastewater Reclamation</u>	
WL-04-611 Avra Valley BNRD Expansion	25,345,600
WL-08-604 Santa Cruz Interceptor, Phase III	15,479,053
WR-07-309 Roger Road WWTP to Ina Road WPCF Plant Interconnect	12,679,502
WL-04-610 New Marana WWTP BNRD Expansion (2.2 mgd)	7,966,975
WL-04-602 Miscellaneous Conveyance System Rehabilitation and Repair	5,900,000
WL-06-2L1 Mission View Wash	5,500,000
WL-04-601 Roger Road WWTP Rehabilitation	3,939,876
WR-07-203 ROMP Ina Rd WPCF HPO Replacement	3,902,557
WL-08-2L7 Ina Rd WPCF Digester Gas Equipment Replacement	3,000,000
WL-07-3L9 Roger Rd New NdN Facility Place Holder (ROMP)	2,919,144
WR-07-204 ROMP Ina Rd WPCF 12.5 MGD Expansion	2,882,619
WR-07-206 Ina Rd WPCF Biosolids Facilities Improvements	2,882,619
WL-01-1L1 Tangerine Road Sewer Crossing at Big Wash	2,542,658
WL-04-612 Mt. Lemmon Sewer System	2,500,000
WL-05-1L1 Richey Yard Field Operations Division Facility	1,768,571
WR-07-205 ROMP Ina Rd WPCF BNRAS System Modification	1,713,858
WL-04-603 Santa Cruz Interceptor: Prince to Franklin	1,656,658
WL-08-3L9 Ina Rd WPCF - Gravity Belt Thickeners for Biosolids	1,500,000
WL-08-4L3 Corona de Tucson WWTF - UV Disinfection & Filtration	1,000,000
WL-08-0L3 Region Wide Conveyance Odor Control	940,000
WL-08-3L7 Ina Rd WPCF Enclosed Transfer Station Dewatering	850,000
WL-05-3L2 Capstan Lift Station	754,398
WR-07-207 ROMP Ina Rd WPCF Power Generation & Distribution	593,761
WL-07-5L2 Ina Road Telephone System	525,000
WL-08-4L1 Corona de Tucson WWTF - Sludge Storage Facility	500,000
WL-08-4L4 Green Valley WWTF - Sludge Digestion Facility Cover	500,000
WL-08-4L5 Green Valley WWTF - Screens, Washer & Compactors	500,000
WL-08-0L2 RW Conveyance Vapor Treatment Unit Odor Control	495,000
WL-87-427 Arivaca Junction Wastewater Treatment Facility Sewer Extension	400,000
WL-08-0L1 Region Wide Conveyance Odor Control System	400,000
WL-08-2L4 Ina Rd WPCF Centrate Line From Centrifuge to Thickener	350,000
WL-08-2L9 Ina Rd WPCF SCADA Process Optimization	350,000
WL-08-3L1 Ina Rd WPCF Variable Frequency	340,000
WL-08-2L1 Ina Rd WPCF Electrical Substation No. 1	325,000
WL-07-4L6 Sabino Creek Pump Station	300,000

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS**  
**Fiscal Year 2008/2009**

For a comprehensive list of the active and new projects comprising the fiscal year 2009/13 Pima County Capital Improvement Plan refer to the *Summary Schedules* section - *Summary of Active Capital Improvement Projects* .

Department/Program	FY 2008/09 Adopted
WL-08-3L3 Ina Rd WPCF Relocate Final Effluent Samplers	300,000
WL-08-2L3 Ina Rd WPCF Primary Sluice Gates	250,000
WL-08-3L6 Ina Rd WPCF - Road Replacements/Additions	250,000
WL-08-4L2 Corona de Tucson WWTF - Odor Control for Headworks	250,000
WL-06-3L1 Continental Ranch Regional Pump Station	214,000
WL-06-5L1 Ina Road Property Acquisition	200,000
WL-07-3L2 Prince Rd & I-10 ADOT Sewer Modifications	200,000
WL-07-6L8 Green Valley BNROD Exp 2.0 to 4.0 MGD	200,000
WL-08-2L2 Ina Rd WPCF Lighting Improvements	200,000
WL-08-3L4 Ina Rd WPCF East/West Electrical Upgrade	200,000
WL-08-3L8 Ina Rd WPCF - Upgrade of Blower Heat Exchanger	200,000
WL-97-4L3 Tanque Verde Interceptor: Craycroft to Tucson Country Club	191,000
WL-08-4L7 Prudence Lift Station	150,000
WL-05-3L3 Green Valley Flood Control Protection Wall	137,768
WL-05-0L8 Santa Cruz Interceptor Out-of-Service	125,000
WL-05-3R6 Roger Road SCADA Upgrades	100,000
WL-08-2L5 Ina Rd WPCF Electrical Centrifuge 700 BUS	100,000
WL-08-2L6 Ina Rd WPCF Concrete Floor Replacements	100,000
WL-08-2L8 KERP Dechlorinization Building	100,000
WL-08-4L6 Ina Rd WPCF Corrosion Prevention Program	100,000
WL-08-1L1 Sunrise Lift Station	80,000
WL-94-4L7 Green Valley Sewer Protection	78,000
WR-07-208 Ina Rd WPCF Class A Biosolids Improvements	74,593
WL-01-4L1 Tanuri Drive Relief Sewer	50,000
WL-05-5F3 Ina Rd Scum Pumping System	50,000
WL-05-5F4 Ina Rd Recycle Line Modifications	50,000
<b>Wastewater Reclamation Totals:</b>	<b>117,153,210</b>
<b>Total Capital Improvement Projects</b>	<b>282,734,842</b>
<b>Administrative Costs</b>	<b>867,697</b>
<b>Total Capital Improvement Program</b>	<b>283,602,539</b>
<b>Funded by Wastewater Reclamation</b>	<b>(117,153,210)</b>
<b>Total FY 2008/09 Adopted Capital Projects Fund</b>	<b>166,449,329</b>

# Development Services

Expenditures: 12,518,120

Revenues: 11,562,537

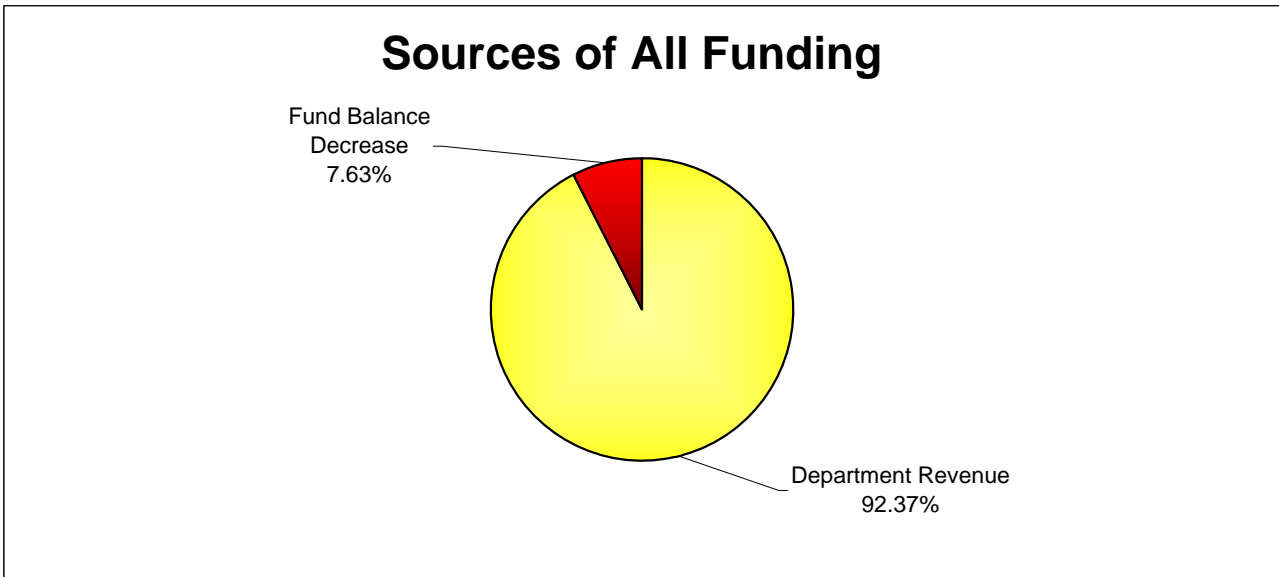
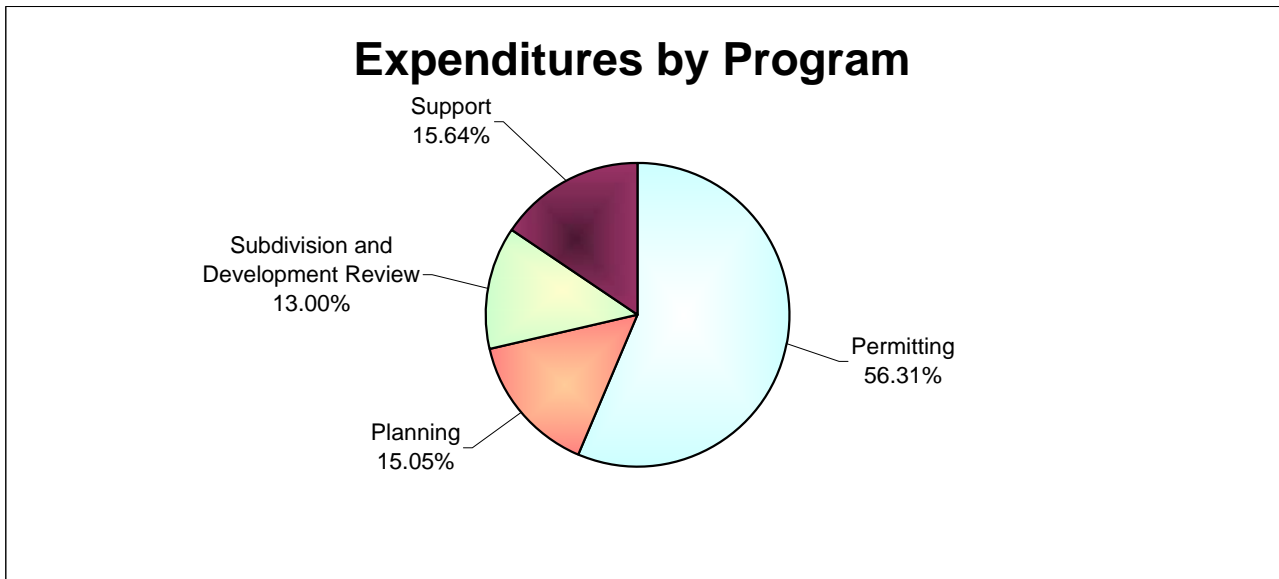
FTEs 135.3

**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



## Department Summary by Program

Department: **DEVELOPMENT SERVICES**

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
PERMITTING	7,888,879	7,860,426	7,047,857
PLANNING	2,592,464	2,534,910	1,884,592
SUBDIVISION AND DEVELOPMENT REVIEW	2,005,719	2,373,601	1,627,471
SUPPORT	2,979,184	2,573,077	1,958,200
<b>Total Expenditures</b>	<b>15,466,246</b>	<b>15,342,014</b>	<b>12,518,120</b>

**Funding by Source**

**Revenues**

PERMITTING	9,592,012	13,579,604	9,382,837
PLANNING	565,002	382,327	530,975
SUBDIVISION AND DEVELOPMENT REVIEW	1,252,964	1,159,475	1,142,225
SUPPORT	807,779	839,540	506,500
<b>Total Revenues</b>	<b>12,217,757</b>	<b>15,960,946</b>	<b>11,562,537</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>(2,627,586)</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>3,248,489</b>	<b>2,008,654</b>	<b>955,583</b>
<b>Total Program Funding</b>	<b>15,466,246</b>	<b>15,342,014</b>	<b>12,518,120</b>

**Staffing (FTEs) by Program**

PERMITTING	111.5	109.5	81.8
PLANNING	23.8	23.8	19.8
SUBDIVISION AND DEVELOPMENT REVIEW	25.7	26.7	18.7
SUPPORT	22.0	22.0	15.0
<b>Total Staffing (FTEs)</b>	<b>183.0</b>	<b>182.0</b>	<b>135.3</b>

## 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 Reclamation programs.

**Program Goals and Objectives**

- Provide timely, accurate processing of building permits and variance applications
  - . Approve at least 90% of permits within 20 working days from point of initialization
  - . Accept at least 85% of adjustments within 30 working days from the time application is accepted
  - . Perform at least 95% of building inspections on the scheduled inspection date
- Provide clear and accessible information to help customers understand and comply with requirements
  - . Increase percent of zoning complaints or violators who rate employees highly in terms of assisting them in understanding the violation and remedy
    - . Resolve at least 95% of building complaints without the need to refer to County Attorney
- Improve the quality of application packages submitted
  - . Achieve at least 85% approval rate for first pass plans submitted
  - . Approve at least 75% of building inspections warranting approval on the first inspection
- Improve the efficiency of enforcement process
  - . Resolve zoning complaints within 100 working days
  - . Resolve building complaints within 100 working days

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Permits approved within 20 working days from point of initialization	87%	90%	90%
First pass approval of plans submitted	61%	58%	85%
Zoning complaints resolved within 100 working days	63%	80%	80%
Zoning complainants or violators who rate employees highly in terms of assisting them in understanding the violation and remedy	n/a	70%	80%
Building complaints resolved within 100 working days	56%	60%	65%
Building complaints resolved without the need to refer to County Attorney	93%	95%	95%
Variances decided upon by the Board of Adjustment within 30 working days from the time application is accepted	78%	80%	85%
Building inspections performed on the scheduled inspection date	n/a	95%	95%
Building inspections warranting approval that are approved on the first inspection	60%	70%	75%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	5,805,277	6,054,483	5,726,286
SUPPLIES AND SERVICES	2,004,106	1,805,943	1,321,571
CAPITAL OUTLAY	79,496	0	0
<b>Total Program Expenditures</b>	<b>7,888,879</b>	<b>7,860,426</b>	<b>7,047,857</b>

## Program Summary

Department: **DEVELOPMENT SERVICES**

Program: **PERMITTING**

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
LICENSES & PERMITS	7,095,381	9,846,397	7,176,537
CHARGES FOR SERVICES	2,394,307	3,678,501	2,153,300
MISCELLANEOUS	102,324	54,706	53,000
<b>Operating Revenue Sub-Total</b>	<u>9,592,012</u>	<u>13,579,604</u>	<u>9,382,837</u>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>(1,576,550)</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(1,703,133)</b>	<b>(4,142,628)</b>	<b>(2,334,980)</b>
<b>Total Program Funding</b>	<u>7,888,879</u>	<u>7,860,426</u>	<u>7,047,857</u>
<hr/> <b>Program Staffing (FTEs)</b> <hr/>	<b>111.5</b>	<b>109.5</b>	<b>81.8</b>

## 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 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 analyses 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
  - . Ensure Board of Supervisors (BOS) act on the Annual Comprehensive Plan Amendment by December 15th
  - . Increase to 100% the affected agencies that respond by the comment deadline
- Provide timely, accurate processing of rezoning applications, inspection requests, and code text amendments
  - . Increase to 75% the rezoning applications approved by Board of Supervisors within 200 working days from the time accepted by the planner on duty
- Provide clear and accessible information to help customers understand and comply with requirements
  - . Increase to 80% the rezoning customers that rate employees highly in terms of assisting them in understanding the Rezoning process
- Improve the effectiveness of code text amendments
  - . Increase to 65% the Code Text Amendments approved/denied by the Board of Supervisors within eight months from the time of public initiation or issuance of the case number whichever comes first
  - . Maintain at least 80% of Code implementers/interpreters that rate the aggregate code amendments highly in terms of their effectiveness

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Annual Comprehensive Plan Amendment applications acted on by the BOS by December 15th of the application year	86%	90%	90%
Affected agencies that respond by the comment deadline for each Comprehensive Plan Amendment	n/a	79%	100%
Rezoning applications approved by the BOS within 200 working days from the time accepted by the planner on duty	65%	70%	75%
Rezoning customers that rate employees highly in terms of assisting them in understanding the rezoning process	n/a	67%	80%
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	38%	50%	65%
Code implementers/interpreters that rate the aggregate code amendments highly in terms of their effectiveness	n/a	80%	80%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	2,070,664	1,751,799	1,505,358
SUPPLIES AND SERVICES	504,835	783,111	379,234
CAPITAL OUTLAY	16,965	0	0
<b>Total Program Expenditures</b>	<b>2,592,464</b>	<b>2,534,910</b>	<b>1,884,592</b>

## Program Summary

Department: **DEVELOPMENT SERVICES**

Program: **PLANNING**

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	498,387	317,243	467,975
MISCELLANEOUS	66,615	65,084	63,000
<b>Operating Revenue Sub-Total</b>	<u>565,002</u>	<u>382,327</u>	<u>530,975</u>
<b>Net Operating Transfers In/(Out)</b>	0	(525,518)	0
<b>Other Funding Sources</b>	0	0	0
<b>Fund Balance Decrease/(Increase)</b>	2,027,462	2,678,101	1,353,617
<b>Total Program Funding</b>	<u>2,592,464</u>	<u>2,534,910</u>	<u>1,884,592</u>
<b>Program Staffing (FTEs)</b>	23.8	23.8	19.8

## 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 Reclamation, 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
- . Approve at least 90% of development plans & subdivision plats within 350 working days from the time of initiation
- . Approve at least 50% of development plans & subdivision on the second submittal
- . Approve at least 90% of sewer improvements within 125 working days from the time of submittal until the approval letter is distributed
- . Approve at least 90% of sewer improvements not requiring a revision initiated by PDEQ, ADEQ, or WR
- . Approve at least 80% of paving and grading improvement plans within 150 working days from the date of submittal
- . Approve at least 80% of paving and grading improvements by the third submittal

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Development plans & subdivision plats approved within 350 working days from the time of initialization	78%	85%	90%
Development plans & subdivisions approved on the second submittal	39%	40%	50%
Sewer improvements approved within 125 working days from the time of submittal until the approval letter is distributed	79%	80%	90%
Approved sewer improvements not requiring a revision initiated by PDEQ, ADEQ or Wastewater Reclamation	49%	85%	90%
Paving and grading improvement plans approved within 150 working days from the date of submittal	75%	75%	80%
Paving and grading improvements approved by the third submittal	39%	75%	80%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,479,672	1,828,242	1,334,659
SUPPLIES AND SERVICES	526,047	545,359	292,812
<b>Total Program Expenditures</b>	<b>2,005,719</b>	<b>2,373,601</b>	<b>1,627,471</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	1,250,339	1,159,475	1,135,725
MISCELLANEOUS	2,625	0	6,500
<b>Operating Revenue Sub-Total</b>	<b>1,252,964</b>	<b>1,159,475</b>	<b>1,142,225</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>(525,518)</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>752,755</b>	<b>1,739,644</b>	<b>485,246</b>
<b>Total Program Funding</b>	<b>2,005,719</b>	<b>2,373,601</b>	<b>1,627,471</b>

<b>Program Staffing (FTEs)</b>	<b>25.7</b>	<b>26.7</b>	<b>18.7</b>
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## 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
  - . Increase the percent of customers who feel employees helped them fully understand and comply with regulatory policies and requirements
- Continue to improve processes
  - . Increase to 75% the 11 core processes that achieve measurable process improvements in time, quality, and/or cost annually
- Enhance financial stability
  - . Increase the percent of department operating costs covered annually by generated revenue

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Customers who feel employees helped them fully understand and comply with regulatory policies and requirements	61%	61%	70%
Eleven core processes that achieve measurable process improvements in time, quality, and/or cost annually	27%	50%	75%
Department operating costs covered annually by generated revenue	80%	71%	92%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,643,853	1,651,449	1,228,292
SUPPLIES AND SERVICES	1,134,818	841,628	729,908
CAPITAL OUTLAY	200,513	80,000	0
<b>Total Program Expenditures</b>	<b>2,979,184</b>	<b>2,573,077</b>	<b>1,958,200</b>
<u>Program Funding by Source</u>			
<b>Revenues</b>			
INTEREST	762,901	780,626	500,000
MISCELLANEOUS	44,878	58,914	6,500
<b>Operating Revenue Sub-Total</b>	<b>807,779</b>	<b>839,540</b>	<b>506,500</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>2,171,405</b>	<b>1,733,537</b>	<b>1,451,700</b>
<b>Total Program Funding</b>	<b>2,979,184</b>	<b>2,573,077</b>	<b>1,958,200</b>
<b>Program Staffing (FTEs)</b>	<b>22.0</b>	<b>22.0</b>	<b>15.0</b>

# Environmental Quality

Expenditures: 4,165,993

Revenues: 3,544,276

FTEs 52.5

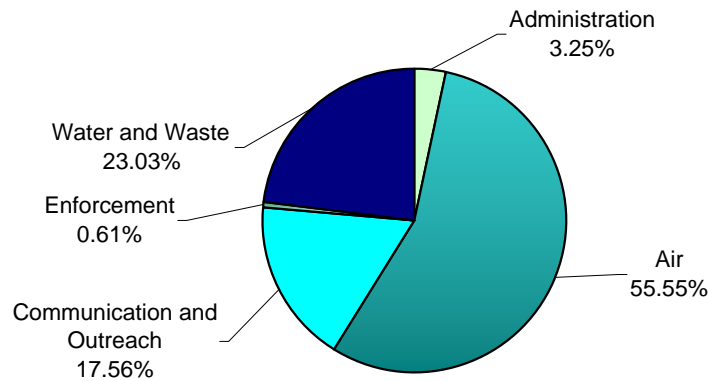
**Function Statement:**

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.

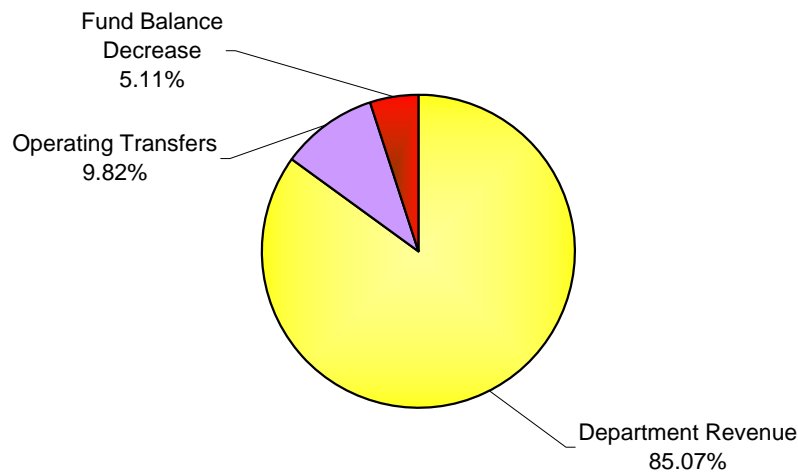
**Mandates:**

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

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
ADMINISTRATION	90,005	70,628	135,450
AIR	2,188,541	2,349,603	2,314,417
COMMUNICATION AND OUTREACH	689,754	743,292	731,513
ENFORCEMENT	270,422	1,359	25,300
WATER AND WASTE	1,258,030	1,533,354	959,313
<b>Total Expenditures</b>	<b>4,496,752</b>	<b>4,698,236</b>	<b>4,165,993</b>

### Funding by Source

**Revenues**

ADMINISTRATION	87,114	30,550	35,450
AIR	1,285,060	1,466,139	1,792,700
COMMUNICATION AND OUTREACH	686,486	691,203	731,513
ENFORCEMENT	40,000	0	25,300
WATER AND WASTE	1,054,870	1,377,863	959,313
<b>Total Revenues</b>	<b>3,153,530</b>	<b>3,565,755</b>	<b>3,544,276</b>
<b>Net Operating Transfers In/(Out)</b>	<b>399,791</b>	<b>422,936</b>	<b>408,906</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>943,431</b>	<b>709,545</b>	<b>212,811</b>
<b>Total Program Funding</b>	<b>4,496,752</b>	<b>4,698,236</b>	<b>4,165,993</b>

### Staffing (FTEs) by Program

ADMINISTRATION	13.0	12.5	10.5
AIR	24.0	23.1	23.6
COMMUNICATION AND OUTREACH	5.8	5.8	4.4
ENFORCEMENT	5.0	5.0	5.0
WATER AND WASTE	15.0	14.0	9.0
<b>Total Staffing (FTEs)</b>	<b>62.8</b>	<b>60.4</b>	<b>52.5</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Quarterly activity reports completed	4	4	4
Training and development plans updated for all employees	100%	100%	100%
Best management practices identified and implemented	yes	yes	yes
Process improvements identified and implemented	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	725,717	10,128	139
SUPPLIES AND SERVICES	(640,332)	0	128,311
CAPITAL OUTLAY	4,620	60,500	7,000
<b>Total Program Expenditures</b>	<b>90,005</b>	<b>70,628</b>	<b>135,450</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTEREST	85,296	30,400	35,000
MISCELLANEOUS	1,818	150	450
<b>Operating Revenue Sub-Total</b>	<b>87,114</b>	<b>30,550</b>	<b>35,450</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>2,891</b>	<b>40,078</b>	<b>100,000</b>
<b>Total Program Funding</b>	<b>90,005</b>	<b>70,628</b>	<b>135,450</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
<b>Program Staffing (FTEs)</b>	<b>13.0</b>	<b>12.5</b>	<b>10.5</b>

## Program Summary

**Department: ENVIRONMENTAL QUALITY**

**Program: AIR**

**Function**

Implement federal, state, and local air quality regulations within Pima County.

**Description of Services**

Develop air management strategies, issue permits to regulated facilities, conduct compliance activities, and monitor air quality for compliance with national air quality standards.

**Program Goals and Objectives**

- Maintain and protect the air quality of Pima County through research and regulation
- Meet the National Ambient Air Quality Standards (NAAQS) for air pollutants
- Meet or exceed the required air monitoring data recovery rate of 75%

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Air monitoring sites operational	23	24	30
Average air monitoring data recovery rate	98%	95%	95%
Stationary source inspections	27	45	80
Stationary source permits issued with revisions	17	20	20
Activity permits issued	919	850	800
NAAQS air pollutant standards met	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,208,283	1,318,270	1,429,908
SUPPLIES AND SERVICES	872,037	937,333	827,530
CAPITAL OUTLAY	108,221	94,000	56,979
<b>Total Program Expenditures</b>	<b>2,188,541</b>	<b>2,349,603</b>	<b>2,314,417</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
LICENSES & PERMITS	831,434	807,700	1,202,500
INTERGOVERNMENTAL	50,000	50,000	50,000
FINES AND FORFEITS	62,925	0	0
MISCELLANEOUS	40,008	25,000	10,200
<b>Operating Revenue Sub-Total</b>	<b>984,367</b>	<b>882,700</b>	<b>1,262,700</b>
INTERGOVERNMENTAL	291,285	583,439	530,000
MISCELLANEOUS	9,408	0	0
<b>Grant Revenue Sub-Total</b>	<b>300,693</b>	<b>583,439</b>	<b>530,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>399,791</b>	<b>422,936</b>	<b>408,906</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>503,690</b>	<b>460,528</b>	<b>112,811</b>
<b>Total Program Funding</b>	<b>2,188,541</b>	<b>2,349,603</b>	<b>2,314,417</b>

<b>Program Staffing (FTEs)</b>	<b>24.0</b>	<b>23.1</b>	<b>23.6</b>
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## Program Summary

**Department:** ENVIRONMENTAL QUALITY  
**Program:** COMMUNICATION AND OUTREACH

**Function**

Assist in implementation of federal, state, and local air quality, water quality, and waste disposal regulations in Pima County.

**Description of Services**

Provide education and outreach to the public regarding mandated air quality, water quality, and waste reduction activities.

**Program Goals and Objectives**

- Maintain and protect the air quality of Pima County through community education events
- Maintain and protect the water quality of Pima County through community education events
- Reduce waste and encourage recycling through community education events

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Community education events instituted	287	270	275

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	211,437	276,423	313,582
SUPPLIES AND SERVICES	474,041	463,869	417,931
CAPITAL OUTLAY	4,276	3,000	0
<b>Total Program Expenditures</b>	<b>689,754</b>	<b>743,292</b>	<b>731,513</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	129,269	119,353	158,125
MISCELLANEOUS	42	0	0
<b>Operating Revenue Sub-Total</b>	<b>129,311</b>	<b>119,353</b>	<b>158,125</b>
INTERGOVERNMENTAL	556,875	571,850	573,288
MISCELLANEOUS	300	0	100
<b>Grant Revenue Sub-Total</b>	<b>557,175</b>	<b>571,850</b>	<b>573,388</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>3,268</b>	<b>52,089</b>	<b>0</b>
<b>Total Program Funding</b>	<b>689,754</b>	<b>743,292</b>	<b>731,513</b>

<u>Program Staffing (FTEs)</u>	5.8	5.8	4.4
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## Program Summary

**Department:** ENVIRONMENTAL QUALITY  
**Program:** ENFORCEMENT

**Function**

Enforce federal, state, and local air quality, water quality, and solid waste enforcement regulations within Pima County.

**Description of Services**

Develop and conduct enforcement activities for air quality, water quality, and solid waste. Perform enforcement activities including tracking all violations; recommending, developing, and executing settlement agreements and consent orders; and developing requests for County Attorney action. Conduct investigations, surveillance, and enforcement activities regarding illegal dumping of solid waste within Pima County. Conduct illegal dumping remediation projects on public land when responsible party cannot be identified.

**Program Goals and Objectives**

- Investigate instances of illegal dumping in Pima County and initiate clean up and remediation on public lands from such activities

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Illegal dumping sites investigated	619	651	660
Illegal waste removed from public lands (tons)	83	100	110

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	145,689	71,946	192,653
SUPPLIES AND SERVICES	80,440	(73,587)	(167,353)
CAPITAL OUTLAY	44,293	3,000	0
<b>Total Program Expenditures</b>	<b>270,422</b>	<b>1,359</b>	<b>25,300</b>
<u>Program Funding by Source</u>			
<b>Revenues</b>			
MISCELLANEOUS	0	0	25,300
<b>Operating Revenue Sub-Total</b>	<b>0</b>	<b>0</b>	<b>25,300</b>
MISCELLANEOUS	40,000	0	0
<b>Grant Revenue Sub-Total</b>	<b>40,000</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>230,422</b>	<b>1,359</b>	<b>0</b>
<b>Total Program Funding</b>	<b>270,422</b>	<b>1,359</b>	<b>25,300</b>

<b>Program Staffing (FTEs)</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
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## Program Summary

**Department:** ENVIRONMENTAL QUALITY  
**Program:** WATER AND WASTE

**Function**

Implement federal, state, and local regulations regarding water, wastewater, onsite disposal systems, and solid waste within Pima County. Implement storm water management programs and conduct storm water sampling pursuant to Pima County's Municipal Separate Storm Sewer System (NPDES) permit.

**Description of Services**

Issue approvals for the construction or modification of water, wastewater, and onsite disposal systems and conduct compliance activities. Conduct compliance activities for solid and liquid waste haulers. Implement storm water management, monitoring, and education activities as required by Pima County's federal storm water permit. Conduct private well testing in the Environmental Protection Agency superfund area.

**Program Goals and Objectives**

- Ensure the proper construction and operation of water, wastewater, and onsite disposal systems
- Comply with Arizona Department of Environmental Quality permit requirements for the Municipal Separate Storm Sewer System permit
- Educate and inform small privately owned water companies of water programs and water quality issues

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Septic site suitability and final inspections performed	605	798	960
Water and wastewater plans reviewed	776	700	750
Plans reviewed within licensing timeframe	100%	100%	100%
Minimum number of samples obtained for storm water events	yes	yes	yes
Private wells in superfund area tested to meet funding conditions	yes	yes	yes
Waste Hauler Permits Issued	40	45	45
Resource Conservation and Recovery Act inspections	40	40	40
Sanitary surveys conducted	48	44	40

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	600,969	895,946	656,470
SUPPLIES AND SERVICES	576,740	611,908	294,843
CAPITAL OUTLAY	80,321	25,500	8,000
<b>Total Program Expenditures</b>	<b>1,258,030</b>	<b>1,533,354</b>	<b>959,313</b>

**Program Funding by Source**

<b>Revenues</b>			
LICENSES & PERMITS	1,047,782	1,358,350	939,700
MISCELLANEOUS	0	0	100
<b>Operating Revenue Sub-Total</b>	<b>1,047,782</b>	<b>1,358,350</b>	<b>939,800</b>
INTERGOVERNMENTAL	7,088	19,513	19,513
<b>Grant Revenue Sub-Total</b>	<b>7,088</b>	<b>19,513</b>	<b>19,513</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>203,160</b>	<b>155,491</b>	<b>0</b>
<b>Total Program Funding</b>	<b>1,258,030</b>	<b>1,533,354</b>	<b>959,313</b>

<b>Program Staffing (FTEs)</b>	<b>15.0</b>	<b>14.0</b>	<b>9.0</b>
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# Facilities Management

**Expenditures:** 18,858,443

**Revenues:** 7,632,728

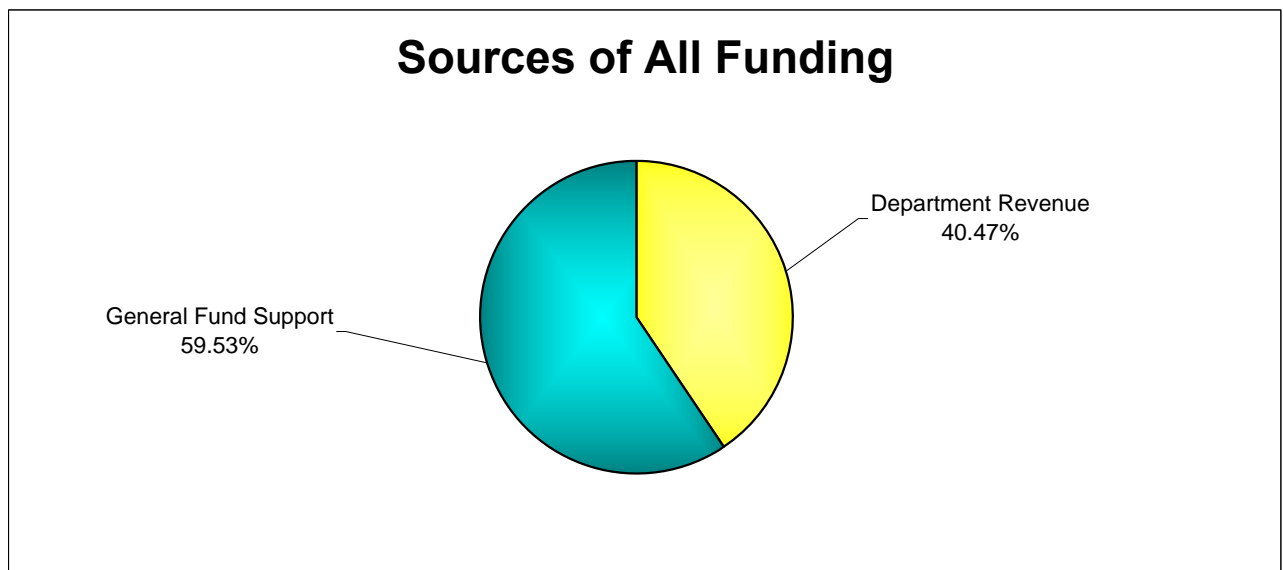
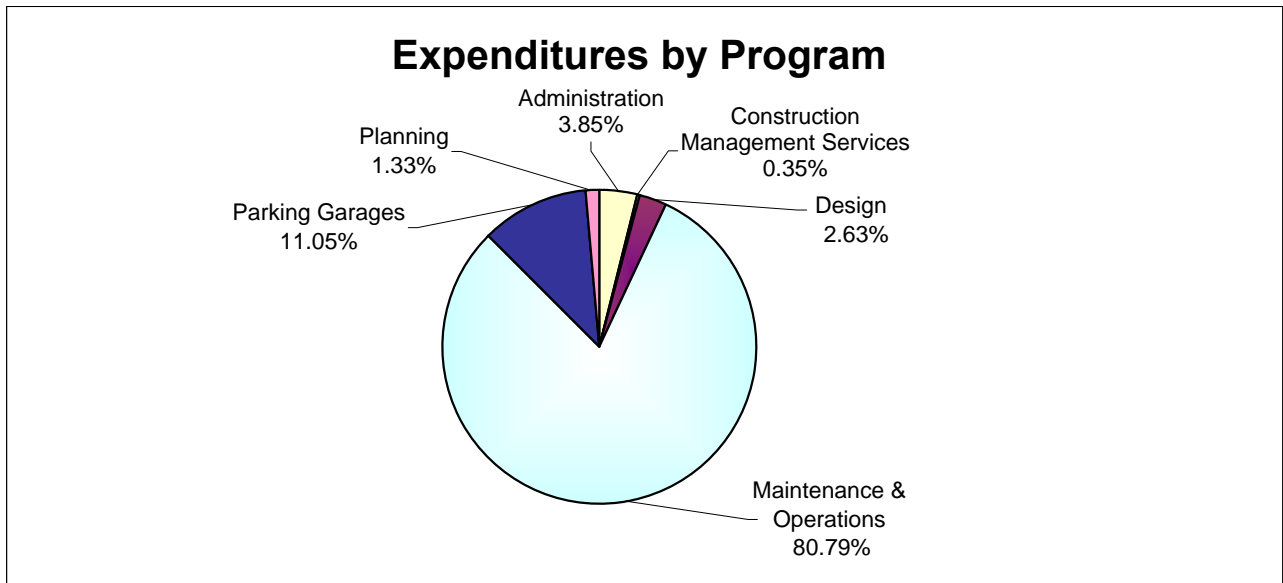
**FTEs** 176.0

**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



## Department Summary by Program

Department: **FACILITIES MANAGEMENT**

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
ADMINISTRATION	499,965	651,114	725,146
CONSTRUCTION MANAGEMENT SERVICES	185,088	217,558	66,939
DESIGN	780,997	795,380	495,230
MAINTENANCE & OPERATIONS	12,881,992	16,384,829	15,235,365
PARKING GARAGES	1,589,869	1,667,462	2,084,344
PLANNING	252,044	385,414	251,419
<b>Total Expenditures</b>	<b>16,189,955</b>	<b>20,101,757</b>	<b>18,858,443</b>

### Funding by Source

**Revenues**

ADMINISTRATION	81,529	78,509	89,592
DESIGN	156	0	0
MAINTENANCE & OPERATIONS	4,447,486	6,089,839	5,660,190
PARKING GARAGES	1,629,076	1,758,946	1,882,946
PLANNING	3	0	0
<b>Total Revenues</b>	<b>6,158,250</b>	<b>7,927,294</b>	<b>7,632,728</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(1,828,969)</b>	<b>0</b>	<b>(340,000)</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>910,420</b>	<b>496,186</b>	<b>87,300</b>
<b>General Fund Support</b>	<b>10,950,254</b>	<b>11,678,277</b>	<b>11,478,415</b>
<b>Total Program Funding</b>	<b>16,189,955</b>	<b>20,101,757</b>	<b>18,858,443</b>

### Staffing (FTEs) by Program

ADMINISTRATION	9.0	10.0	13.0
CONSTRUCTION MANAGEMENT SERVICES	6.8	7.0	5.0
DESIGN	16.5	17.0	18.0
MAINTENANCE & OPERATIONS	124.3	128.0	131.0
PARKING GARAGES	3.0	4.0	3.0
PLANNING	7.0	7.0	6.0
<b>Total Staffing (FTEs)</b>	<b>166.6</b>	<b>173.0</b>	<b>176.0</b>

## 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 for County departments in order to sell or lease real property, including lease renewals and required tenant improvements. Conduct due diligence inspections and prepare legal documents for County departments to acquire new real property. 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Payroll submitted by deadline	100%	99%	100%
Labor distributions completed by deadline	100%	100%	100%
Invoices processed within 2 days of receipt	98%	98%	100%
Payments deposited within 1 day of receipt	99%	97%	100%
Annual budget submitted by deadline	100%	100%	100%
Employee records updated within 3 days of change	97%	99%	100%
New hire orientation provided on 1st day of work	100%	100%	100%
PAFs turned in by deadline	92%	98%	100%
Legal instruments prepared by deadline set by mgmt	100%	100%	100%
New leases negotiated by deadline set by mgmt	95%	98%	100%
Leases renewed prior to expiration date	96%	98%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	436,269	616,229	683,190
SUPPLIES AND SERVICES	57,441	34,885	41,956
CAPITAL OUTLAY	6,255	0	0
<b>Total Program Expenditures</b>	<b>499,965</b>	<b>651,114</b>	<b>725,146</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	81,529	78,509	89,592
<b>Operating Revenue Sub-Total</b>	<b>81,529</b>	<b>78,509</b>	<b>89,592</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>418,436</b>	<b>572,605</b>	<b>635,554</b>
<b>Total Program Funding</b>	<b>499,965</b>	<b>651,114</b>	<b>725,146</b>

<u>Program Staffing (FTEs)</u>	<u>9.0</u>	<u>10.0</u>	<u>13.0</u>

## 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 for contractibility and conformance to Pima County Design Standards during the various phases of design using documents prepared by in-house staff or contracted consultants.

**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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Reviews completed within 7 days of receipt	95%	95%	98%
Cost overruns within 5% of bid	96%	98%	100%
Projects completed within 110% of schedule	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	123,630	159,422	44,385
SUPPLIES AND SERVICES	38,737	39,136	22,554
CAPITAL OUTLAY	22,721	19,000	0
<b>Total Program Expenditures</b>	<b>185,088</b>	<b>217,558</b>	<b>66,939</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
<b>General Fund Support</b>	<b>185,088</b>	<b>217,558</b>	<b>66,939</b>
<b>Total Program Funding</b>	<b>185,088</b>	<b>217,558</b>	<b>66,939</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Program Staffing (FTEs)</b>	<b>6.8</b>	<b>7.0</b>	<b>5.0</b>

## 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 department staff and outsourced consultants and contractors
- Participate in the recruitment, evaluation, selection, and training of new employees who 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
SOQ submittals evaluated within 7 days of receipt	91%	95%	100%
Interior design and design standards updated within identified timetable	89%	95%	100%
Direction for interior design and design issues provided within 3 days	93%	95%	100%
Various interior design projects provided on time	92%	95%	100%
Various remodeling or tenant improvement projects provided on time	94%	95%	100%
Various moving projects provided on time	92%	95%	100%
Employee interviews scheduled within 7 days of receipt of certified lists	95%	97%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	643,995	700,919	380,513
SUPPLIES AND SERVICES	115,846	84,561	114,717
CAPITAL OUTLAY	21,156	9,900	0
<b>Total Program Expenditures</b>	<b>780,997</b>	<b>795,380</b>	<b>495,230</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	156	0	0
<b>Operating Revenue Sub-Total</b>	<b>156</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>780,841</b>	<b>795,380</b>	<b>495,230</b>
<b>Total Program Funding</b>	<b>780,997</b>	<b>795,380</b>	<b>495,230</b>

<b>Program Staffing (FTEs)</b>	<b>16.5</b>	<b>17.0</b>	<b>18.0</b>
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## 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 facilities 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 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Procurement initiated within 48 hours of request	94%	92%	100%
Parts/materials installed within 48 hours of request	93%	92%	100%
Service requests responded to within 48 hours	96%	96%	100%
Reduction in third service requests	yes	yes	yes
Equipment serviced annually	85%	90%	100%
Scheduled personnel doing PM	76%	78%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	5,117,460	6,068,548	6,186,385
SUPPLIES AND SERVICES	7,689,610	10,154,169	9,046,380
CAPITAL OUTLAY	74,922	162,112	2,600
<b>Total Program Expenditures</b>	<b>12,881,992</b>	<b>16,384,829</b>	<b>15,235,365</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	2,379,050	4,596,876	4,106,785
<b>Operating Revenue Sub-Total</b>	<b>2,379,050</b>	<b>4,596,876</b>	<b>4,106,785</b>
INTEREST	242,503	95,460	155,892
MISCELLANEOUS	1,825,933	1,397,503	1,397,513
<b>Special Programs Revenue Sub-Total</b>	<b>2,068,436</b>	<b>1,492,963</b>	<b>1,553,405</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(1,828,969)</b>	<b>0</b>	<b>(340,000)</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>949,627</b>	<b>587,670</b>	<b>(114,098)</b>
<b>General Fund Support</b>	<b>9,313,848</b>	<b>9,707,320</b>	<b>10,029,273</b>
<b>Total Program Funding</b>	<b>12,881,992</b>	<b>16,384,829</b>	<b>15,235,365</b>

<u>Program Staffing (FTEs)</u>	<u>124.3</u>	<u>128.0</u>	<u>131.0</u>

## Program Summary

**Department: FACILITIES MANAGEMENT**

**Program: PARKING GARAGES**

**Function**

Operate and provide parking services and preventive maintenance for parking facilities managed by Pima County.

**Description of 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**

- Complete replacement schedules
- Comply with annual state and County audit
- Reconcile with the Treasurer's cash balances

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Audit recommendations received	1	0	0
Cash reconciled to Treasurer's balance	78%	100%	100%
Replacement schedule completed	75%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	270,330	242,409	255,833
SUPPLIES AND SERVICES	1,311,555	1,425,053	1,797,511
CAPITAL OUTLAY	7,984	0	31,000
<b>Total Program Expenditures</b>	<b>1,589,869</b>	<b>1,667,462</b>	<b>2,084,344</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTEREST	80,962	60,000	118,000
MISCELLANEOUS	1,548,114	1,698,946	1,764,946
<b>Special Programs Revenue Sub-Total</b>	<b>1,629,076</b>	<b>1,758,946</b>	<b>1,882,946</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(39,207)</b>	<b>(91,484)</b>	<b>201,398</b>
<b>General Fund Support</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>1,589,869</b>	<b>1,667,462</b>	<b>2,084,344</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Program Staffing (FTEs)</b>	<b>3.0</b>	<b>4.0</b>	<b>3.0</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Inventory completed within deadlines	81%	95%	100%
Project analyses completed within deadlines	93%	95%	100%
Final CIP reports completed within deadlines	100%	100%	100%
Projects completed within +/- 5% of scheduled date	94%	98%	100%
Projects completed within approved budget	100%	98%	100%
Space inventory completed by 1st quarter of fiscal year	no	yes	yes
Service requests responded to within 2 weeks	88%	95%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	219,588	296,237	198,743
SUPPLIES AND SERVICES	29,699	83,477	52,676
CAPITAL OUTLAY	2,757	5,700	0
<b>Total Program Expenditures</b>	<b>252,044</b>	<b>385,414</b>	<b>251,419</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	3	0	0
<b>Operating Revenue Sub-Total</b>	<b>3</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>252,041</b>	<b>385,414</b>	<b>251,419</b>
<b>Total Program Funding</b>	<b>252,044</b>	<b>385,414</b>	<b>251,419</b>

<b>Program Staffing (FTEs)</b>	<b>7.0</b>	<b>7.0</b>	<b>6.0</b>
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# Fleet Services

Expenditures: 15,888,913

FTEs 62.2

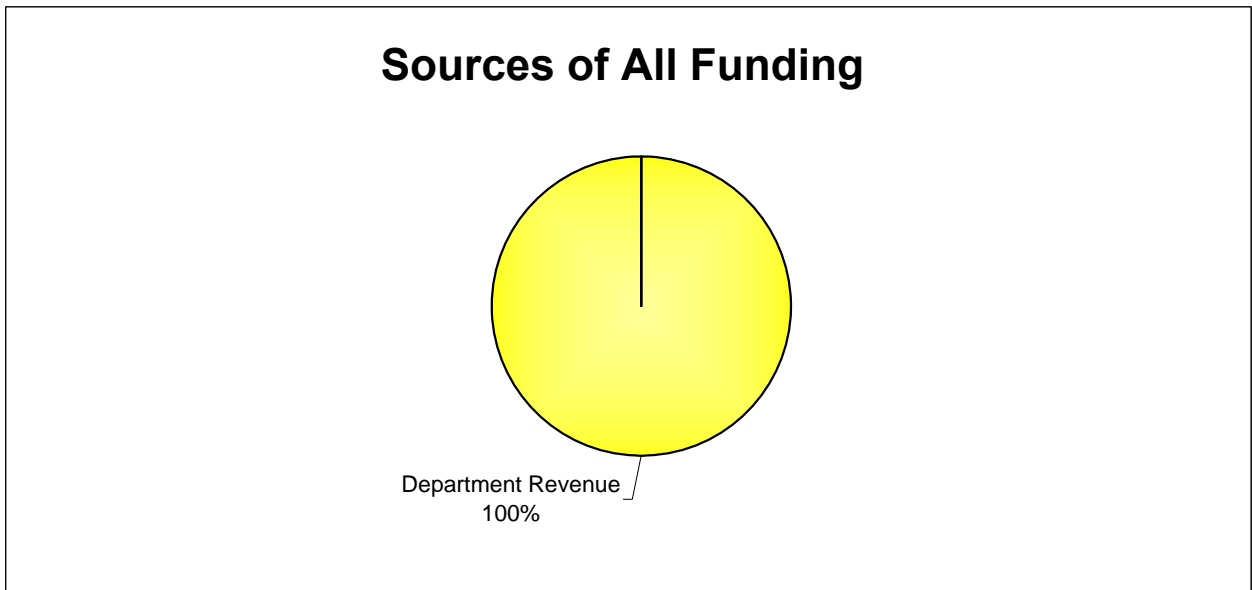
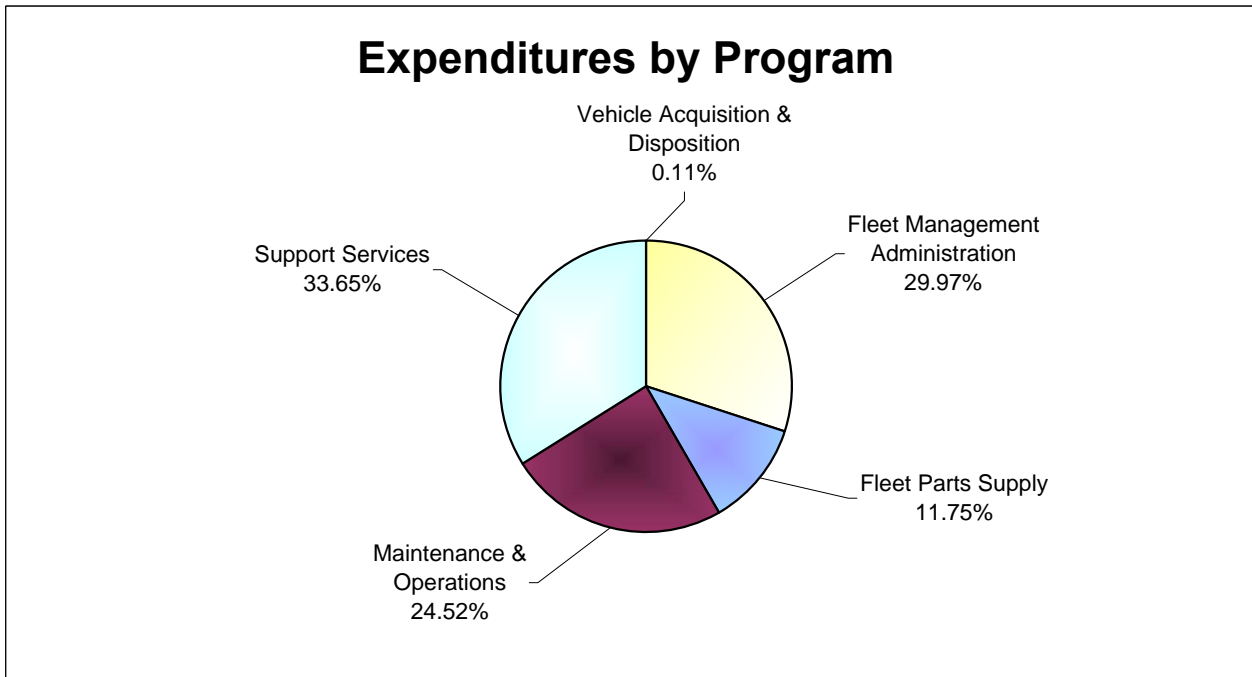
Revenues: 22,135,257

**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



## Department Summary by Program

Department: **FLEET SERVICES**

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
FLEET MANAGEMENT ADMINISTRATION	5,076,050	4,398,138	4,759,622
FLEET PARTS SUPPLY	1,687,218	1,713,263	1,867,463
MAINTENANCE & OPERATIONS	3,678,189	3,642,403	3,896,699
SUPPORT SERVICES	5,158,948	4,474,122	5,347,129
VEHICLE ACQUISITION & DISPOSITION	12,672	0	18,000
<b>Total Expenditures</b>	<b>15,613,077</b>	<b>14,227,926</b>	<b>15,888,913</b>
<u>Funding by Source</u>			
<b>Revenues</b>			
FLEET MANAGEMENT ADMINISTRATION	14,214,018	17,209,204	18,970,728
FLEET PARTS SUPPLY	46,458	0	2,500
MAINTENANCE & OPERATIONS	2,196,089	1,500,000	1,958,117
SUPPORT SERVICES	1,175,639	775,000	1,203,912
<b>Total Revenues</b>	<b>17,632,204</b>	<b>19,484,204</b>	<b>22,135,257</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(2,019,127)</b>	<b>(5,256,278)</b>	<b>(6,246,344)</b>
<b>Total Program Funding</b>	<b>15,613,077</b>	<b>14,227,926</b>	<b>15,888,913</b>
<u>Staffing (FTEs) by Program</u>			
FLEET MANAGEMENT ADMINISTRATION	14.0	14.0	13.7
FLEET PARTS SUPPLY	4.0	4.0	4.0
MAINTENANCE & OPERATIONS	36.0	37.0	42.5
SUPPORT SERVICES	2.0	2.0	2.0
<b>Total Staffing (FTEs)</b>	<b>56.0</b>	<b>57.0</b>	<b>62.2</b>

## Program Summary

**Department: FLEET SERVICES**

**Program: FLEET MANAGEMENT ADMINISTRATION**

**Function**

Provide management and direction to all Fleet Services divisions to ensure appropriate stewardship of Pima County's fleet of vehicles and equipment.

**Description of Services**

Provide oversight and direction to all divisions. Responsible for budget preparation, mileage rate preparation, contract and IGA execution, procurement requests, accounts payable, accounts receivable, Arizona Motor Vehicle Division license and title requests, Arizona Department of Environmental Quality emissions permits, payroll, and financial forecasts.

**Program Goals and Objectives**

- Provide administrative and financial support, management, and direction to all divisions to ensure cost effective maintenance and repair of all County vehicles and equipment
- . Develop a fleet rate structure that captures actual cost per mile
- . Increase revenues by rightsizing fleet to maximize cost per mile traveled
- . Reduce staff time spent researching and collecting data for invoice generation by implementing a fully integrated fleet management system

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Actual fleet cost per mile	\$0.69	\$0.74	\$0.81
Rightsizing of departmental fleet completed	81%	87%	95%
Staff time saved in research and data collection	n/a	n/a	25%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	716,958	848,276	795,125
SUPPLIES AND SERVICES	4,358,019	3,538,862	3,957,297
CAPITAL OUTLAY	1,073	11,000	7,200
<b>Total Program Expenditures</b>	<b>5,076,050</b>	<b>4,398,138</b>	<b>4,759,622</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	27,594	40,000	27,594
CHARGES FOR SERVICES	13,421,875	16,619,204	18,377,029
INTEREST	133,251	100,000	180,000
MISCELLANEOUS	295,543	150,000	154,580
MEMO REVENUE	335,755	300,000	231,525
<b>Operating Revenue Sub-Total</b>	<b>14,214,018</b>	<b>17,209,204</b>	<b>18,970,728</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(9,137,968)</b>	<b>(12,811,066)</b>	<b>(14,211,106)</b>
<b>Total Program Funding</b>	<b>5,076,050</b>	<b>4,398,138</b>	<b>4,759,622</b>

<u>Program Staffing (FTEs)</u>	<u>14.0</u>	<u>14.0</u>	<u>13.7</u>
	14.0	14.0	13.7

## Program Summary

**Department:** FLEET SERVICES  
**Program:** FLEET PARTS SUPPLY

**Function**

Purchase parts and accessories needed for preventive or unscheduled maintenance of County vehicles and equipment.

**Description of Services**

Purchase and supply parts and accessories required to maintain and repair all County motor vehicles and equipment.

**Program Goals and Objectives**

- Maintain approximately the same inventory value while increasing the breadth of parts coverage
  - . Achieve 85% or greater of parts availability for mechanic utilization
- Remove obsolete parts from inventory in favor of more current inventory
  - . Ensure that parts turnover occurs at least four times per year

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Needed parts available	79%	82%	85%
Inventory turnover per year	3	3	4

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	154,757	161,263	176,812
SUPPLIES AND SERVICES	1,532,461	1,552,000	1,690,651
<b>Total Program Expenditures</b>	<b>1,687,218</b>	<b>1,713,263</b>	<b>1,867,463</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	46,458	0	2,500
<b>Operating Revenue Sub-Total</b>	<b>46,458</b>	<b>0</b>	<b>2,500</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>1,640,760</b>	<b>1,713,263</b>	<b>1,864,963</b>
<b>Total Program Funding</b>	<b>1,687,218</b>	<b>1,713,263</b>	<b>1,867,463</b>

<b>Program Staffing (FTEs)</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>
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## Program Summary

**Department:** FLEET SERVICES  
**Program:** MAINTENANCE & OPERATIONS

**Function**

Provide routine and preventive maintenance and repairs to Pima County's fleet of on and off-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**

- Perform scheduled preventive maintenance services on all County vehicles and equipment in an effort to reduce unscheduled repairs
- Maximize utilization of fleet mechanic time at a target utilization rate of 75%
- Achieve 100% preventive maintenance compliance rate
- Achieve the industry standard vehicle-to-mechanic ratio of 25 to 1 within 3 years
- . Reduce the number of vehicle assigned per mechanic to 60 in fiscal year 2008/2009

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Preventive maintenance compliance rate	97%	98%	100%
Fleet vehicles assigned per mechanic	73	73	60
Mechanic utilization rate	65%	68%	75%
Scheduled/unscheduled repairs and maintenance performed timely and cost effective	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,717,820	1,969,762	2,242,981
SUPPLIES AND SERVICES	1,956,121	1,672,641	1,649,218
CAPITAL OUTLAY	4,248	0	4,500
<b>Total Program Expenditures</b>	<b>3,678,189</b>	<b>3,642,403</b>	<b>3,896,699</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	2,190,972	1,500,000	1,958,117
MISCELLANEOUS	5,117	0	0
<b>Operating Revenue Sub-Total</b>	<b>2,196,089</b>	<b>1,500,000</b>	<b>1,958,117</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>1,482,100</b>	<b>2,142,403</b>	<b>1,938,582</b>
<b>Total Program Funding</b>	<b>3,678,189</b>	<b>3,642,403</b>	<b>3,896,699</b>

<b>Program Staffing (FTEs)</b>	<b>36.0</b>	<b>37.0</b>	<b>42.5</b>
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## Program Summary

**Department:** FLEET SERVICES  
**Program:** SUPPORT SERVICES

**Function**

Provide fuel and maintain a fuel supply infrastructure for the operation of County owned and external customer owned vehicles and equipment. Also manage the rental motor pool for County vehicles.

**Description of Services**

Provide and manage the inventory of fuel for County vehicles at various locations throughout the County. Also provide a rental motor pool for County staff to utilize to conduct County business.

**Program Goals and Objectives**

- Ensure that a sufficient supply of fuel is available for County vehicles and equipment at all fueling facilities
  - . 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 cost effective commercial fueling contracts in remote areas of the County for departments providing emergency and critical County services
- Provide a centralized motor pool to increase vehicle utilization and limit fleet size
  - . Ensure 95% or greater availability of motor pool vehicles for County staff usage
- Provide internal customers with a wide range of motor pool vehicles
  - . Increase number of alternative fuel vehicles

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Motor pool vehicle requests fulfilled	90%	95%	100%
Above ground storage tanks installed	0	1	2
Number of alternative fuel vehicles in fleet	39	100	400
Fuel obtained in cost effective/compliant manner	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	127,138	120,997	124,209
SUPPLIES AND SERVICES	5,031,810	4,353,125	5,222,920
<b>Total Program Expenditures</b>	<b>5,158,948</b>	<b>4,474,122</b>	<b>5,347,129</b>

**Program Funding by Source**

<u>Revenues</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
INTERGOVERNMENTAL	0	0	1,045,000
CHARGES FOR SERVICES	158,912	0	158,912
MISCELLANEOUS	1,016,727	775,000	0
<b>Operating Revenue Sub-Total</b>	<b>1,175,639</b>	<b>775,000</b>	<b>1,203,912</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>3,983,309</b>	<b>3,699,122</b>	<b>4,143,217</b>
<b>Total Program Funding</b>	<b>5,158,948</b>	<b>4,474,122</b>	<b>5,347,129</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
	2.0	2.0	2.0

## Program Summary

**Department: FLEET SERVICES**

**Program: VEHICLE ACQUISITION & DISPOSITION**

**Function**

Purchase and dispose of all County vehicles and equipment.

**Description of Services**

Purchase all vehicles and equipment required by County departments. At the end of a vehicle's useful life sell through internet auction.

**Program Goals and Objectives**

- Replace County obsolete/unreliable vehicles and equipment with safe, reliable, and cost efficient vehicles
  - . Average no more than 180 days from time vehicle order placed until the equipment is received
  - . Excluding law enforcement vehicles, vehicles placed in service within 30 days of receipt of vehicle
- Dispose of obsolete surplus vehicles and equipment in a timely and cost effective manner
  - . Average no more than 45 days from date vehicle is removed from service to internet auction posting

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Vehicles received within 180 days from order date	100%	100%	100%
Vehicles placed in service within 30 days	95%	98%	100%
Vehicles meeting auction posting deadline	85%	88%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
SUPPLIES AND SERVICES	12,672	0	18,000
<b>Total Program Expenditures</b>	<b>12,672</b>	<b>0</b>	<b>18,000</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	12,672	0	18,000
<b>Total Program Funding</b>	<b>12,672</b>	<b>0</b>	<b>18,000</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
	0.0	0.0	0.0

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# Graphic Services

Expenditures: 1,953,952

FTEs 21.6

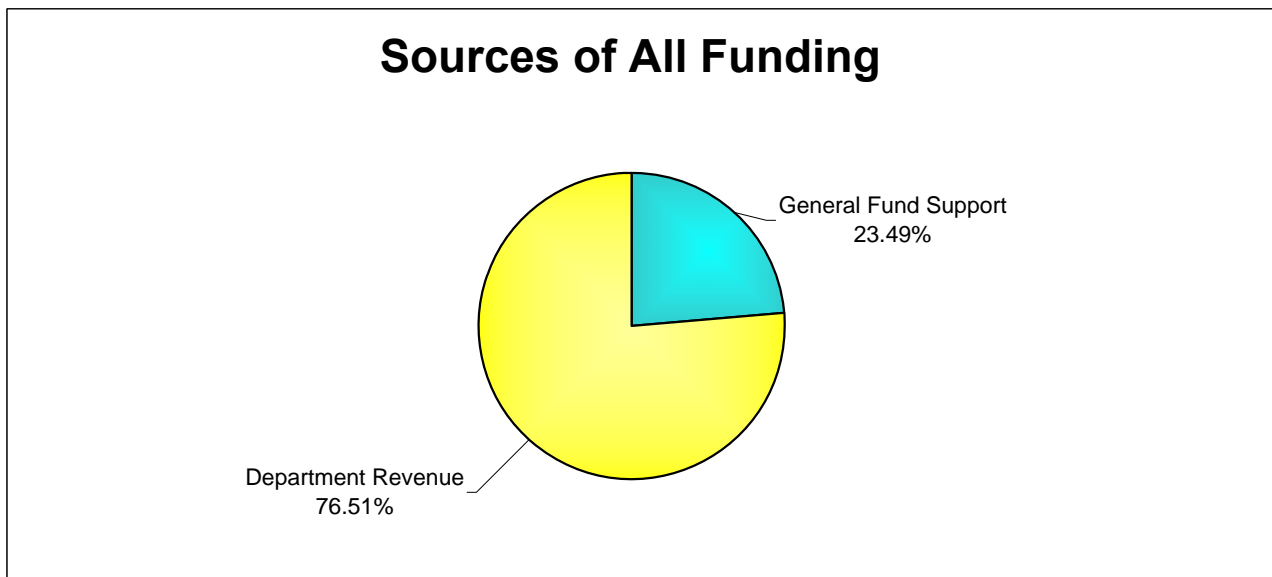
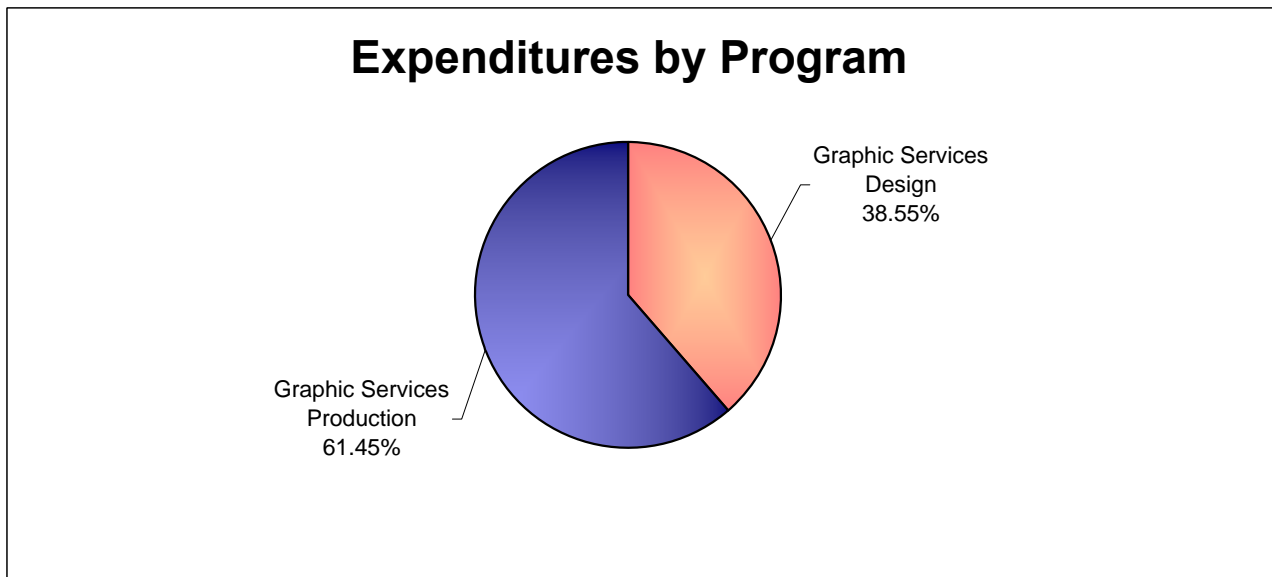
Revenues: 1,595,200

**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



### Department Summary by Program

Department: GRAPHIC SERVICES

<u>Expenditures by Program</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
GRAPHIC SERVICES DESIGN	0	811,055	753,163
GRAPHIC SERVICES PRODUCTION	2,018,727	1,021,367	1,200,789
<b>Total Expenditures</b>	<b>2,018,727</b>	<b>1,832,422</b>	<b>1,953,952</b>
<u>Funding by Source</u>			
<b>Revenues</b>			
GRAPHIC SERVICES DESIGN	0	311,000	294,200
GRAPHIC SERVICES PRODUCTION	1,612,691	1,241,000	1,301,000
<b>Total Revenues</b>	<b>1,612,691</b>	<b>1,552,000</b>	<b>1,595,200</b>
<b>Net Operating Transfers In/(Out)</b>	<b>597,968</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(191,932)</b>	<b>(219,633)</b>	<b>(100,211)</b>
<b>General Fund Support</b>	<b>0</b>	<b>500,055</b>	<b>458,963</b>
<b>Total Program Funding</b>	<b>2,018,727</b>	<b>1,832,422</b>	<b>1,953,952</b>
<u>Staffing (FTEs) by Program</u>			
GRAPHIC SERVICES DESIGN	0.0	7.8	7.8
GRAPHIC SERVICES PRODUCTION	20.6	12.8	13.8
<b>Total Staffing (FTEs)</b>	<b>20.6</b>	<b>20.6</b>	<b>21.6</b>

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 remained in the internal service fund and the department was renamed Graphic Services Production.

## Program Summary

**Department:** GRAPHIC SERVICES

**Program:** GRAPHIC SERVICES DESIGN

**Function**

Provide graphic design 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.

**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.

**Program Goals and Objectives**

- Increase revenues
  - . Increase graphic designer billable hours
  - . Increase County staff awareness of Administrative Procedure 3-15
  - . 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
  - . Receive ratings of good or better for overall customer satisfaction on 90% of survey responses

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Graphic designer time billed	55%	60%	62%
Survey responses of very good or better for overall customer satisfaction	n/a	90%	95%
Job tracking system implemented	no	no	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	0	520,405	479,010
SUPPLIES AND SERVICES	0	285,650	274,153
CAPITAL OUTLAY	0	5,000	0
<b>Total Program Expenditures</b>	<b>0</b>	<b>811,055</b>	<b>753,163</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	0	310,000	293,200
MISCELLANEOUS	0	1,000	1,000
<b>Special Programs Revenue Sub-Total</b>	<b>0</b>	<b>311,000</b>	<b>294,200</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>0</b>	<b>500,055</b>	<b>458,963</b>
<b>Total Program Funding</b>	<b>0</b>	<b>811,055</b>	<b>753,163</b>

<u>Program Staffing (FTEs)</u>	0.0	7.8	7.8
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## Program Summary

**Department: GRAPHIC SERVICES**

**Program: GRAPHIC SERVICES PRODUCTION**

**Function**

Provide high-speed digital black & white and color printing/copying, including file manipulation; offset printing; finishing and bindery services. Provide color and black & white large-format scanning and printing, and provide bindery services. The public, other governmental agencies and consultants often utilize these products.

**Description of Services**

Provide high-speed digital black & white and color printing/copying, including file manipulation, and offset press printing. Provide finishing and bindery services including collating, folding, and comb, velo, coil, tape, and steel edge binding, and drilling, punching, and numbering services. Provide forms design, high-speed digital color and black & white scanning, file manipulation, large format scan/copy/print, and drymounting onto foam core. Provide pick-up and delivery service to all downtown County departments.

**Program Goals and Objectives**

- Increase revenues
  - . Process more jobs by improving turn-around time by process improvement and improved communication
  - . Increase County staff awareness of Administrative Procedure 3-15 via e-mail and memorandums
  - . Create a quality control process
  - . Secure I.G.A. with other local governmental entities
- 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 no less than 85% of standard press jobs within 10 working days
  - . Receive ratings of good or better for overall customer satisfaction on 90% of survey responses

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Quality Control - Percent of jobs reworked	n/a	3%	2%
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%
Job tracking system implemented	no	no	yes
Secure new I.G.A.	n/a	n/a	1

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,061,159	631,632	723,052
SUPPLIES AND SERVICES	943,868	387,035	477,737
CAPITAL OUTLAY	13,700	2,700	0
<b>Total Program Expenditures</b>	<b>2,018,727</b>	<b>1,021,367</b>	<b>1,200,789</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	1,568,920	1,240,000	1,300,000
MISCELLANEOUS	43,771	1,000	1,000
<b>Operating Revenue Sub-Total</b>	<b>1,612,691</b>	<b>1,241,000</b>	<b>1,301,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>597,968</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(191,932)</b>	<b>(219,633)</b>	<b>(100,211)</b>
<b>General Fund Support</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>2,018,727</b>	<b>1,021,367</b>	<b>1,200,789</b>

<u>Program Staffing (FTEs)</u>	<u>20.6</u>	<u>12.8</u>	<u>13.8</u>

# Natural Resources, Parks & Recreation

Expenditures: 17,131,825

FTEs 293.0

Revenues: 1,133,636

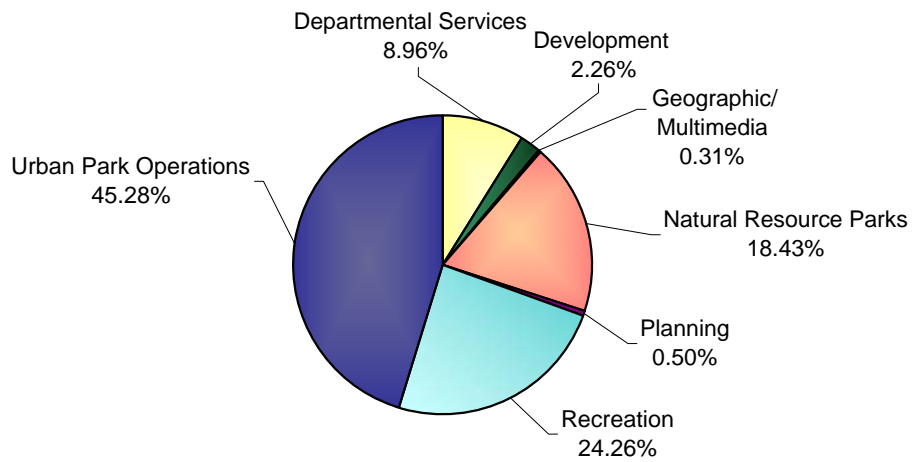
**Function Statement:**

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.

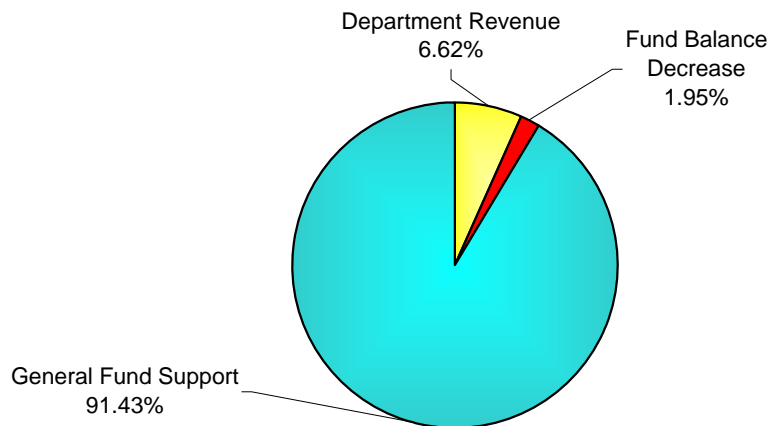
**Mandates:**

None

## Expenditures by Program



## Sources of All Funding



## Department Summary by Program

Department: **NATURAL RESOURCES, PARKS & RECREATION**

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
DEPARTMENTAL SERVICES	1,476,444	1,657,552	1,535,455
DEVELOPMENT	107,891	324,562	386,454
GEOGRAPHIC / MULTIMEDIA	1,505	3,000	52,936
NATURAL RESOURCE PARKS	2,654,797	3,172,086	3,157,216
PLANNING	82,600	107,441	86,324
RECREATION	3,106,933	3,739,276	4,157,008
URBAN PARK OPERATIONS	7,708,465	8,192,185	7,756,432
<b>Total Expenditures</b>	<b>15,138,635</b>	<b>17,196,102</b>	<b>17,131,825</b>

### Funding by Source

#### Revenues

DEPARTMENTAL SERVICES	286,230	72,000	89,536
DEVELOPMENT	426,234	75,000	75,000
NATURAL RESOURCE PARKS	689,277	583,746	553,150
PLANNING	2,650	2,600	0
RECREATION	330,775	283,350	283,350
URBAN PARK OPERATIONS	208,075	139,025	132,600
<b>Total Revenues</b>	<b>1,943,241</b>	<b>1,155,721</b>	<b>1,133,636</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(471,536)</b>	<b>337,050</b>	<b>334,000</b>
<b>General Fund Support</b>	<b>13,666,930</b>	<b>15,703,331</b>	<b>15,664,189</b>
<b>Total Program Funding</b>	<b>15,138,635</b>	<b>17,196,102</b>	<b>17,131,825</b>

### Staffing (FTEs) by Program

DEPARTMENTAL SERVICES	18.0	18.0	19.0
DEVELOPMENT	8.5	8.5	9.0
GEOGRAPHIC / MULTIMEDIA	0.0	0.0	1.0
NATURAL RESOURCE PARKS	36.4	40.3	47.3
PLANNING	2.5	2.5	2.0
RECREATION	82.5	95.9	94.8
URBAN PARK OPERATIONS	113.9	118.6	119.9
<b>Total Staffing (FTEs)</b>	<b>261.8</b>	<b>283.8</b>	<b>293.0</b>

## 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 good first impressions while providing greeting and assistance services to customers visiting the Natural Resources, Parks & Recreation (NRPR) headquarters complex. Provide training for new employees and ongoing training in Synergen, purchasing, and internal policies. Perform research upon request for the Board of Supervisors, County administration, and other entities both public and private. Review research performed by the Natural Resources program.

Work with the Capital Improvement Program team to ensure they remain on budget. Administer and monitor grants and contracts. Prepare and oversee the department budget.

**Program Goals and Objectives**

- Build high quality Environmental Management Systems
- Reduce waste and conserve energy through recycling
- Improve information technology capabilities and data collection
- Develop environmental accounting processes

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Environmental Management Systems tested	1	2	2
Tons of paper recycled	2	2	4
Facilities with public wireless access	1	2	3
Work orders which capture park environmental costs	10	30	50

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,039,282	1,178,865	1,143,277
SUPPLIES AND SERVICES	371,873	423,389	324,378
CAPITAL OUTLAY	65,289	55,298	67,800
<b>Total Program Expenditures</b>	<b>1,476,444</b>	<b>1,657,552</b>	<b>1,535,455</b>

**Program Funding by Source**

<b>Revenues</b>			
CHARGES FOR SERVICES	(333)	2,000	0
MISCELLANEOUS	254,163	0	0
<b>Operating Revenue Sub-Total</b>	<b>253,830</b>	<b>2,000</b>	<b>0</b>
MISCELLANEOUS	32,400	70,000	70,000
<b>Special Programs Revenue Sub-Total</b>	<b>32,400</b>	<b>70,000</b>	<b>70,000</b>
INTERGOVERNMENTAL	0	0	19,536
<b>Grant Revenue Sub-Total</b>	<b>0</b>	<b>0</b>	<b>19,536</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(10,485)</b>	<b>(21,000)</b>	<b>(21,000)</b>
<b>General Fund Support</b>	<b>1,200,699</b>	<b>1,606,552</b>	<b>1,466,919</b>
<b>Total Program Funding</b>	<b>1,476,444</b>	<b>1,657,552</b>	<b>1,535,455</b>

<b>Program Staffing (FTEs)</b>	<b>18.0</b>	<b>18.0</b>	<b>19.0</b>
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## Program Summary

**Department: NATURAL RESOURCES, PARKS & RECREATION**

**Program: DEVELOPMENT**

**Function**

Manage and implement various planning, design, and construction projects which include Capital Improvement Programs (CIP)/Bond and a number of grant and other funded capital projects. This responsibility includes the management of professional consultant and construction contracts and the development of related intergovernmental agreements and grants, as well as coordination with other jurisdictions, agencies, and County departments.

**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**

- Meet all CIP program requirements
- Comply with all regulatory agency standards
- Identify, establish, and complete federal and state funded projects

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
CIP standards met	100%	100%	100%
Regulatory agency standards met	100%	100%	100%
Federal and state program standards met	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	146,152	35,402	5,562
SUPPLIES AND SERVICES	(52,596)	279,160	329,117
CAPITAL OUTLAY	14,335	10,000	51,775
<b>Total Program Expenditures</b>	<b>107,891</b>	<b>324,562</b>	<b>386,454</b>

**Program Funding by Source**

<b>Revenues</b>			
<b>Operating Revenue Sub-Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
CHARGES FOR SERVICES	413,979	75,000	75,000
INTEREST	12,255	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>426,234</b>	<b>75,000</b>	<b>75,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(426,234)</b>	<b>175,000</b>	<b>225,000</b>
<b>General Fund Support</b>	<b>107,891</b>	<b>74,562</b>	<b>86,454</b>
<b>Total Program Funding</b>	<b>107,891</b>	<b>324,562</b>	<b>386,454</b>

<b>Program Staffing (FTEs)</b>	<b>8.5</b>	<b>8.5</b>	<b>9.0</b>
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## Program Summary

**Department: NATURAL RESOURCES, PARKS & RECREATION**

**Program: GEOGRAPHIC / MULTIMEDIA**

**Function**

To provide graphics, multimedia, and geographic engineering services suited to Pima County Natural Resources, Parks and Recreation's parks, natural resources, recreation programs, environmental education, and ranches.

**Description of Services**

Provide technologies and systems enabling the generation and retrieving of 2D & 3D models of existing real life landscapes in a way suitable for computer graphics and multimedia applications. Concentrate, create, and build tomorrow's graphics, animation, and multimedia software through the use of computer graphics and multimedia engineering.

**Program Goals and Objectives**

- Increase the use of graphics programs and multimedia projects
- Educate staff in the use of graphics, animation, computer vision, pattern recognition, and multimedia techniques
- Encourage improvisations and channeling of opinions in graphics and multimedia through creative and unique ideas

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Graphics programs used	5	7	9
Requests for innovative Web pages	13	18	27
Requests for multimedia projects	1	3	4

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	0	0	28,928
SUPPLIES AND SERVICES	1,505	3,000	12,600
CAPITAL OUTLAY	0	0	11,408
<b>Total Program Expenditures</b>	<b>1,505</b>	<b>3,000</b>	<b>52,936</b>
<u>Program Funding by Source</u>			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	1,505	3,000	52,936
<b>Total Program Funding</b>	<b>1,505</b>	<b>3,000</b>	<b>52,936</b>
<b>Program Staffing (FTEs)</b>	<b>0.0</b>	<b>0.0</b>	<b>1.0</b>

## Program Summary

**Department: NATURAL RESOURCES, PARKS & RECREATION**

**Program: NATURAL RESOURCE PARKS**

**Function**

Manage, maintain, and protect natural resource areas, mountain parks, open space lands, and cultural resource lands, and educate the public about the uses of them.

**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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Environmental education program participants	13,550	16,000	18,000
Miles of trails maintained	21	25	40
Acres of park, ranch, open space, and cultural resource lands maintained	122,255	152,000	172,000
Comprehensive management plans completed	3	5	5

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,505,005	1,703,748	1,925,901
SUPPLIES AND SERVICES	1,013,338	1,333,338	1,215,315
CAPITAL OUTLAY	136,454	135,000	16,000
<b>Total Program Expenditures</b>	<b>2,654,797</b>	<b>3,172,086</b>	<b>3,157,216</b>

**Program Funding by Source**

<b>Revenues</b>			
INTERGOVERNMENTAL	7,400	0	0
CHARGES FOR SERVICES	159,506	170,000	153,000
FINES AND FORFEITS	95	0	0
MISCELLANEOUS	70,465	52,400	47,000
<b>Operating Revenue Sub-Total</b>	<b>237,466</b>	<b>222,400</b>	<b>200,000</b>
INTEREST	19,656	0	0
MISCELLANEOUS	357,238	300,000	300,000
<b>Special Programs Revenue Sub-Total</b>	<b>376,894</b>	<b>300,000</b>	<b>300,000</b>
INTERGOVERNMENTAL	49,917	61,346	53,150
MISCELLANEOUS	25,000	0	0
<b>Grant Revenue Sub-Total</b>	<b>74,917</b>	<b>61,346</b>	<b>53,150</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(31,727)</b>	<b>183,050</b>	<b>130,000</b>
<b>General Fund Support</b>	<b>1,997,247</b>	<b>2,405,290</b>	<b>2,474,066</b>
<b>Total Program Funding</b>	<b>2,654,797</b>	<b>3,172,086</b>	<b>3,157,216</b>

<b>Program Staffing (FTEs)</b>	<b>36.4</b>	<b>40.3</b>	<b>47.3</b>
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## Program Summary

**Department: NATURAL RESOURCES, PARKS & RECREATION**

**Program: PLANNING**

**Function**

Prepare and execute plans for parks, open space preserves, trails, and green areas. Review rezoning requests, specific plans, subdivision plats, and development plans to protect trails and park space. Secure access to public lands. Analyze and assist with the acquisition of park land, open space, and trail corridors. Manage capital projects and administer the in-lieu park fees program.

**Description of Services**

Review and comment on rezonings, specific plans, subdivision plats, and development plans to secure parks, open spaces, and trails through the development process. Administer all aspects of Eastern Pima County Trail System Master Plan. Manage the Recreation Areas in Residential Subdivisions. Review and comment on State Land applications, County right-of-way, and easement abandonments. Prepare master plans for parks, open space, trails, and greenways. Prepare management plans for open space properties. Analyze and participate in the acquisition of park land, open space, and trail corridors. Secure access to public lands. Provide information to the public; provide technical assistance to other jurisdictions; prepare bond program requests; prepare grants and raise funds; draft ordinances, resolutions, leases, memorandums of understandings, and intergovernmental agreements. Conduct legislative analysis and develop park, open space, and trail policy. Construct trails and trailheads, and manage the department's trails and open space program.

**Program Goals and Objectives**

- Secure trail corridors, park land, and open space through the development review process
- Implement and periodically update the Eastern Pima County Trail System Master Plan
- Resolve access challenges to the public lands that surround Tucson
- Prepare management plans for new open space properties as they are acquired
- Design public facilities on newly acquired open space properties

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Development review process completed	n/a	yes	yes
Eastern Pima County Trail System Master Plan updated	n/a	yes	yes
Challenges to newly acquired public lands resolved	n/a	yes	yes
Management plans prepared for newly acquired public lands	n/a	yes	yes
Public facilities designed on newly acquired open space properties	n/a	yes	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	67,961	85,928	35,850
SUPPLIES AND SERVICES	8,209	21,513	43,484
CAPITAL OUTLAY	6,430	0	6,990
<b>Total Program Expenditures</b>	<b>82,600</b>	<b>107,441</b>	<b>86,324</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
CHARGES FOR SERVICES	2,650	2,600	0
<b>Operating Revenue Sub-Total</b>	<b>2,650</b>	<b>2,600</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>79,950</b>	<b>104,841</b>	<b>86,324</b>
<b>Total Program Funding</b>	<b>82,600</b>	<b>107,441</b>	<b>86,324</b>

<b>Program Staffing (FTEs)</b>	<b>2.5</b>	<b>2.5</b>	<b>2.0</b>
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## 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, sporting events, 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 education, recreation, and leisure programs at all sites, with a focus on the environment
- Minimize accidents and injuries to recreational users
- Minimize regulatory fines by meeting requirements of state, federal, and County regulations
- Ensure safety of all participants through safety training seminars

**Program Performance Measures**

	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Recreation/community centers operated	18	18	20
Recreation/community center participants	243,244	280,000	300,000
Swimming pools operated	10	10	10
Aquatics program participants	128,695	130,000	135,000
Antique fairs participants	49,814	50,000	52,000
Shooting range users	16,298	17,000	17,000
Volunteer hours	24,160	20,000	20,000
Notices of significant regulatory violation	0	0	0
Notices of minor regulatory violation	0	0	0
Regulatory fines	\$0	\$0	\$0
Staff safety training seminars held	3	4	5
Accidents reported within 2 days	92%	95%	100%
Serious injuries requiring ambulance	3	2	2

**Program Expenditures by Object**

	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
PERSONAL SERVICES	2,433,521	3,089,781	3,292,670
SUPPLIES AND SERVICES	572,069	573,395	864,338
CAPITAL OUTLAY	101,343	76,100	0
<b>Total Program Expenditures</b>	<b>3,106,933</b>	<b>3,739,276</b>	<b>4,157,008</b>

**Program Funding by Source**

<b>Revenues</b>			
CHARGES FOR SERVICES	322,372	279,350	279,350
MISCELLANEOUS	2,975	4,000	4,000
<b>Operating Revenue Sub-Total</b>	<b>325,347</b>	<b>283,350</b>	<b>283,350</b>
INTEREST	3,226	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>3,226</b>	<b>0</b>	<b>0</b>
MISCELLANEOUS	2,202	0	0
<b>Grant Revenue Sub-Total</b>	<b>2,202</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(3,090)</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>2,779,248</b>	<b>3,455,926</b>	<b>3,873,658</b>
<b>Total Program Funding</b>	<b>3,106,933</b>	<b>3,739,276</b>	<b>4,157,008</b>

<b>Program Staffing (FTEs)</b>	<b>82.5</b>	<b>95.9</b>	<b>94.8</b>
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## Program Summary

**Department: NATURAL RESOURCES, PARKS & RECREATION**

**Program: URBAN PARK OPERATIONS**

**Function**

Manage, operate, and maintain Pima County's urban park system including Pima County's Sportspark, 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 96 ball fields, of which 66 are lighted, for sports leagues and special events.

**Description of Services**

Manage, operate, and maintain 43 parks, with 96 ball fields (66 lighted) while scheduling and coordinating with various sports organizations using the ball fields. Provide skilled maintenance support for 15 recreation/fine arts centers, various open space properties and ranches, natural resource parks and preserves, nine public swimming pools, various government and community buildings, and water works systems (over 250 wells) throughout Pima County. Maintain the grounds of the downtown government complex. Update, coordinate, and implement a comprehensive division safety program.

**Program Goals and Objectives**

- Develop preventative maintenance schedules for capitalized assets through the Synergen module to improve safety, reduce long term maintenance costs, and prolong the life expectancy of assets
- Develop cyclic maintenance for asphalt paths, parking lots, and entrance roads and secure funding for program to improve safety and prolong life expectancy
- Develop replacement programs for playground structures; bring playgrounds up to national standards and guidelines; install shade canopies over structures, and make them ADA accessible
- Remove graffiti within 72 hours at least 85% of the time

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Miles of river parks maintained	31.75	32.05	33.55
Urban parks operated and maintained	41	41	43
Lighted ball fields operated, maintained, and scheduled	50	63	66
Ball fields operated, maintained, and scheduled	85	90	96
Graffiti removed within 72 hours at parks	75%	80%	85%
Park playgrounds replaced per year	1	0	1

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	4,690,054	5,305,686	5,342,477
SUPPLIES AND SERVICES	2,592,648	2,657,454	2,390,955
CAPITAL OUTLAY	425,763	229,045	23,000
<b>Total Program Expenditures</b>	<b>7,708,465</b>	<b>8,192,185</b>	<b>7,756,432</b>

**Program Funding by Source**

<b>Revenues</b>			
INTERGOVERNMENTAL	27,402	0	0
CHARGES FOR SERVICES	124,645	112,025	103,700
MISCELLANEOUS	56,028	27,000	28,900
<b>Operating Revenue Sub-Total</b>	<b>208,075</b>	<b>139,025</b>	<b>132,600</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>7,500,390</b>	<b>8,053,160</b>	<b>7,623,832</b>
<b>Total Program Funding</b>	<b>7,708,465</b>	<b>8,192,185</b>	<b>7,756,432</b>

<b>Program Staffing (FTEs)</b>	<b>113.9</b>	<b>118.6</b>	<b>119.9</b>
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**Supplemental Packages Approved**

Supplemental Package F - Sportspark Proposal - is associated with this program. Partial funding of this package provides \$350,000 for personal services and \$150,000 for supplies and services to operate this facility. The package requested a total of \$1,197,803 of expenditures (\$632,503 for personal services, \$480,300 for supplies and services, and \$85,000 in capital). Data presented on this page includes \$500,000 in additional expenditures.

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# Public Works Administration

Expenditures: 95,000

FTEs 38.4

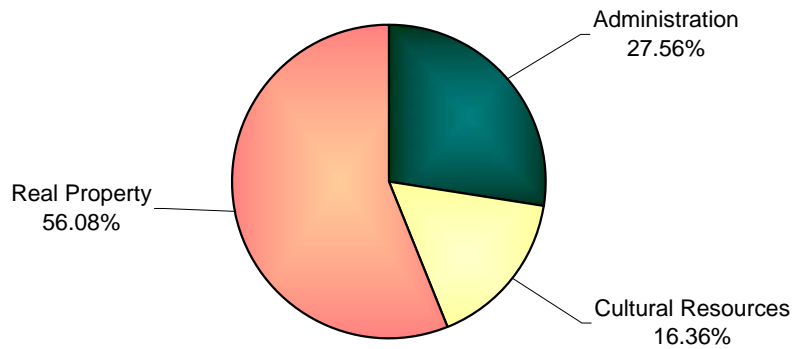
Revenues: 0

**Function Statement:** Provide administrative services and cultural resources services and direct the real property function for the departments within the Public Works functional area.

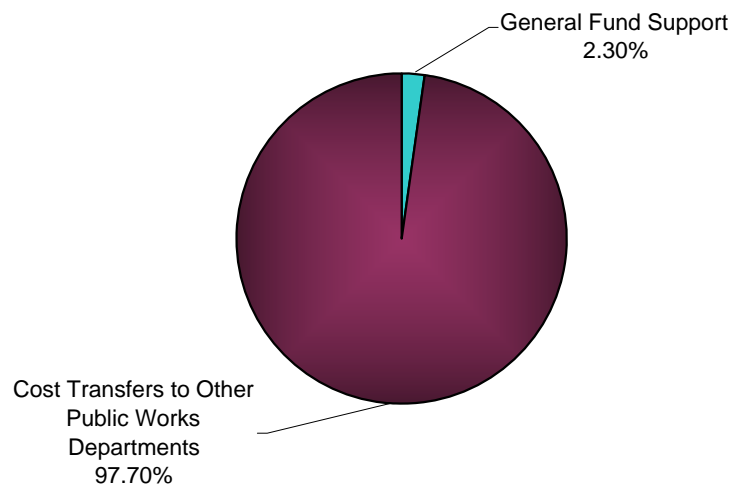
**Mandates:** None

**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 \$95,000 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

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
ADMINISTRATION	0	0	0
CULTURAL RESOURCES	71,500	100,000	95,000
REAL PROPERTY	3	0	0
<b>Total Expenditures</b>	<b>71,503</b>	<b>100,000</b>	<b>95,000</b>
<b>Funding by Source</b>			
<b>Revenues</b>			
ADMINISTRATION	750	0	0
REAL PROPERTY	3,085	0	0
<b>Total Revenues</b>	<b>3,835</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>67,668</b>	<b>100,000</b>	<b>95,000</b>
<b>Total Program Funding</b>	<b>71,503</b>	<b>100,000</b>	<b>95,000</b>
<b>Staffing (FTEs) by Program</b>			
ADMINISTRATION	7.5	9.0	9.5
CULTURAL RESOURCES	6.0	7.0	6.9
REAL PROPERTY	22.0	21.5	22.0
<b>Total Staffing (FTEs)</b>	<b>35.5</b>	<b>37.5</b>	<b>38.4</b>

## 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 the 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 among Pima County and Cochise, Santa Cruz, and Pinal counties and Puerto Penasco, Mexico

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
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	10	6	5

**Program Funding by Source**

<b>Revenues</b>			
MISCELLANEOUS	750	0	0
<b>Operating Revenue Sub-Total</b>	<b>750</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>(750)</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Program Staffing (FTEs)</b>	<b>7.5</b>	<b>9.0</b>	<b>9.5</b>

## 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. Manage County historic preservation bond projects. Promote cultural resource conservation and implement historic preservation projects throughout Pima County.

**Description of Services**

Review all County Capital Improvement Program projects, 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, develop and implement 1997 and 2004 bond program historic preservation projects, assist designation of the Santa Cruz Valley National Heritage Area.

**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
- Define project scopes of work for cultural resources services contracts
- 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
- Work toward congressional designation of the Santa Cruz Valley National Heritage Area

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Compliance actions for County projects	150	100	100
Compliance reviews for private development	100	100	150
Preservation bond funds expended	\$8,579,517	\$4,385,000	\$4,000,000

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	179,374	100,000	94,956
SUPPLIES AND SERVICES	(109,087)	0	44
CAPITAL OUTLAY	1,213	0	0
<b>Total Program Expenditures</b>	<b>71,500</b>	<b>100,000</b>	<b>95,000</b>
<u>Program Funding by Source</u>			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	71,500	100,000	95,000
<b>Total Program Funding</b>	<b>71,500</b>	<b>100,000</b>	<b>95,000</b>
<b>Program Staffing (FTEs)</b>	<b>6.0</b>	<b>7.0</b>	<b>6.9</b>

## 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
- . Achieve 65% compliance for insurance on licenses
- Monitor all expenditures and charge expenditures to Public Works departments in an accurate and timely manner

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Appraisals/Nominals per year	286	300	300
Acquisition agreements per year	152	350	350
Escrow closings per year	127	295	295
Percent compliance for insurance on licenses	60%	65%	65%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	205,145	0	0
SUPPLIES AND SERVICES	(210,371)	0	0
CAPITAL OUTLAY	5,229	0	0
<b>Total Program Expenditures</b>	<b>3</b>	<b>0</b>	<b>0</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
MISCELLANEOUS	3,085	0	0
<b>Operating Revenue Sub-Total</b>	<b>3,085</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Support</b>	<b>(3,082)</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>3</b>	<b>0</b>	<b>0</b>

<b>Program Staffing (FTEs)</b>	<b>22.0</b>	<b>21.5</b>	<b>22.0</b>
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# Regional Flood Control District

Expenditures: 12,544,587

Revenues: 26,005,869

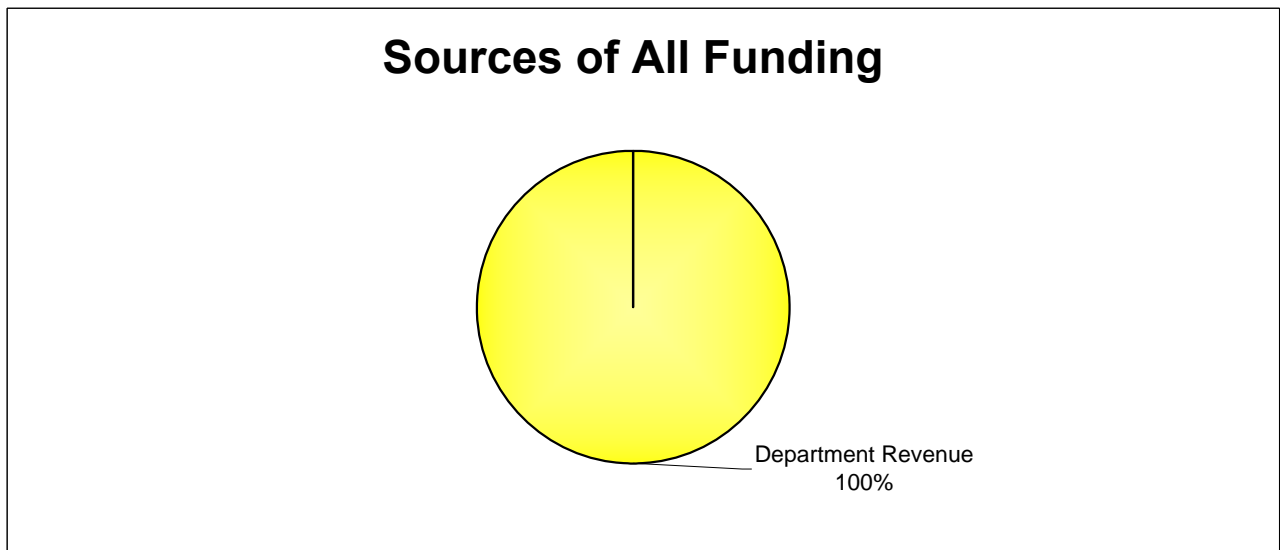
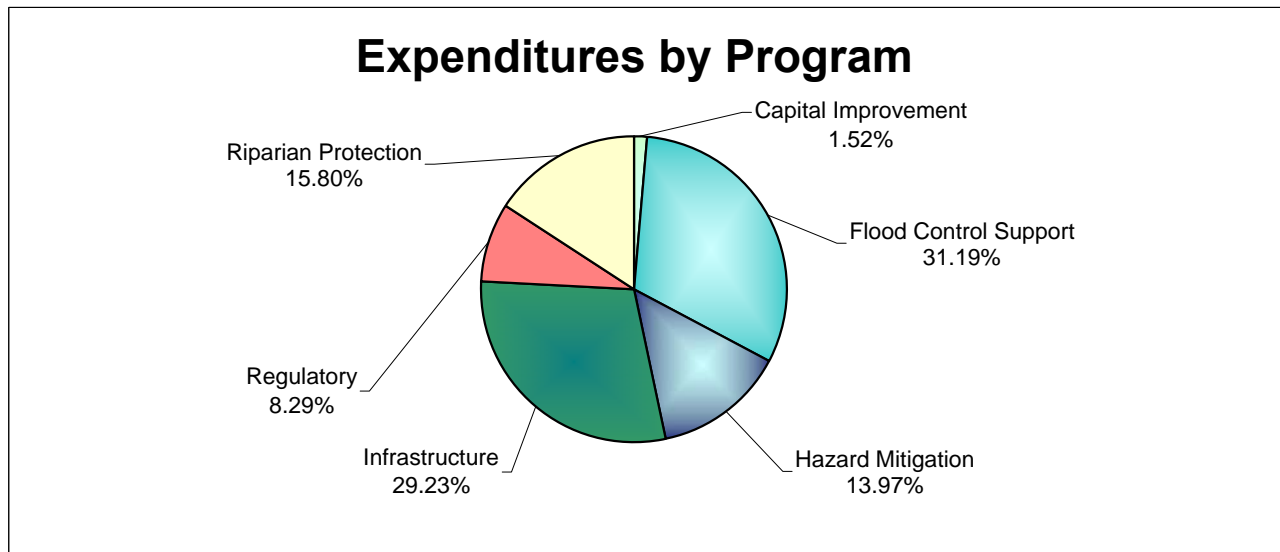
FTEs 67.0

**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



### Department Summary by Program

Department: REGIONAL FLOOD CONTROL DISTRICT

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
CAPITAL IMPROVEMENT	694,550	298,624	190,878
FLOOD CONTROL SUPPORT	4,591,716	4,878,731	3,912,270
HAZARD MITIGATION	0	2,126,386	1,752,141
INFRASTRUCTURE	4,810,989	7,084,841	3,667,134
REGULATORY	2,886,863	1,075,742	1,039,786
RIPARIAN PROTECTION	1,340,983	1,610,361	1,982,378
<b>Total Expenditures</b>	<b>14,325,101</b>	<b>17,074,685</b>	<b>12,544,587</b>

**Funding by Source**

**Revenues**

FLOOD CONTROL SUPPORT	23,346,243	25,433,208	25,638,399
INFRASTRUCTURE	1,430,924	4,500,000	0
REGULATORY	408	0	0
RIPARIAN PROTECTION	162,125	165,000	367,470
<b>Total Revenues</b>	<b>24,939,700</b>	<b>30,098,208</b>	<b>26,005,869</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(15,764,857)</b>	<b>(11,401,261)</b>	<b>(10,787,716)</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>5,150,258</b>	<b>(1,622,262)</b>	<b>(2,673,566)</b>
<b>Total Program Funding</b>	<b>14,325,101</b>	<b>17,074,685</b>	<b>12,544,587</b>

**Staffing (FTEs) by Program**

CAPITAL IMPROVEMENT	14.0	9.0	7.0
FLOOD CONTROL SUPPORT	4.0	8.0	8.0
HAZARD MITIGATION	0.0	14.0	11.5
INFRASTRUCTURE	0.0	13.4	13.5
REGULATORY	30.0	18.0	17.0
RIPARIAN PROTECTION	15.0	13.0	10.0
<b>Total Staffing (FTEs)</b>	<b>63.0</b>	<b>75.4</b>	<b>67.0</b>

## 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, and provide project specifications that assure quality and utilize proper procurement practices

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Bond projects completed on schedule and budget	75%	90%	90%
Projects constructed within 5% of engineer's cost estimate	70%	75%	82%
1997 bond projects completed	85%	90%	90%
2004 bond projects completed	10%	15%	30%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	808,453	438,381	315,555
SUPPLIES AND SERVICES	(132,516)	(148,157)	(132,677)
CAPITAL OUTLAY	18,613	8,400	8,000
<b>Total Program Expenditures</b>	<b>694,550</b>	<b>298,624</b>	<b>190,878</b>
<u>Program Funding by Source</u>			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	694,550	298,624	190,878
<b>Total Program Funding</b>	<b>694,550</b>	<b>298,624</b>	<b>190,878</b>
<b>Program Staffing (FTEs)</b>	<b>14.0</b>	<b>9.0</b>	<b>7.0</b>

## Program Summary

**Department:** REGIONAL FLOOD CONTROL DISTRICT

**Program:** FLOOD CONTROL SUPPORT

**Function**

Direct, lead, and support the district floodplain management and flood control activities in the incorporated and unincorporated areas of Pima County by maintaining a fiscally responsible, environmentally conscientious, and multi-objective approach to managing regional watercourses, floodplains, water resources, and riparian habitats.

**Description of Services**

Provide leadership, financial management, and personnel for district operations. Provide direction and set policies for short range and long range regional flood control planning. Provide administrative support services to procure, manage, and audit contracts and services for the district. Ensure that 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 allowing residents and businesses to obtain flood insurance premium discounts
- 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Divisions that developed a one-year and five-year operating plan	0	2	3
Projects with no discrepancies in schedule or budget	25%	50%	70%
A class 5 or better in the National Flood Insurance Program's Community Rating System	yes	yes	yes
Savings on Flood Insurance premiums in Pima County	20%	20%	25%
Total Flood Insurance policies in Pima County	2,543	2,700	2,900

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,814,940	2,168,237	1,337,648
SUPPLIES AND SERVICES	2,680,124	2,710,494	2,574,622
CAPITAL OUTLAY	96,652	0	0
<b>Total Program Expenditures</b>	<b>4,591,716</b>	<b>4,878,731</b>	<b>3,912,270</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
TAXES	22,738,616	25,112,708	25,332,649
INTERGOVERNMENTAL	9,214	0	0
CHARGES FOR SERVICES	226,068	100,000	175,000
INTEREST	278,317	200,000	100,000
MISCELLANEOUS	94,028	20,500	30,750
<b>Operating Revenue Sub-Total</b>	<b>23,346,243</b>	<b>25,433,208</b>	<b>25,638,399</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(15,764,857)</b>	<b>(11,401,261)</b>	<b>(10,787,716)</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(2,989,670)</b>	<b>(9,153,216)</b>	<b>(10,938,413)</b>
<b>Total Program Funding</b>	<b>4,591,716</b>	<b>4,878,731</b>	<b>3,912,270</b>

<b>Program Staffing (FTEs)</b>	<b>4.0</b>	<b>8.0</b>	<b>8.0</b>
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## 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 with 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 and 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 the Threatened and Endangered Species Act and the Sonoran Desert Conservation Plan

Program Performance Measures	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Development project plans that are received, logged in, and reviewed within time frame established by Pima County Development Services	70%	80%	85%
FEMA reviews received, logged in, and reviewed within a four-week period	n/a	50%	60%
Floodplain residents that receive informational and/or educational materials, e.g. floodplain map change notices, educational brochures	20%	25%	95%
Acres of watersheds studied annually to update flood hazard information	60,000	150,000	175,000
Linear miles of rivers studied and reviewed annually	25	50	75
Rezoning and plans that provide for natural washes and preserve floodplains	60%	60%	75%

Program Expenditures by Object	FY2006/2007 Actual	FY2007/2008 Adopted	FY2008/2009 Adopted
PERSONAL SERVICES	0	942,128	897,779
SUPPLIES AND SERVICES	0	1,178,658	852,662
CAPITAL OUTLAY	0	5,600	1,700
<b>Total Program Expenditures</b>	<b>0</b>	<b>2,126,386</b>	<b>1,752,141</b>
Program Funding by Source			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	2,126,386	1,752,141
<b>Total Program Funding</b>	<b>0</b>	<b>2,126,386</b>	<b>1,752,141</b>
<b>Program Staffing (FTEs)</b>	<b>0.0</b>	<b>14.0</b>	<b>11.5</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
District property inventoried in geographical information system (GIS) database	n/a	75%	80%
Infrastructure assets inventoried in GIS database	n/a	75%	80%
Assets inventoried	n/a	5,000	5,500
Subdivision Release of Assurance inspections completed within 10 days of request	n/a	95%	100%
Infrastructure inventory inspected annually	n/a	33%	66%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	403,129	1,152,166	1,729,400
SUPPLIES AND SERVICES	4,398,776	5,921,975	1,905,234
CAPITAL OUTLAY	9,084	10,700	32,500
<b>Total Program Expenditures</b>	<b>4,810,989</b>	<b>7,084,841</b>	<b>3,667,134</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	1,430,924	4,500,000	0
<b>Operating Revenue Sub-Total</b>	<b>1,430,924</b>	<b>4,500,000</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>3,380,065</b>	<b>2,584,841</b>	<b>3,667,134</b>
<b>Total Program Funding</b>	<b>4,810,989</b>	<b>7,084,841</b>	<b>3,667,134</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
	0.0	13.4	13.5

## Program Summary

**Department:** REGIONAL FLOOD CONTROL DISTRICT

**Program:** REGULATORY

**Function**

Protect the health, safety, and welfare of Pima County residents by providing comprehensive compliance plans 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 with the Floodplain and Erosion Hazard Management Ordinance 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Flood Hazard Information Sheets completed	4,691	4,500	4,600
Outreach events held to inform residents about flood hazards	5	5	7
Certified Floodplain Managers	10	11	11
Floodplain Use Permit applications initially reviewed within 15 business days (either approved or comment letter)	64%	80%	80%
Complaints responded to within 10 business days	60%	80%	60%
Completed elevation certificates returned	n/a	90%	90%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,756,923	953,590	975,378
SUPPLIES AND SERVICES	1,123,604	110,202	64,408
CAPITAL OUTLAY	6,336	11,950	0
<b>Total Program Expenditures</b>	<b>2,886,863</b>	<b>1,075,742</b>	<b>1,039,786</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	408	0	0
<b>Operating Revenue Sub-Total</b>	<b>408</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>2,886,455</b>	<b>1,075,742</b>	<b>1,039,786</b>
<b>Total Program Funding</b>	<b>2,886,863</b>	<b>1,075,742</b>	<b>1,039,786</b>

<u>Program Staffing (FTEs)</u>	30.0	18.0	17.0
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## 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. 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 (MSCP), and the Section 10 Permit application, 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 analyses to County personnel and other emergency response agencies

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Riparian habitat mitigation plan permits inspected annually for regulatory compliance based on permits issued	7%	8%	12%
Non-functional ALERT field site sensors repaired or replaced within two weeks, weather and hardware permitting	100%	95%	95%

<b>Program Expenditures by Object</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
PERSONAL SERVICES	820,023	822,295	1,194,653
SUPPLIES AND SERVICES	457,424	687,366	690,325
CAPITAL OUTLAY	63,536	100,700	97,400
<b>Total Program Expenditures</b>	<b>1,340,983</b>	<b>1,610,361</b>	<b>1,982,378</b>

## Program Summary

Department: REGIONAL FLOOD CONTROL DISTRICT

Program: RIPARIAN PROTECTION

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	0	0	217,470
MISCELLANEOUS	162,125	165,000	150,000
<b>Operating Revenue Sub-Total</b>	<u>162,125</u>	<u>165,000</u>	<u>367,470</u>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<u>1,178,858</u>	<u>1,445,361</u>	<u>1,614,908</u>
<b>Total Program Funding</b>	<u>1,340,983</u>	<u>1,610,361</u>	<u>1,982,378</u>
<hr/>			
<b>Program Staffing (FTEs)</b>	15.0	13.0	10.0

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# Solid Waste Management

Expenditures: 8,259,875

Revenues: 5,302,075

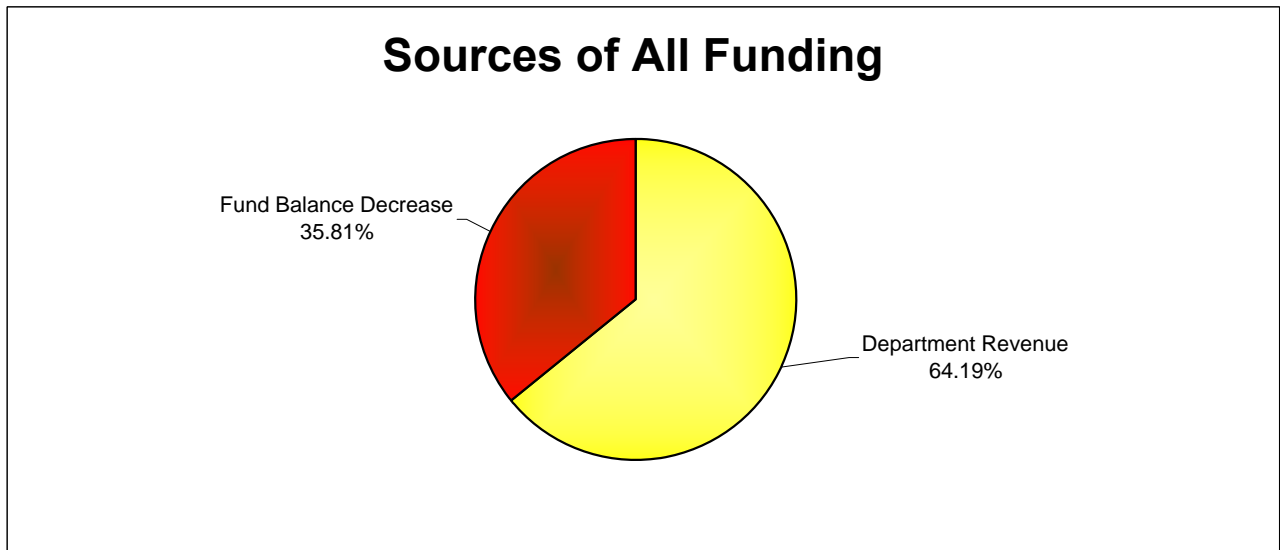
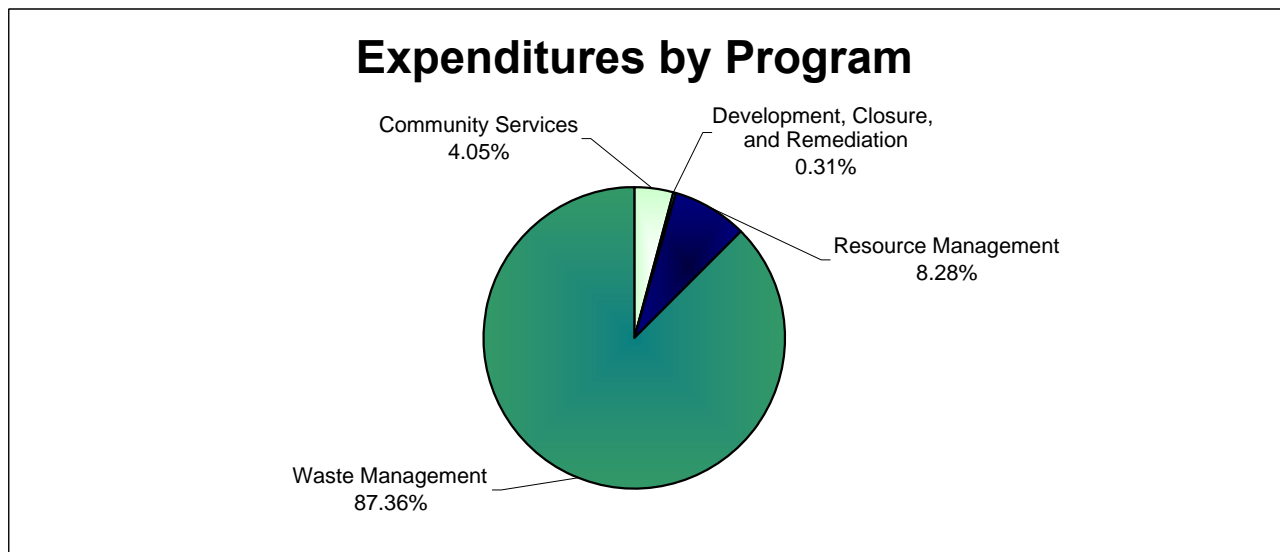
FTEs 42.6

**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



### Department Summary by Program

Department: **SOLID WASTE MANAGEMENT**

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
COMMUNITY SERVICES	154,324	138,537	334,300
DEVELOPMENT, CLOSURE, AND REMEDIATION	10,212	236,065	25,500
RESOURCE MANAGEMENT	808,414	791,870	683,700
WASTE MANAGEMENT	5,792,956	7,395,306	7,216,375
<b>Total Expenditures</b>	<b>6,765,906</b>	<b>8,561,778</b>	<b>8,259,875</b>

<b>Funding by Source</b>			
<b>Revenues</b>			
RESOURCE MANAGEMENT	117,028	45,000	5,000
WASTE MANAGEMENT	6,089,725	6,932,400	5,297,075
<b>Total Revenues</b>	<b>6,206,753</b>	<b>6,977,400</b>	<b>5,302,075</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>559,153</b>	<b>1,584,378</b>	<b>2,957,800</b>
<b>Total Program Funding</b>	<b>6,765,906</b>	<b>8,561,778</b>	<b>8,259,875</b>

<b>Staffing (FTEs) by Program</b>			
COMMUNITY SERVICES	0.0	0.0	1.0
RESOURCE MANAGEMENT	12.8	11.0	11.0
WASTE MANAGEMENT	39.8	42.0	30.6
<b>Total Staffing (FTEs)</b>	<b>52.6</b>	<b>53.0</b>	<b>42.6</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Community Service clean ups performed	2	3	4
Complaints received regarding community clean ups	0	0	0
Annual Community Service report prepared	yes	yes	yes
Illegal dumping sites investigated	619	651	660
Illegal waste removed from public lands (tons)	40	40	60

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	75,045	5,344	55,443
SUPPLIES AND SERVICES	79,279	133,193	278,857
<b>Total Program Expenditures</b>	<b>154,324</b>	<b>138,537</b>	<b>334,300</b>
<u>Program Funding by Source</u>			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	154,324	138,537	334,300
<b>Total Program Funding</b>	<b>154,324</b>	<b>138,537</b>	<b>334,300</b>
<b>Program Staffing (FTEs)</b>	<b>0.0</b>	<b>0.0</b>	<b>1.0</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Monthly waste data tracking completed	yes	yes	yes
Landfill forecasts updated semi-annually	yes	yes	yes
Facilities re-permitted	1	0	2
Facilities expanded	2	0	2
Groundwater wells and gas probes monitored	44	44	44

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	6,863	1,950	5,100
SUPPLIES AND SERVICES	3,349	234,115	20,400
<b>Total Program Expenditures</b>	<b>10,212</b>	<b>236,065</b>	<b>25,500</b>
<u>Program Funding by Source</u>			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	10,212	236,065	25,500
<b>Total Program Funding</b>	<b>10,212</b>	<b>236,065</b>	<b>25,500</b>
<b>Program Staffing (FTEs)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Invoices prepared by 7th of each month	yes	yes	yes
Equipment plan updated	yes	yes	yes
Long range staffing plan updated	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	373,809	227,391	261,139
SUPPLIES AND SERVICES	424,001	523,479	422,561
CAPITAL OUTLAY	10,604	41,000	0
<b>Total Program Expenditures</b>	<b>808,414</b>	<b>791,870</b>	<b>683,700</b>

**Program Funding by Source**

<b>Revenues</b>			
CHARGES FOR SERVICES	7,767	5,000	5,000
INTEREST	102,708	40,000	0
MISCELLANEOUS	6,553	0	0
<b>Operating Revenue Sub-Total</b>	<b>117,028</b>	<b>45,000</b>	<b>5,000</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>691,386</b>	<b>746,870</b>	<b>678,700</b>
<b>Total Program Funding</b>	<b>808,414</b>	<b>791,870</b>	<b>683,700</b>

<b>Program Staffing (FTEs)</b>	<b>12.8</b>	<b>11.0</b>	<b>11.0</b>
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## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Arizona Department of Environmental Quality inspections passed	100%	91%	100%
Accidents resulting in lost time	3	4	0
Landfills operated	4	4	4
Transfer stations operated	2	2	2
Rural collection centers operated	11	11	11
Waste tonnage handled	178,117	216,472	138,723
Tire tonnage recycled	16,229	15,442	15,000
Other materials tonnage recycled	1,938	1,458	1,037

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,771,179	2,168,027	1,842,102
SUPPLIES AND SERVICES	3,929,250	5,050,779	5,374,273
CAPITAL OUTLAY	92,527	176,500	0
<b>Total Program Expenditures</b>	<b>5,792,956</b>	<b>7,395,306</b>	<b>7,216,375</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	6,060	0	0
CHARGES FOR SERVICES	4,606,134	5,418,500	3,787,500
MISCELLANEOUS	77,204	93,000	54,250
<b>Operating Revenue Sub-Total</b>	<b>4,689,398</b>	<b>5,511,500</b>	<b>3,841,750</b>
INTERGOVERNMENTAL	1,190,115	1,200,000	1,200,000
CHARGES FOR SERVICES	133,376	130,000	170,000
INTEREST	72,886	90,900	85,325
MISCELLANEOUS	3,950	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>1,400,327</b>	<b>1,420,900</b>	<b>1,455,325</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(296,769)</b>	<b>462,906</b>	<b>1,919,300</b>
<b>Total Program Funding</b>	<b>5,792,956</b>	<b>7,395,306</b>	<b>7,216,375</b>

<u>Program Staffing (FTEs)</u>	<u>39.8</u>	<u>42.0</u>	<u>30.6</u>

# Transportation

**Expenditures:** 48,330,237

**Revenues:** 65,231,825

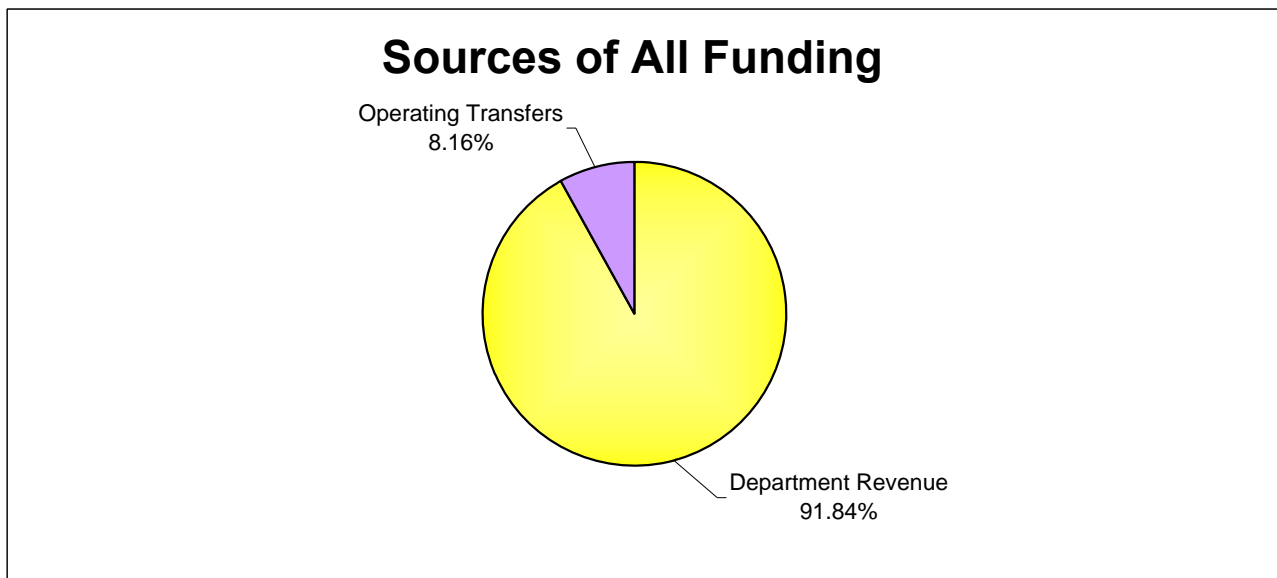
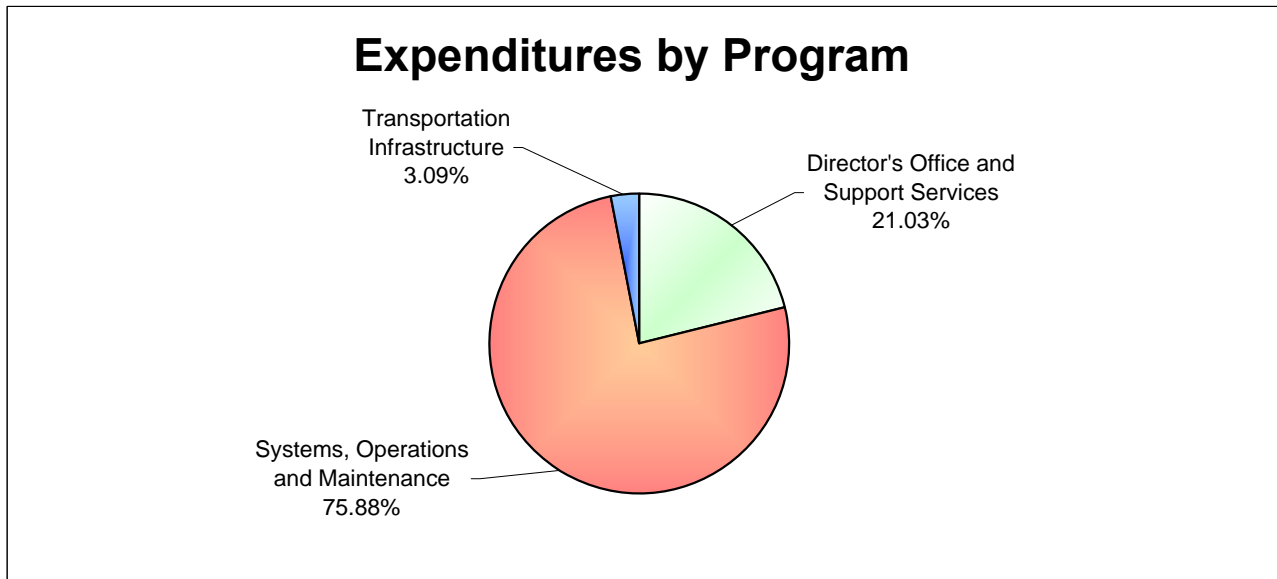
**FTEs** 414.7

**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



### Department Summary by Program

Department: **TRANSPORTATION**

<u>Expenditures by Program</u>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
DIRECTOR'S OFFICE AND SUPPORT SVCS	7,949,517	10,098,301	10,163,612
SYSTEMS, OPERATIONS AND MAINTENANCE	33,471,317	35,516,931	36,672,737
TRANSPORTATION INFRASTRUCTURE	1,218,369	1,721,839	1,493,888
<b>Total Expenditures</b>	<b>42,639,203</b>	<b>47,337,071</b>	<b>48,330,237</b>

<u>Funding by Source</u>			
<b>Revenues</b>			
DIRECTOR'S OFFICE AND SUPPORT SVCS	61,669,100	64,257,867	61,292,609
SYSTEMS, OPERATIONS AND MAINTENANCE	2,707,190	2,335,656	3,551,056
TRANSPORTATION INFRASTRUCTURE	932,099	1,095,000	388,160
<b>Total Revenues</b>	<b>65,308,389</b>	<b>67,688,523</b>	<b>65,231,825</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(27,293,667)</b>	<b>(21,472,048)</b>	<b>(17,150,429)</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>4,624,481</b>	<b>1,120,596</b>	<b>248,841</b>
<b>Total Program Funding</b>	<b>42,639,203</b>	<b>47,337,071</b>	<b>48,330,237</b>

<u>Staffing (FTEs) by Program</u>			
DIRECTOR'S OFFICE AND SUPPORT SVCS	75.2	80.9	72.7
SYSTEMS, OPERATIONS AND MAINTENANCE	234.6	239.5	240.0
TRANSPORTATION INFRASTRUCTURE	106.9	105.5	102.0
<b>Total Staffing (FTEs)</b>	<b>416.7</b>	<b>425.9</b>	<b>414.7</b>

## 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**

	FY2006/2007 Actual	FY2007/2008 Estimated	FY2008/2009 Planned
Constituent inquiries and concerns received	3,812	4,200	4,200
Constituent inquiries and concerns responded to or resolved within 24 hours of receipt	88%	89%	89%
Technical assistance and /or environmental documents reviewed annually	254	100	100
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%
Quarterly financial data updates provided to the County's CIP unit within 4 weeks of obtaining the quarterly actual expenditures	100%	100%	100%
Invoices processed within 5 business days of receipt	100%	100%	100%
Budget unit requests submitted on time	100%	100%	100%

**Program Expenditures by Object**

	FY2006/2007 Actual	FY2007/2008 Adopted	FY2008/2009 Adopted
PERSONAL SERVICES	3,162,485	4,069,925	4,176,670
SUPPLIES AND SERVICES	4,769,500	6,005,876	5,986,942
CAPITAL OUTLAY	17,532	22,500	0
<b>Total Program Expenditures</b>	<b>7,949,517</b>	<b>10,098,301</b>	<b>10,163,612</b>

## Program Summary

Department: **TRANSPORTATION**

Program: **DIRECTOR'S OFFICE AND SUPPORT SVCS**

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
LICENSES & PERMITS	32,237	36,000	30,000
INTERGOVERNMENTAL	60,049,775	63,522,267	60,429,451
CHARGES FOR SERVICES	57,795	180,000	146,840
INTEREST	534,875	400,000	606,318
MISCELLANEOUS	324,532	119,600	80,000
MEMO REVENUE	527,363	0	0
<b>Operating Revenue Sub-Total</b>	<b>61,526,577</b>	<b>64,257,867</b>	<b>61,292,609</b>
INTEREST	142,523	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>142,523</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(27,293,667)</b>	<b>(21,472,048)</b>	<b>(17,150,429)</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(26,425,916)</b>	<b>(32,687,518)</b>	<b>(33,978,568)</b>
<b>Total Program Funding</b>	<b>7,949,517</b>	<b>10,098,301</b>	<b>10,163,612</b>
<b>Program Staffing (FTEs)</b>	<b>75.2</b>	<b>80.9</b>	<b>72.7</b>

## Program Summary

**Department:** TRANSPORTATION

**Program:** SYSTEMS, OPERATIONS AND MAINTENANCE

**Function**

Operate and maintain a safe and efficient transportation system including roadway infrastructure, 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 Capital Improvement Program (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. Provide Geographic Information System (GIS) programming and analysis, data conversion, and storage, along with related services and support to Pima County departments. Maintain 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
- 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

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
GIS projects completed (includes Sonoran Desert Conservation Plan projects)	597	575	650
Sections of GIS parcel land base rectified to digital orthophotos	525	490	550
Routine roadway maintenance activities performed by established cycle times	76%	80%	80%
Roadways receiving annual surface treatments	3%	3%	8%
Neighborhood improvement plans implemented each year	10	10	5
Preventive maintenance and unscheduled field service calls on the traffic signal system	522	720	800
Sign item actions per sign installer	14,985	15,000	10,000
Total road tube volume/speed counts collected	1,238	1,250	500
Ratio of complaints received per passenger	.157	.070	.070
Automation plan project completed by target date	100%	92%	100%
Grant funding secured for bicycle/pedestrian facilities and safety programs	\$390,000	\$335,000	\$615,000

## Program Summary

Department: **TRANSPORTATION**

Program: **SYSTEMS, OPERATIONS AND MAINTENANCE**

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	10,859,001	11,403,365	11,586,652
SUPPLIES AND SERVICES	22,147,705	23,559,195	24,992,685
CAPITAL OUTLAY	464,611	554,371	93,400
<b>Total Program Expenditures</b>	<b>33,471,317</b>	<b>35,516,931</b>	<b>36,672,737</b>
<u>Program Funding by Source</u>			
<b>Revenues</b>			
INTERGOVERNMENTAL	2,557,979	2,309,156	3,473,606
CHARGES FOR SERVICES	36,841	10,000	20,000
MISCELLANEOUS	112,370	16,500	57,450
<b>Operating Revenue Sub-Total</b>	<b>2,707,190</b>	<b>2,335,656</b>	<b>3,551,056</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>30,764,127</b>	<b>33,181,275</b>	<b>33,121,681</b>
<b>Total Program Funding</b>	<b>33,471,317</b>	<b>35,516,931</b>	<b>36,672,737</b>
<b>Program Staffing (FTEs)</b>	<b>234.6</b>	<b>239.5</b>	<b>240.0</b>

## 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

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Planned project completions based on fiscal year adopted budget	100%	95%	85%
Planned expenditures to fiscal year adopted budget	124%	75%	85%
Construction start dates within 180 days of adopted baseline schedule	n/a	75%	80%
Projects completed by proposed due date as agreed upon by both parties	88%	85%	85%
Independent assurance samples that achieves scores of 3 or greater	99%	95%	90%
Right-of-way encroachments successfully resolved prior to legal action	100%	100%	90%
Negative findings from certification acceptance inspections and other audits	0	0	0
Roadway construction	\$38,200,000	\$25,000,000	\$26,000,000
Project Notice to Proceed dates achieved annually as per the CIP 5-year plan or approved through variance reporting	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	1,813,831	2,103,352	2,493,193
SUPPLIES AND SERVICES	(711,182)	(564,513)	(999,305)
CAPITAL OUTLAY	115,720	183,000	0
<b>Total Program Expenditures</b>	<b>1,218,369</b>	<b>1,721,839</b>	<b>1,493,888</b>

**Program Funding by Source**

<u>Revenues</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
LICENSES & PERMITS	211,443	275,000	180,000
CHARGES FOR SERVICES	720,193	820,000	208,160
MISCELLANEOUS	463	0	0
<b>Operating Revenue Sub-Total</b>	<b>932,099</b>	<b>1,095,000</b>	<b>388,160</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>286,270</b>	<b>626,839</b>	<b>1,105,728</b>
<b>Total Program Funding</b>	<b>1,218,369</b>	<b>1,721,839</b>	<b>1,493,888</b>

<b>Program Staffing (FTEs)</b>	<b>106.9</b>	<b>105.5</b>	<b>102.0</b>
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# Wastewater Reclamation

Expenditures: 132,293,349

FTEs 599.1

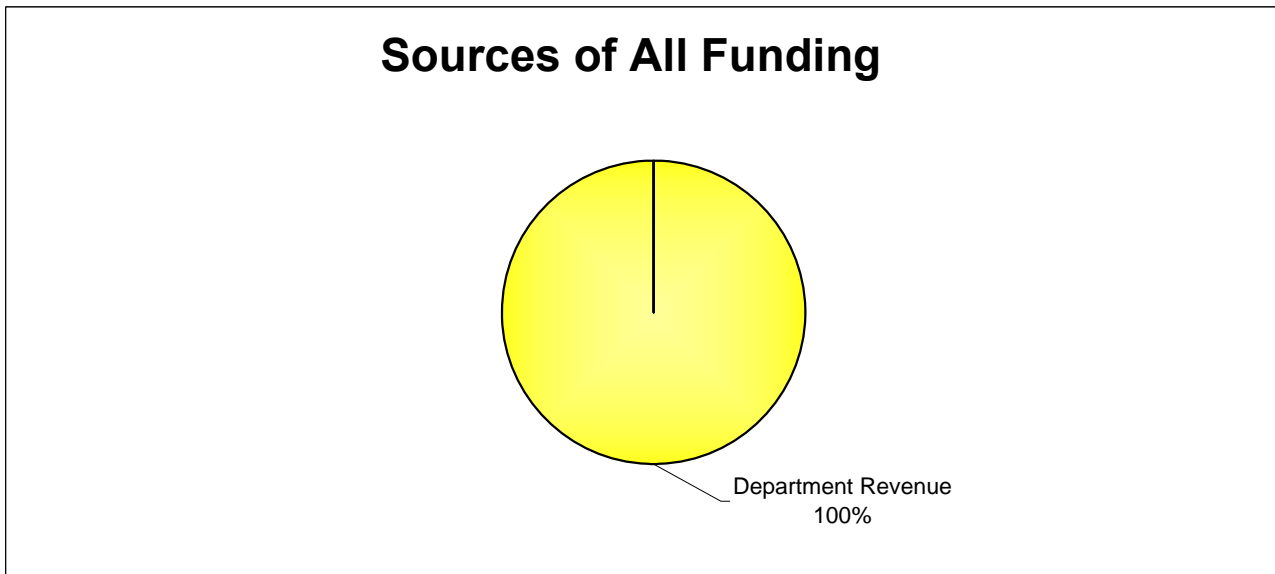
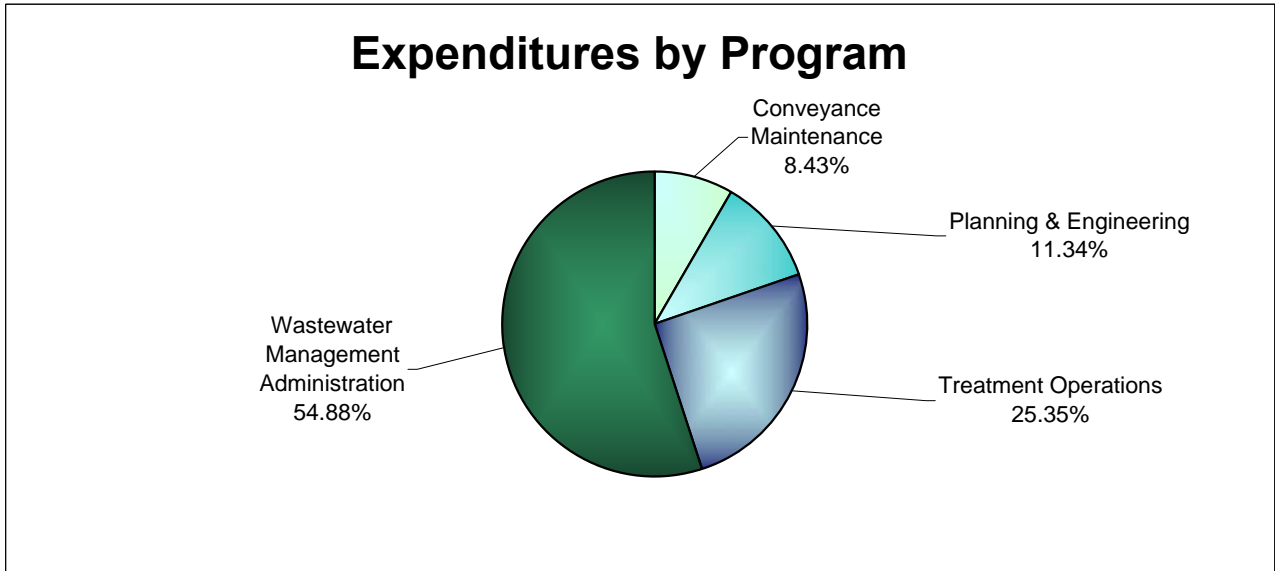
Revenues: 139,492,346

**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 RECLAMATION**

<b>Expenditures by Program</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
CONVEYANCE MAINTENANCE	9,115,656	10,869,096	11,152,833
PLANNING & ENGINEERING	7,446,065	14,738,981	15,001,459
RESEARCH GRANTS	475,865	0	0
TREATMENT OPERATIONS	30,942,889	31,685,697	33,530,433
WASTEWATER MANAGEMENT ADMINISTRATION	50,860,844	67,960,400	72,608,624
<b>Total Expenditures</b>	<b>98,841,319</b>	<b>125,254,174</b>	<b>132,293,349</b>

### **Funding by Source**

**Revenues**

CONVEYANCE MAINTENANCE	6,191	0	0
PLANNING & ENGINEERING	7,038,696	0	0
RESEARCH GRANTS	436,906	0	0
TREATMENT OPERATIONS	(27,612)	0	0
WASTEWATER MANAGEMENT ADMINISTRATION	129,405,190	129,530,336	139,492,346
<b>Total Revenues</b>	<b>136,859,371</b>	<b>129,530,336</b>	<b>139,492,346</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>(9,646,635)</b>
<b>Other Funding Sources</b>	<b>51,429,022</b>	<b>50,000,000</b>	<b>28,942,363</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(89,447,074)</b>	<b>(54,276,162)</b>	<b>(26,494,725)</b>
<b>Total Program Funding</b>	<b>98,841,319</b>	<b>125,254,174</b>	<b>132,293,349</b>

### **Staffing (FTEs) by Program**

CONVEYANCE MAINTENANCE	112.8	112.8	110.0
PLANNING & ENGINEERING	96.3	106.5	108.0
RESEARCH GRANTS	0.5	0.0	0.0
TREATMENT OPERATIONS	226.3	229.0	238.3
WASTEWATER MANAGEMENT ADMINISTRATION	134.8	135.4	142.8
<b>Total Staffing (FTEs)</b>	<b>570.7</b>	<b>583.7</b>	<b>599.1</b>

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 RECLAMATION**  
**Program: CONVEYANCE MAINTENANCE**

**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 permit (APP), storm water, air pollution, endangered species, critical habitat, the Sonoran Desert Conservation Plan, and Section 401 and 404 requirements. Operate a proactive, comprehensive preventive maintenance program for the sanitary sewage conveyance system including inspection, cleaning, systematic vector (roach) control, and odor mitigation programs for more than 3,400 miles of public gravity sanitary sewers and 32 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) that are reliable and adequate to minimize the unintended/unauthorized releases of sewage to the environment (sanitary sewer overflow)
- Operate the sanitary sewage conveyance system (gravity and pumping systems) effectively, efficiently and in compliance with federal state mandates and regulations
- Maintain an effective vector control program by providing treatment applications to 50% of the conveyance system manholes annually
- Maintain an effective and efficient Odor Abatement Program to significantly minimize odors system wide (treatment facilities and conveyance)
- Respond efficiently and effectively to customer service requests.

**Program Performance Measures**

	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Public sanitary sewerage overflows	90	90	90
Conveyance system miles serviced	2,558	2,796	2,938
Information request responses	3,196	2,781	3,000
Ten percent annual reduction of system wide odor complaint calls	yes	yes	yes

**Program Expenditures by Object**

	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
PERSONAL SERVICES	4,986,579	6,305,446	6,560,575
SUPPLIES AND SERVICES	3,207,046	4,322,151	4,464,408
CAPITAL OUTLAY	922,031	241,499	127,850
<b>Total Program Expenditures</b>	<b>9,115,656</b>	<b>10,869,096</b>	<b>11,152,833</b>

**Program Funding by Source**

**Revenues**

MISCELLANEOUS	6,191	0	0
<b>Operating Revenue Sub-Total</b>	<b>6,191</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>9,109,465</b>	<b>10,869,096</b>	<b>11,152,833</b>
<b>Total Program Funding</b>	<b>9,115,656</b>	<b>10,869,096</b>	<b>11,152,833</b>

**Program Staffing (FTEs)**

112.8	112.8	110.0
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## Program Summary

**Department: WASTEWATER RECLAMATION**  
**Program: PLANNING & ENGINEERING**

**Function**

Develop and implement the Capital Improvement Program (CIP) of the department, including long range and facility planning, initial project concepts, and design and construction of all capital facilities. Conduct engineering and inspection services, review development plans, and administer the overall planning and capacity management of the regional sewerage system.

**Description of Services**

Develop and implement a regional long range facility plan (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; and provide project planning, project management, CIP oversight/coordination, and construction management services. Provide Blue Stake location services. Provide sewer plan review for conveyance projects. Provide sewer construction inspection services. Manage system models, rehabilitation projects, system design standards, and other special projects of a technical nature. Coordinate Wastewater Management Advisory Committee meetings. Represent the department to local, regional, and national public agencies and industry associations. Provide specialized maps for department and County presentations. Evaluate the availability of sewer capacity to serve new development for local government agencies and the land development industry. Provide assistance and information to developers and others with capacity-related issues. Prepare and track Master Sewer Service and Development agreements.

**Program Goals and Objectives**

- Develop, initiate, manage, and complete CIP Projects
- Review CIP Projects twice each month
- Assist with the updating of the annual Financial Plan (CIP components)
- Update the Regional Metropolitan Area Facility Plan
- Provide assistance and information to developers and others with capacity-related issues
- Provide specialized presentation maps
- Provide sewer system construction inspections
- Review sewer design plans for compliance with standards

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
CIP project expenses	\$47,481,118	\$66,000,000	\$117,153,120
Design and construction contracts initiated	86	110	110
CIP project review sessions held	24	24	24
Wastewater Management Advisory Committee meetings held	10	10	10
Specialized presentation maps provided	15	20	25
Review planning studies	20	20	20
Capacity request responses	478	450	500
Sewer construction inspections	120	120	100
Sewer design plans reviewed	200	200	200

<b>Program Expenditures by Object</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
PERSONAL SERVICES	4,705,338	6,600,922	6,927,509
SUPPLIES AND SERVICES	31,587,571	8,080,359	8,023,850
CAPITAL OUTLAY	(28,846,844)	57,700	50,100
<b>Total Program Expenditures</b>	<b>7,446,065</b>	<b>14,738,981</b>	<b>15,001,459</b>

**Program Funding by Source**

<b>Revenues</b>			
MISCELLANEOUS	(685)	0	0
<b>Operating Revenue Sub-Total</b>	<b>(685)</b>	<b>0</b>	<b>0</b>
INTERGOVERNMENTAL	6,855,103	0	0
MISCELLANEOUS	184,278	0	0
<b>Special Programs Revenue Sub-Total</b>	<b>7,039,381</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>407,369</b>	<b>14,738,981</b>	<b>15,001,459</b>
<b>Total Program Funding</b>	<b>7,446,065</b>	<b>14,738,981</b>	<b>15,001,459</b>

<b>Program Staffing (FTEs)</b>	<b>96.3</b>	<b>106.5</b>	<b>108.0</b>
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## Program Summary

**Department: WASTEWATER RECLAMATION**

**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 appropriate community and regulators at the local, state, tribal, and federal levels.

**Program Goals and Objectives**

- Improve the scientific basis for the regulation of water quality

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Research studies conducted	4	n/a	n/a
Scientific/regulatory meetings held	1	n/a	n/a
Request for proposals prepared and advertised	1	n/a	n/a
Requests for reimbursement submitted	6	n/a	n/a
Presentations of research results at conferences	11	n/a	n/a

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	53,727	0	0
SUPPLIES AND SERVICES	422,138	0	0
<b>Total Program Expenditures</b>	<b>475,865</b>	<b>0</b>	<b>0</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
INTERGOVERNMENTAL	435,443	0	0
MISCELLANEOUS	1,463	0	0
<b>Grant Revenue Sub-Total</b>	<b>436,906</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>38,959</b>	<b>0</b>	<b>0</b>
<b>Total Program Funding</b>	<b>475,865</b>	<b>0</b>	<b>0</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
	0.5	0.0	0.0

## Program Summary

**Department: WASTEWATER RECLAMATION**

**Program: TREATMENT OPERATIONS**

**Function**

Protect the public health and environment through the operation and maintenance of wastewater treatment facilities that comply with federal and state laws.

**Description of Services**

Operate and maintain wastewater treatment facilities to treat over 24 billion gallons of sanitary sewage annually, including associated biosolid facilities. Implement, in partnership with the Compliance and Regulatory Affairs Office (CRAO), the Environmental Protection Agency (EPA) mandated industrial pretreatment program through permitting, inspection, sampling, and enforcement. Conduct investigations and studies on treatment related issues and concerns.

**Program Goals and Objectives**

- Treat over 24 billion gallons of sanitary sewage annually in compliance with federal and state laws
- Exceed the mandated biochemical oxygen demand removal rate of 93%
- Effectively administer the industrial pretreatment program in partnership with CRAO
- Effectively operate the treatment facilities to ensure that permit limits are met; prevent pass through, interference, and upset at the Publicly Owed Treatment Works (POTW); and meet all regulatory compliance and reporting requirements for treatment and disposal of biosolids
- Generate and maximize utilization of renewable resources including biogas

<u>Program Performance Measures</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
Cubic feet of methane converted to energy	125 million	153 million	161 million
Gallons of wastewater treated annually	24.8 billion	25.1 billion	25.4 billion
Biochemical oxygen demand removal rate	93%	93%	95%
No discharge interference or upset at POTW	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
PERSONAL SERVICES	12,091,247	12,896,180	14,332,764
SUPPLIES AND SERVICES	18,039,777	18,586,917	19,013,009
CAPITAL OUTLAY	811,865	202,600	184,660
<b>Total Program Expenditures</b>	<b>30,942,889</b>	<b>31,685,697</b>	<b>33,530,433</b>

<u>Program Funding by Source</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Adopted</u>	<u>FY2008/2009 Adopted</u>
<b>Revenues</b>			
MISCELLANEOUS	(27,612)	0	0
<b>Operating Revenue Sub-Total</b>	<b>(27,612)</b>	<b>0</b>	<b>0</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Funding Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>30,970,501</b>	<b>31,685,697</b>	<b>33,530,433</b>
<b>Total Program Funding</b>	<b>30,942,889</b>	<b>31,685,697</b>	<b>33,530,433</b>

<u>Program Staffing (FTEs)</u>	<u>FY2006/2007 Actual</u>	<u>FY2007/2008 Estimated</u>	<u>FY2008/2009 Planned</u>
<b>Program Staffing (FTEs)</b>	<b>226.3</b>	<b>229.0</b>	<b>238.3</b>

## Program Summary

**Department: WASTEWATER RECLAMATION**

**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 (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

<b>Program Performance Measures</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Estimated</b>	<b>FY2008/2009 Planned</b>
Delinquency rate of sewer user accounts	1.95%	1.95%	1.95%
Personnel action forms processed	868	1,464	1,000
Invoices processed	1,216	936	1,076
Long term debt financing obtained	\$51.4m	\$50.0m	\$28.9m
System development funds allocated quarterly	yes	yes	yes
Number of sewer accounts serviced	255,555	260,660	265,800
Customer inquiries promptly responded to	19,350	19,700	20,000
Change Orders (Synergen as of June 30, 2007)	772	896	834
Pending Resolution Issues (Synergen)	932	944	938
Permit reporting requirements met	100%	100%	100%
Regulatory compliance samples obtained	19,624	24,000	34,000

<b>Program Expenditures by Object</b>	<b>FY2006/2007 Actual</b>	<b>FY2007/2008 Adopted</b>	<b>FY2008/2009 Adopted</b>
PERSONAL SERVICES	8,514,927	8,937,699	10,278,013
SUPPLIES AND SERVICES	43,295,074	58,644,891	61,958,821
CAPITAL OUTLAY	(949,157)	377,810	371,790
<b>Total Program Expenditures</b>	<b>50,860,844</b>	<b>67,960,400</b>	<b>72,608,624</b>

**Program Funding by Source**

**Revenues**

LICENSES & PERMITS	11,170	5,000	5,000
CHARGES FOR SERVICES	100,132,001	112,053,936	121,916,920
FINES AND FORFEITS	66,809	58,800	58,800
INTEREST	3,683,551	2,312,600	2,411,626
MISCELLANEOUS	294,854	100,000	100,000
MEMO REVENUE	25,216,805	15,000,000	15,000,000
<b>Operating Revenue Sub-Total</b>	<b>129,405,190</b>	<b>129,530,336</b>	<b>139,492,346</b>
<b>Net Operating Transfers In/(Out)</b>	<b>0</b>	<b>0</b>	<b>(9,646,635)</b>
<b>Other Funding Sources</b>	<b>51,429,022</b>	<b>50,000,000</b>	<b>28,942,363</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(129,973,368)</b>	<b>(111,569,936)</b>	<b>(86,179,450)</b>
<b>Total Program Funding</b>	<b>50,860,844</b>	<b>67,960,400</b>	<b>72,608,624</b>
<b>Program Staffing (FTEs)</b>	<b>134.8</b>	<b>135.4</b>	<b>142.8</b>

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**SUPPLEMENTAL INFORMATION SUMMARY**

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## 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

**Ad Valorem Tax** - A tax based on the value of property.

**ADA - Americans with Disabilities Act** - An enactment to protect the employment and accessibility rights of disabled individuals.

**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.

**Alcoholic Beverage License Revenue** – Intergovernmental revenue from the State, whereby Pima County receives \$3,000 each time a new liquor license is granted to a business operating in the unincorporated area of the county.

**ALTCS - Arizona Long Term Care System** - The Arizona Medicaid alternative program for long term care added to the AHCCCS program effective January 1, 1989.

**Annualized Cost** - Operating cost incurred at annual rates for a portion of the prior fiscal year and which must be incurred at similar rates for the entire twelve months of the succeeding fiscal year.

**Antiracketeering Fund** - A group of special revenue funds administered pursuant to ARS §13-2314.03. The County Attorney and the Sheriff administer their own Antiracketeering Funds. The County Attorney's fund includes funds held for other local law enforcement agencies. Racketeering is defined as any illegal act committed for financial gain.

**AOC Retirement Plan - Administrative Office of Courts Retirement Plan** - A qualified pension plan under CORP that provides retirement and other benefits to County judiciary probation, surveillance, and juvenile detention officers. The AOC Retirement Plan is administered by the Public Safety Personnel Retirement System (PSPRS).

**Appropriation** - A legal authorization granted by the County Board of Supervisors to make expenditures/expenses and to incur obligations for specific purposes during a fiscal year.

**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 2004–2008" 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.

**Business Licenses and Permits** - Revenues derived from businesses and occupations that must be licensed before operating in the unincorporated area of Pima County, i.e., licenses for itinerant peddlers, pawn broker businesses, initial application fees for industrial users of the wastewater system, the initial license to provide cable TV services to residents, and periodic operating charges levied on providers of cable TV services. Most revenues come from operating charges for cable TV in the unincorporated area and the use of County owned rights-of-way by cable and other telecommunications companies.

**C-Path** - The Critical Path Institute (C-Path), a non-profit institute, is a collaborative partnership involving the University of Arizona, SRI International, and the Federal Drug Administration for the purpose of expediting development and approval of new medications. As an enhancement to local government, Pima County contributes annually to the project.

**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.

**CAFR - Comprehensive Annual Financial Report** – The official annual report for Pima County prepared in accordance with generally accepted accounting principles (GAAP) and in conformance with standards of financial reporting as established by the Governmental Accounting Standards Board (GASB) using guidelines recommended by the Government Finance Officers Association (GFOA). The CAFR includes financial statements and analysis, along with statistical data on financial, nonfinancial and demographic trends. It is also used by bond rating agencies, such as Moody's, Standard & Poor's, and Fitch, to determine credit risk, and thus interest rates, for bonds issued by the County.

**Capital Expenditures Object Level** - A collection of capital expenditure/expense accounts grouped and assembled by type for budgeting purposes.

**Capital Project** - Construction, remodeling, infrastructure, or other projects costing \$100,000 or more that are part of the Capital Improvement Program (CIP).

**Capital Project Expenditures** - Expenditures for construction, remodeling, infrastructure, or other projects costing \$100,000 or more that are part of the CIP.

**Capital Projects Fund** - A fund used to account for financial resources to be used for the acquisition, remodeling, or construction of major capital facilities (other than those financed by Proprietary Funds).

**Carryover Appropriations** - Amounts budgeted in the current fiscal year for expenditures that were originally budgeted in the previous fiscal year and for which obligations have been incurred that cannot be met by the end of the previous fiscal year. Carryover appropriations for General Fund departments are reserved in prior year carryovers within the Contingency department. All carryovers must be approved by the County Administrator.

**CDBG - Community Development Block Grant** - Housing and Urban Development block grant funds to be used for increasing available housing 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 acquisition, remodeling, and construction of projects costing \$100,000 or more to be undertaken by Pima County during the current budget year and the following four fiscal years.

**CJEF - Criminal Justice Enhancement Fund** - A 47 percent surcharge on all traffic fines collected. The state treasurer administers the funds and allocates them among different agencies such as law enforcement, courts, and health services.

**Classification** - A title and code assigned to a grouping of similar personnel positions as described in the appropriate class specification (the official document defining the type and level of duties and responsibilities and the minimum qualifications of positions assigned to a particular classification).

**COLA - Cost of Living Adjustment** - An adjustment of the compensation rates of regular County employees who are not elected officials. The frequency 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.

**COPs - Certificates of Participation** - A common form of lease-purchase financing, Certifications of Participation are lease-purchase agreements that are divided into fractions and sold to multiple investors, similar to stocks, usually in \$5,000 denominations. COPs are tax-exempt agreements that fund capital improvement projects, with the underlying project assets serving as collateral for investors who receive a share of whatever revenue is derived from the lease or lease-purchase.

**COPS Grants** - As a component of the U.S. Department of Justice, the Office of Community Oriented Policing Services (COPS) was created through the Violent Crime Control and Law Enforcement Act of 1994. Funds from COPS Grants are used to advance the practice of community policing, provide training and technical assistance at all levels of law enforcement, and provide resources to acquire and deploy innovative crime-fighting technologies.

**CORP - Corrections Officer Retirement Plan** - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to various state and municipal corrections/detention employees, county detention officers, and non-uniformed county sheriff department employees whose primary duties require direct contact with inmates. The CORP is administered by the Public Safety Personnel Retirement System (PSPRS).

**Cost Allocation Plan** - The documents identifying, accumulating, and allocating or developing billing rates based on the allowable cost of services provided by a governmental unit to its departments. Pima County uses an Internal Cost Allocation Plan to recover indirect costs from Enterprise Funds, Internal Service Funds, and some Special Revenue Funds. The County recovers indirect costs based on a combination of actual costs and usage information from prior fiscal years. Pima County uses a second Cost Allocation Plan to recover indirect costs from federal grant programs. This plan is prepared following federal guidelines specified in 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.

**County Free Library District** - A special countywide taxing district established under Arizona Revised Statutes, Title 48, Chapter 24, and Title 11, Chapter, 7, to provide county residents with free and equitable access to information resources needed for full participation in the community and for the enrichment of individual lives. In addition to other powers, the Board of Supervisors, sitting as the board of directors for the County Free Library District, is authorized to levy a secondary property tax on all property within the district to fund necessary expenditures/expenses for the benefit of property holders in the district.

**Debt Service Fund** - 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 Reclamation. (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.

**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.

**EORP - Elected Officials' Retirement Plan** - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to state and county elected officials, supreme court justices, superior court and court of appeals judges, and full-time superior court commissioners. The EORP is administered by the Public Safety Personnel Retirement System (PSPRS).

**Excise Tax** - A tax imposed by federal, state, or local governments on the sale or consumption of specific goods or services. In its broadest meaning, an excise tax is similar to a sales tax, which typically levies a fixed percentage tax on the monetary value of goods or services when purchased by consumers. Title 42, Chapter 6, Article 3, of the Arizona Revised Statutes allows the voters in most Arizona counties to enact countywide jail facilities, capital projects, and transportation excise taxes. More than twenty years ago, the County approved a 1 percent tax (now 6 percent) on the rental of hotel/motel rooms in the unincorporated area of the County, and in May 2006 voters approved the Regional Transportation Authority's countywide 0.5 percent transportation excise tax. Upon the unanimous vote of the Board of Supervisors, the County is allowed by statute to enact up to a 0.5 percent general county excise tax. At this time, Pima County does not impose such 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.

**FARE - Fines/Fees and Restitution Enforcement** - A program administered by the Arizona Supreme Court to assist courts in obtaining payment for court ordered fines, fees and restitution cases in default.

**Fill The Gap** - A funding mechanism enacted by the state in 1999 to provide counties with resources to improve criminal case processing. A state appropriation in addition to a seven percent surcharge on court fines and forfeitures, as well as a five percent contribution of court collections by each county to its own Local Courts Assistance Fund, provides funding for this program.

**Fines and Forfeits** - Revenue from fines and penalties imposed for the commission of statutory offenses, violation of lawful administrative rules and regulations, neglect of official duty, and the forfeiture of deposits held as performance or appearance guarantees.

**Fire District Assistance Tax** - Established by ARS §48-807, which requires, in part, that the Board of Supervisors shall “levy a County Fire District Assistance Tax on the taxable property in the County...” The funds raised by this secondary property tax supplement the operating budgets of the nineteen fire districts in the county.

**Flood Control District** - See Regional Flood Control District.

**FMAP - Federal Medical Assistance Percentage** - The share of each state’s Medicaid program paid by the federal government. The share runs from a minimum of 50% 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, expenses, population, building permits, assessed values, etc. based on historical and current economic, financial, and demographic information.

**FPS - Financial Planning System** - Computerized personal computer-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 Government Finance Officers Association (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.

**GFOA – Government Finance Officers Association** – A professional association of state, provincial, and local government finance officers in the U.S. and Canada founded to enhance and promote professional management of government for the public benefit by identifying and developing financial policies and practices.

**Governmental Funds** - Funds that are used to account for the County's expendable financial resources and related current liabilities, except those accounted for in Proprietary Funds. Governmental funds include the General Fund, Special Revenue Funds, Capital Projects Fund, and Debt Service Fund.

**Graffiti Abatement Program** – A Pima County Department of Transportation program that provides graffiti removal service free of charge to private, residential property owners in the unincorporated area of the county.

**Grants** - Contributions or gifts of cash or other assets from another government or private entity to be used or expended for a specified purpose, activity, or facility.

**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 infrastructure.

**HURF Equity Legislation** - Legislation passed by the 1997 State Legislature that resulted in a change in the formula to distribute Highway User Revenue Funds. The formula now includes the population of unincorporated areas in the calculation of distribution amounts. During FY 1996/97, the change increased the distribution to Pima County by \$3.3 million, and the increase over a twenty-year period is estimated to be \$392.6 million.

**Improvement District** - A special taxing district that is established by the Board of Supervisors, at the request of the property owners within a specific area, for the purpose of installing local public improvements and distributing the cost of the improvements among the property owners within the district based upon the benefit derived. The Board of Supervisors sits as the board of directors for the County's Hayhook Ranch Improvement District, the operation and maintenance budget of which is funded by a Secondary Property Tax levy on all property located within the district. Other improvement districts exist in the county, but they are authorized and operated by municipalities and other independent boards of directors.

**Incumbent** - The current individual or Pima County employee 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.

**Intergovernmental Revenues** - Revenues received from other governments for general financial assistance, use in performing specific functions, or as sharing of tax proceeds. State shared sales and vehicle license taxes and Highway User Revenue Fund monies comprise the largest share of Intergovernmental Revenues, with additional State monies received from Proposition 204 "hold harmless" aid, shared Lottery and Alcoholic Beverage License revenues, and Payments in Lieu of Taxes from the Arizona Department of Transportation. Intergovernmental revenues received by Pima County from the federal government include Payments in Lieu of Taxes (PILT) on federal lands exempt from property taxation and grant monies.

**Intermittent Employee** - A person who has been hired for seasonal, on-call, or as-needed employment that does not exceed 1,040 paid hours per fiscal year.

**Internal Service Fund** - A 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 limitation applies to counties, cities and towns, and community college districts.

**Library District** - See County Free Library District.

**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.

**Memo Revenue** - Revenue from sale of County owned land and fixed assets, including buildings, vehicles and other surplus property, capital lease proceeds, and an offset to budgeted depreciation expense not requiring actual outlay of monies.

**Miscellaneous Revenue** - Revenue from rents and royalties received in exchange for the right to use County land, buildings, improvements, and other property; monies received from private sources not associated with transfer of County property or services; reimbursements as compensation for damages to County property; and monies received as refunds and recoveries from outside sources.

**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; Miscellaneous; and Memo Revenue.

**One Percent Constitutional Limitation** - Article 9, Section 18, of the Arizona Constitution requires the maximum amount of ad valorem Primary Property Tax that may be collected from owner-occupied residential property in any tax year shall not exceed one per cent of the property's Limited Property Value. The one percent limitation does not apply when voters have approved overrides above budget, expenditure or tax limitations or for Secondary Property Tax levies and assessments to retire debt or fund the operations of voter-approved Special Taxing Districts.

**Operating Budgets** - Plans of current expenditures/expenses and the proposed means of financing them. The annual operating budget is the primary means by which most financing, acquisition, spending, and service delivery activities of a government are controlled.

**Operating Expenditures/Expenses** - Expenditures/expenses charged in a fixed period of time to reflect the day-to-day operations.

**Operating Revenues** - Revenues earned in a fixed period of time from daily operations. Property taxes collected make up the bulk of operating revenues for the General Fund, 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.

**Per Capita** - A measure for revenue or expenditure/expense on a per person basis.

**Performance Based Budget** - A budget that allocates funds for programs and services based on their worth, performance effectiveness, and contribution to the organization's overall mission, goals, and objectives. Theoretically, the decision to appropriate more or fewer resources for programs and services from year to year is based on how well they achieve their stated goals and outcomes. In order to assess the work efficiency of operating units, different types of performance measures are used: input, output, outcome, quality, and efficiency.

**Performance Measure** - A quantitative measure or qualitative assessment of how well a department has met or will meet its goals and objectives. Performance measures summarize the relationship between inputs and outputs in achieving outcomes with respect to effectiveness, efficiency, and quality. Performance measures demonstrate what the program service outputs are, what the expected quality levels are for these outputs, and what productivity is expected from expended person-hours and dollars.

**Personal Property** - Property of every kind, both tangible and intangible, not included in the definition of real estate. Generally, personal property is moveable property. In Arizona there are two types of personal property, secured and unsecured. The owner of secured personal property is required to have his property declared as secured property. Secured property is taxed at the same time and in the same way as real property. Much of the equipment and the buildings of mines and utilities are secured personal property. Unsecured personal property is usually moveable property that is not exempted by the Arizona Constitution. Business equipment and mobile homes are the most common types of unsecured personal property. The Assessor must include in the assessment roll of property in the County an estimate of the value of unsecured personal property.

**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.

**PILT - Payments in Lieu of Taxes** - Properties owned by federal, state, county and municipal governments are exempt from property taxation. Because such property is exempt, the revenue needs of a jurisdiction are borne by all other taxpayers within the jurisdiction. To offset the increased burden imposed on other taxpayers, federal and state statutes authorize the County to receive payments “in lieu” of the property tax that would have been imposed had such property been subject to local taxes.

**Pima County Attorney Investigator Retirement Plan** - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to Pima County Attorney Investigators. The plan is part of and is administered by the Public Safety Personnel Retirement System (PSPRS).

**Pima County Sheriffs Retirement Plan** - A qualified pension plan under section 401 of the Internal Revenue Code that provides retirement and other benefits to Pima County Sheriff’s Department uniformed and other select department personnel. The plan is part of and is administered by the Public Safety Personnel Retirement System (PSPRS).

**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.

**Pooled Investment Interest Revenue** - Interest revenue earned on fixed income securities held in local government investment pools invested by the County or State Treasurer. Assets from two or more jurisdictions are combined into an investment pool to facilitate the implementation of more diversified, lower cost investment strategies while maintaining separate accounting and audit trails for the funds provided by each jurisdiction.

**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 2008/09.

**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 Reclamation.

**Real Property** - Land and improvements attached to the land. Exceptions are some improvements in those legal classes that are primarily valued by the Arizona Department of Revenue. In many cases the improvements for these classes of property are defined as secured personal property.

**Recommended Budget** - The budget, as proposed by the County Administrator to the Board of Supervisors, during the annual budget process.

**Recreational Vehicle Space Surcharge** - A 50¢ per night per space surcharge on recreational vehicles and travel trailers leasing space in an RV park or mobile home park for less than 12 months. An owner paying personal property tax on a vehicle instead of a vehicle license tax and who leases a space for longer than 12-months is exempt. The tax was imposed by the Board of Supervisors sitting as the Board of Directors of the County Stadium District.

**Regional Flood Control District** - A special countywide taxing district established under Arizona Revised Statutes, Title 48, Chapter 21, to protect public health, safety, and welfare by implementing flood control solutions and providing comprehensive flood prevention services and to enhance natural floodplain characteristics and environmental quality by preserving and protecting riparian habitat resources. In addition to other powers, the Board of Supervisors, sitting as the board of directors for the Flood Control District, is authorized to a levy secondary property tax on the real property in the district to fund necessary expenditures/expenses for the benefit of property holders within the district.

**Regional Logistics Workforce** - A federal grant for Workforce Innovation in Regional Economic Development (WIRED) Innovation Frontier under the Community Services, Employment & Training Department's One Stop Program, which will work in partnership with Cochise, Santa Cruz and Yuma Counties and educational institutions to develop a skilled workforce for our regional transportation logistics industry and other industries that rely on logistics.

**Regular Employee** - An employee who is employed full time, part time, or variable time on a continuous and continuing basis.

**Retirement Plans** - Eligible Pima County employees are members of and receive retirement and other benefits from one of six retirement plans: Arizona State Retirement System (ASRS), Corrections Officer Retirement Plan (CORP), Elected Officials' Retirement Plan (EORP), Pima County Attorney Investigator Retirement Plan, Pima County Sheriffs Plan, or Administrative Office of Courts Retirement Plan (AOC). The Public Safety Personnel Retirement System administers all retirement plans except the ASRS. Each of the 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 voters to pay interest and retire debt used for capital improvements or to fund ongoing operation expenses of special voter-approved districts. Pima County has four secondary property taxes. The Secondary Property Tax for Debt Service is used to pay interest and principal on County debt incurred for capital improvements and approved budget overrides. The Secondary Property Tax for the Regional Flood Control District and the Secondary Property Tax for the Free Library District fund the ongoing operation expenses of each respective district. The County also has a state-mandated, non-voluntary Secondary Property Tax called the Fire District Assistance Tax, which assists in funding the operations of the nineteen fire districts in the county. Other jurisdictions may impose their own secondary property taxes.

**Self Insurance Trust Fund** - An internal service fund that accounts for the risk management function of the County. The fund is administered by an appointed Board of Trustees and provides self insurance coverage to the County for medical malpractice, workers compensation, unemployment, general liability, property damage, environmental damage, and employee dental benefits. It also acquires coverage for other risks. The fund is financed by the General Fund and specific user departments.

**Service** - Defines the department's product or benefit to the County. Services may be identified, by combining the department's major activities with a common purpose into one group. For example, recruiting, training, and classification are activities that make up *Personnel Service* under the department's Administration Program.

**Sewer Revenue Bonds** - Bonds issued by Pima County for Wastewater Reclamation capital improvement projects that are pledged to be repaid from sewer user fees and/or sewer connection fees instead of being repaid from secondary property tax revenue.

**SLID - Street Lighting Improvement District** - A special taxing district authorized under Arizona Revised Statutes, Title 48, Chapter 6, for the purpose of funding and maintaining lighting improvements for streets and parks and to purchase the energy needed to operate those improvements. The Board of Supervisors sits as the board of directors for twenty-one County SLIDs, the budgets of which are funded by a Secondary Property Tax levy on all property located within the SLID.

**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.

**Special Taxing District** - A district established under Arizona Revised Statutes, Title 48, whose board of directors is authorized to levy secondary property taxes or assessments on property located within the boundary of the district to fund expenditures/expenses for the benefit of property holders in the district. The Pima County Board of Supervisors sits as the board of directors for three countywide special taxing districts: the County Free Library District, the Regional Flood Control District and the Stadium District. The Board of Supervisors also sits as the board of directors for twenty-two smaller special taxing districts, including the Hayhook Ranch Improvement District and twenty-one Street Lighting Improvement Districts. Within Pima County, there are other independent special taxing districts such as the fire, irrigation and water improvement districts, along with municipal business improvement and community facilities districts.

**Stadium District** - A special taxing district established under Arizona Revised Statutes, Title 48, Chapter 26, to provide family entertainment for Pima County residents through sports recreation and community events and to develop relationships with professional baseball teams that will have a positive impact on the local economy. The Board of Supervisors sits as the board of directors for the Stadium District, and has earmarked revenues from the County's Vehicle Rental and Recreational Vehicle Space Surcharges, along with a portion of revenues from the Transient Lodging Tax, to fund the expenditures/expenses of the district.

**State Aid to Education** - The State of Arizona provides financial aid to school districts throughout the state by funding various types of assistance through its General Fund budget, lottery and Indian gaming revenues, and revenues from a 0.6% sales tax earmarked for educational uses. The State also reduces local primary property taxes paid by owner-occupied residential taxpayers in each school district. Commonly called the "Homeowner's Rebate," this subsidy is legally known as Additional State Aid. Homeowners can receive a subsidy up to \$560 during FY2008/09 against their local school district primary tax. There is an exception to the maximum subsidy should the combined Primary Property Tax levies for all jurisdictions where the homeowner resides exceed one percent of the homeowner's Limited Property Value. When this exception occurs, a further amount of state aid is determined and added to Additional State Aid so that the combined Primary Property Tax levies paid by the homeowner to all jurisdictions do not exceed one percent of his/her Limited Property Value.

**State Shared Sales Taxes** - Sales taxes collected by the State of Arizona, which are distributed to the State General Fund and to the General Funds of Arizona counties and cities to supplement revenues.

**Street & Highway Revenue Bonds** - Transportation bonds issued for the purpose of constructing street and highway projects. They are secured by state shared gasoline tax revenue collections in the state of Arizona Highway User Revenue Fund (HURF). Debt service on these bonds is paid from the County's share of HURF funding received through the Transportation Department.

**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 Reclamation, 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:

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1600000 - County Attorney (operating department)	5210000 - Victim Witness Comp
5110000 - Fill the Gap	5230000 - Bad Check
5160000 - Victim Restitution	5270000 - Consumer Protection
5200000 - County Law Enforcement Antiracketeering	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.

**Supplies** – Articles and commodities, which are consumed or materially altered when used, e.g., office supplies, maps, blueprints, repair and maintenance supplies, and small tools, equipment or computer software costing less than \$1,000 per item.

**Tax Rate** - As applied to property taxes, the 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 1<sup>st</sup> of the year in which the levy is set. The first half-year taxes are due on October 1<sup>st</sup> of the tax year, and the second half-year taxes are due on March 1<sup>st</sup> 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.”

**Total Net Assets** - The difference between the assets and liabilities of proprietary funds. Proprietary funds include the County’s Enterprise and Internal Service funds.

**Transaction Privilege Tax** - Arizona’s version of a sales or excise tax. The seller is responsible for paying the entire amount of the tax due based on the gross taxable proceeds or gross taxable income of the business. The seller may include the tax in the purchase price or absorb the tax itself; however, in practice the tax is typically passed on to the consumer. Many types of transactions such as the purchase of unprepared food for consumption at home, prescription drugs and medical equipment, and most services are exempt from the 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.

**Truth in Taxation** - Whenever a proposed Primary Property Tax levy, excluding amounts attributable to new construction, is greater than the amount levied by the County in the preceding year, the Board of Supervisors is required by ARS § 42-17107 to publish a notice of tax increase and hold a public truth in taxation hearing before approving the adopted budget. ARS § 42-17104 requires such a public hearing be held on or before the fourteenth day before the day taxes are levied. Whenever a truth in taxation hearing has been required, Pima County has customarily held such a hearing on the same day and immediately preceding the Board's approval of the adopted budget.

**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.

**Vacancy Savings** - A savings realized when positions are left vacant. The line item "Budgeted Personal Services Reduction" is used to account for vacancy savings. This reduction to the personal services budget allows the department to use these amounts to fund other items.

**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.

**WIRED - Workforce Innovation in Regional Economic Development** - A federal grant to the Community Services, Employment & Training Department for the Pima County One Stop program, which will align workforce development, economic development, and educational efforts around a regional (including Cochise, Santa Cruz, Yuma and Pima Counties) strategy to promote innovation and increase the region's prosperity.

**Workforce Investment Act (WIA) of 1998** - The act that requires states to streamline and consolidate their training systems by creating a "one stop" approach for the delivery of services. The WIA replaced the Job Training Partnership Act and established a new workforce development program for the nation.

**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

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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 2008/2009**

<b>Super Department</b>	<b>Department</b>
<b>1000</b>	ASSESSOR
	<b>1000000</b> ASSESSOR
<b>1100</b>	BOARD OF SUPERVISORS
	<b>1100000</b> BOARD OF SUPERVISORS
<b>1300</b>	CLERK OF THE BOARD
	<b>1300000</b> CLERK OF THE BOARD
<b>1400</b>	CLERK OF SUPERIOR COURT
	<b>1400000</b> CLERK OF SUPERIOR COURT
	<b>5100000</b> COC VICTIM LOCATION FUND
	<b>5130000</b> COC SPOUSAL MAINTENANCE ENFORCEMENT
	<b>5140000</b> COC LOCAL COURT AUTOMATION FUND
	<b>5260000</b> COC CHILD SUPPORT INCENTIVE
	<b>5330000</b> COC DOCUMENT STORAGE & RETRIEVAL
	<b>5340000</b> COC TIME PAY FEES
	<b>8670000</b> COC JUDICIAL COLLECTION ENHANCEMENT
<b>1500</b>	CONSTABLES
	<b>1500000</b> CONSTABLES
<b>1600</b>	COUNTY ATTORNEY
	<b>1600000</b> COUNTY ATTORNEY
	<b>5110000</b> CO ATTY FILL THE GAP
	<b>5160000</b> CO ATTY VICTIM RESTITUTION
	<b>5200000</b> COUNTY LAW ENFORCEMENT ANTIRACKETEERING
	<b>5210000</b> CO ATTY VICTIM WITNESS COMP
	<b>5230000</b> CO ATTY BAD CHECK PROGRAM
	<b>5270000</b> CO ATTY C.O.T. CONSUMER PROTECTION
	<b>8300000</b> COUNTY ATTORNEY GRANTS
<b>1700</b>	COUNTY ADMINISTRATOR
	<b>1700000</b> COUNTY ADMINISTRATOR
	<b>5150000</b> FACILITIES RENEWAL FUND
	<b>5530000</b> SPACE ACQUISITION FUND
	<b>8350000</b> COUNTY ADMINISTRATOR GRANTS
<b>1710</b>	ELECTIONS
	<b>1710000</b> ELECTIONS
<b>1850</b>	NON DEPARTMENTAL
	<b>0400000</b> IMPROVEMENT DISTRICTS
	<b>1850000</b> NON DEPARTMENTAL
	<b>3290000</b> GENERAL GOVERNMENT REVENUES
	<b>3300000</b> CONTINGENCY
	<b>3340000</b> GENERAL FUND DEBT SERVICE
	<b>5370000</b> EMPLOYEE BENEFIT LIABILITY FUND
	<b>5372000</b> PROPERTY TAX RATE STABILIZATION FUND
	<b>5800000</b> DEBT SERVICE
<b>1900</b>	FACILITIES MANAGEMENT
	<b>1900000</b> FACILITIES MANAGEMENT
	<b>5520000</b> PUBLIC WORKS BUILDING
	<b>7210000</b> PARKING GARAGES
<b>2000</b>	FINANCE & RISK MANAGEMENT
	<b>2000000</b> FINANCE
	<b>5510000</b> IMPROVEMENT DISTRICTS FORMATION FUND
	<b>8050000</b> RISK MANAGEMENT

**SUPER DEPARTMENT LISTING FOR FISCAL YEAR 2008/2009**

<b>Super Department</b>		<b>Department</b>	
<b>2320</b>	INFORMATION TECHNOLOGY	<b>2320000</b>	INFORMATION TECHNOLOGY
		<b>5373000</b>	IT ENHANCEMENT FUND
		<b>8020000</b>	COMMUNICATIONS
<b>2500</b>	INSTITUTIONAL HEALTH	<b>2500000</b>	INSTITUTIONAL HEALTH
<b>2600</b>	INDIGENT DEFENSE	<b>2600000</b>	INDIGENT DEFENSE
		<b>5120000</b>	INDIGENT DEFENSE FILL THE GAP
		<b>8620000</b>	LEGAL DEFENDER TRAINING FUND
		<b>8660000</b>	PUBLIC DEFENDER TRAINING FUND
<b>2700</b>	JUSTICE COURT AJO	<b>2700000</b>	JUSTICE COURT AJO
		<b>5490000</b>	JC AJO TIME PAY FEES
		<b>5491000</b>	JC AJO COURT AUTOMATION FUND
		<b>5492000</b>	JC AJO FARE SPECIAL REVENUE
<b>2710</b>	JUSTICE COURT GREEN VALLEY	<b>2710000</b>	JUSTICE COURT GREEN VALLEY
		<b>5480000</b>	JC GV TIME PAY FEES
		<b>5481000</b>	JC GV COURT AUTOMATION FUND
		<b>5482000</b>	JC GV FARE SPECIAL REVENUE
<b>2720</b>	JUSTICE COURTS TUCSON	<b>2720000</b>	JUSTICE COURTS TUCSON
		<b>5380000</b>	JC TUCSON TIME PAY FEES
		<b>5381000</b>	COURT AUTOMATION FUND
		<b>5382000</b>	JC TUCSON FARE SPECIAL REV
		<b>8550000</b>	JUSTICE COURTS TUCSON GRANTS
<b>2730</b>	OFFICE OF COURT APPOINTED COUNSEL	<b>2610000</b>	CONTRACT ATTORNEYS
		<b>2730000</b>	OFFICE OF COURT APPOINTED COUNSEL
<b>2920</b>	PUBLIC WORKS ADMINISTRATION	<b>2920000</b>	PUBLIC WORKS ADMINISTRATION
<b>2940</b>	COMMUNITY RESOURCES	<b>2940000</b>	COMMUNITY RESOURCES
		<b>9740000</b>	PIMA VOCATIONAL HIGH SCHOOL
<b>2950</b>	COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	<b>2950000</b>	COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
		<b>5171000</b>	NEIGHBORHOOD CONSERVATION
		<b>5172000</b>	HOUSING TRUST FUND
		<b>8900000</b>	COMMUNITY SERVICES GRANTS
<b>2970</b>	COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	<b>2970000</b>	COMMUNITY & ECONOMIC DEVELOPMENT ADMIN
<b>3000</b>	JUVENILE COURT	<b>3000000</b>	JUVENILE COURT
		<b>5090000</b>	JUVENILE TITLE IV-E
		<b>5240000</b>	JUVENILE VICTIM RESTITUTION
		<b>5390000</b>	JUVENILE PROBATION SERVICES
		<b>8600000</b>	JUVENILE COURT GRANTS

## SUPER DEPARTMENT LISTING FOR FISCAL YEAR 2008/2009

Super Department	Department
<b>3250</b>	FORENSIC SCIENCE CENTER
	<b>3250000</b> FORENSIC SCIENCE CENTER <b>8140000</b> FORENSIC SCIENCE CENTER GRANTS
<b>3310</b>	COMMUNITY SVCS, EMPLOYMENT & TRAINING
	<b>3310000</b> COMMUNITY SERVICES <b>9410000</b> EMPLOYMENT & TRAINING
<b>3350</b>	HUMAN RESOURCES
	<b>3350000</b> HUMAN RESOURCES
<b>3400</b>	NATURAL RESOURCES, PARKS & RECREATION
	<b>3400000</b> NATURAL RESOURCES, PARKS & RECREATION <b>5190000</b> PARKS SPECIAL PROGRAMS <b>8690000</b> PARKS & RECREATION GRANTS
<b>3600</b>	PUBLIC FIDUCIARY
	<b>3600000</b> PUBLIC FIDUCIARY
<b>3800</b>	PROCUREMENT
	<b>3800000</b> PROCUREMENT
<b>3900</b>	RECORDER
	<b>3900000</b> RECORDER <b>5350000</b> RECORDER DOC STORAGE & RETRIEVAL
<b>4000</b>	SHERIFF
	<b>4000000</b> SHERIFF <b>5300000</b> SHERIFF STATE RICO FUND <b>5400000</b> SHERIFF CNA ANTIRACKETEERING FUND <b>5440000</b> SHERIFF FEDERAL RICO FUND <b>5470000</b> SHERIFF CRIMINAL JUSTICE ENHANCEMENT <b>5540000</b> SHERIFF COMMISSARY OPERATIONS <b>5570000</b> SHERIFF INMATE WELFARE FUND <b>8750000</b> SHERIFF GRANTS
<b>4100</b>	SCHOOL SUPERINTENDENT
	<b>4100000</b> SCHOOL SUPERINTENDENT <b>8790000</b> SCHOOL RESERVE FUND
<b>4200</b>	SUPERIOR COURT
	<b>4200000</b> SUPERIOR COURT <b>4210000</b> SUPERIOR COURT MANDATED SERVICES <b>5080000</b> SUPERIOR CRT LOCAL COURT AUTOMATION FUND <b>5180000</b> COURTS FILL THE GAP <b>5280000</b> SUPERIOR COURT CHILD SUPPORT VISITATION <b>5310000</b> SUPERIOR COURT COUNTY LAW LIBRARY <b>5360000</b> SUPERIOR COURT PROBATE <b>5410000</b> SUPERIOR COURT CONCILIATION <b>5430000</b> SUPERIOR COURT PROBATION SERVICES <b>8100000</b> SUPERIOR COURT GRANTS
<b>4300</b>	TREASURER
	<b>4300000</b> TREASURER <b>5560000</b> TAXPAYER INFORMATION FUND

**SUPER DEPARTMENT LISTING FOR FISCAL YEAR 2008/2009**

<b>Super Department</b>		<b>Department</b>	
<b>4610</b>	TRANSPORTATION		
		<b>4610000</b>	TRANSPORTATION
<b>4810</b>	PUBLIC HEALTH		
		<b>4810000</b>	PUBLIC HEALTH
		<b>8400000</b>	PUBLIC HEALTH GRANTS
<b>5010</b>	REGIONAL FLOOD CONTROL DISTRICT		
		<b>5010000</b>	REGIONAL FLOOD CONTROL DISTRICT
<b>5610</b>	ENVIRONMENTAL QUALITY		
		<b>5610000</b>	ENVIRONMENTAL QUALITY
		<b>8380000</b>	ENVIRONMENTAL QUALITY GRANTS
<b>5630</b>	SOLID WASTE MANAGEMENT		
		<b>5630000</b>	SOLID WASTE MANAGEMENT
		<b>5640000</b>	TIRE FUND
<b>6010</b>	COUNTY FREE LIBRARY		
		<b>6010000</b>	COUNTY FREE LIBRARY
		<b>8290000</b>	COUNTY FREE LIBRARY GRANTS
<b>6020</b>	STADIUM DISTRICT		
		<b>6020000</b>	STADIUM DISTRICT
<b>6030</b>	ECONOMIC DEVELOPMENT & TOURISM		
		<b>6030000</b>	ECONOMIC DEVELOPMENT & TOURISM
<b>6400</b>	CAPITAL PROJECTS		
		<b>6400000</b>	CAPITAL PROJECTS
<b>7260</b>	PIMA HEALTH SYSTEM & SERVICES		
		<b>7260000</b>	PIMA HEALTH SYSTEM & SERVICES
		<b>8630000</b>	PIMA HEALTH SYSTEM GRANTS
<b>7360</b>	DEVELOPMENT SERVICES		
		<b>7360000</b>	DEVELOPMENT SERVICES
<b>8000</b>	FLEET SERVICES		
		<b>8000000</b>	FLEET SERVICES
<b>8010</b>	GRAPHIC SERVICES		
		<b>3740000</b>	GRAPHIC SERVICES DESIGN
		<b>8010000</b>	GRAPHIC SERVICES PRODUCTION
<b>W000</b>	WASTEWATER RECLAMATION		
		<b>W000000</b>	WASTEWATER RECLAMATION
		<b>8780000</b>	WASTEWATER GRANTS
		<b>W600000</b>	WASTEWATER SYSTEM DEVELOPMENT FUND
		<b>W700000</b>	WASTEWATER CONSTRUCTION FUND



**PIMA COUNTY, ARIZONA  
BOARD OF SUPERVISORS POLICY**

**Subject: Budget Accountability**

**Policy Number**

**Page**

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**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 Statutes 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 transactions 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

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requests shall be submitted, processed and transmitted to the Board pursuant to an administrative procedure developed by the County Administrator. At the time of submitting budget requests for the next fiscal year each department that received supplemental funding in the last budget adopted by the Board shall also submit a report accounting for the actual and projected expenditure of each such appropriation during the current fiscal year. Supplemental monies not expended for the purpose for which they were appropriated shall revert at the end of the fiscal year to the fund from which they were appropriated unless otherwise directed by the Board.

**B. Transfers of Appropriations Among Programs**

Appropriations by the Board of Supervisors to fund a County program shall not be transferred to or used for any other County program or purpose without approval of the Board if such transfer would add or delete a program or substantially increase or decrease the monies expended or substantially change the levels of service being provided by any County program including the acceptance or continuance of any grant that will cause the direct or indirect expenditure of any non-grant monies of the County. Requests for Board approval of such transfers shall be submitted, processed and transmitted to the Board pursuant to an administrative procedure developed by the County Administrator.

- For purposes of this policy "Program" means an activity or group of activities, together with related and necessary equipment and facilities, that accomplish a single function or category of service and includes each of multiple programs within a single department.

**C. Budget Exceedance**

The County Administrator shall provide to each director or officer of a department of the County a monthly report beginning at the end of the first quarter of each fiscal year setting forth actual expenditures and revenues to date of their department and a comparison to the adopted budget.

If at any time after the fiscal year to date report for the month of March the net fund impact of a department is ten percent more negative than the adopted budget based upon a straight line apportionment of the adopted budget throughout the fiscal year, the director or officer of that department shall immediately develop and implement a budget remediation plan to ensure that the department's budgeted net fund impact is not exceeded at the end of the fiscal year. Within ten days from the issuance of a monthly report showing a department's net fund impact to be ten percent more negative than the adopted budget the director or officer of that department shall submit to the Board of Supervisors through the County Administrator a written budget remediation plan or, if applicable, an alternative projection utilizing methodology other than straight line that more accurately predicts no negative variance in net fund impact of the department for the fiscal year.

If at the end of any fiscal year a department's net fund impact was more negative than that authorized by the adopted budget, then the director or officer of that department shall submit a report to the Board of Supervisors prior to September 1 describing what remedial actions were taken to avoid the budget exceedance and why such actions were inadequate.

**D. Applicability**

This policy applies to all departments and special districts of Pima County, whether under the supervision of an elected or appointed official, as identified in the adopted County Budget.

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**PIMA COUNTY, ARIZONA  
BOARD OF SUPERVISORS POLICY**

<b>Subject:</b> Performance Audits of County Departments	<b>Policy Number</b>	<b>Page</b>
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**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.

Subject: <b>Performance Audits of County Departments</b>	Policy Number	Page
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<p>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.</p> <p>7. "Program Audit" means an audit that determines:</p> <ul style="list-style-type: none"> <li>(a) The extent to which desired results or benefits are being achieved,</li> <li>(b) The effectiveness of programs, activities, or functions, and</li> <li>(c) Whether the department complies with laws, regulations and policies applicable to programs, activities, or functions.</li> </ul>		
<p><b>B. <u>Performance Audits to be Undertaken</u></b></p> <p>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.</p>		
<p><b>C. <u>Selection of Auditors</u></b></p> <p>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.</p>		
<p><b>D. <u>Performance Audit Objectives and Conduct</u></b></p> <p>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:</p> <ol style="list-style-type: none"> <li>1. Determination of the cause(s) of NFI accedence.</li> <li>2. Identification of revenue enhancement opportunities.</li> <li>3. Identification of opportunities for cost recovery.</li> <li>4. Development of recommendations for achieving program and service delivery economies, cost efficiencies and operational improvements.</li> <li>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.</li> <li>6. Assessment of existing management controls and development of recommendations for their</li> </ol>		

<b>Subject:</b> <b>Performance Audits of County Departments</b>	Policy Number	Page
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<p>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.</p>		
<p><b>E. <u>Audit Report</u></b></p>		
<p>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:</p>		
<ol style="list-style-type: none"> <li>1. Audit scope, objectives and methodology.</li> <li>2. Significant findings and conclusions developed in response to each audit objective.</li> <li>3. Recommendations for actions to correct deficiencies and improve operations.</li> <li>4. All instances of significant noncompliance.</li> <li>5. The comments of the department official or director concerning the auditor's findings, conclusions and recommendations including plans to correct deficiencies.</li> <li>6. Noteworthy accomplishments of the department.</li> <li>7. The nature of any material information omitted from the report and the reason for its nondisclosure.</li> </ol>		
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**PIMA COUNTY, ARIZONA  
BOARD OF SUPERVISORS POLICY**

<b>Subject:</b> Tax Reduction and Debt Retirement Fund	<b>Policy Number</b>	<b>Page</b>
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**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.

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**PIMA COUNTY, ARIZONA  
BOARD OF SUPERVISORS POLICY**

<b>Subject:</b> Periodic Review of Departmental Base Budgets	<b>Policy Number</b>	<b>Page</b>
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**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.

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**PIMA COUNTY, ARIZONA  
BOARD OF SUPERVISORS POLICY**

<b>Subject:</b> <b>Policy for Accepting and Administering Grants</b>	<b>Policy Number</b>	<b>Page</b>
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**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.

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<b>B. <u>Approval to Apply for Grants</u></b>		
<ol style="list-style-type: none"> <li>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.</li> <li>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:               <ol style="list-style-type: none"> <li>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.</li> <li>b) Prepare a cost benefit analysis of the grant including whether the grant funded services are mandated by law.</li> <li>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.</li> </ol> </li> <li>3. The County Administrator shall periodically report to the Board pending grant applications.</li> </ol>		
<b>C. <u>Approval to Accept Grants</u></b>		
<ol style="list-style-type: none"> <li>1. All grants must be accepted and approved by the Board prior to receipt and expenditure of grant funds.</li> <li>2. Requests by responsible departments for approval to accept grants shall:               <ol style="list-style-type: none"> <li>(a) Be transmitted to the County Administrator for placement on the Board's meeting agenda,</li> <li>(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                   <ul style="list-style-type: none"> <li>o Be copied to the Finance Department.</li> </ul> </li> </ol> </li> <li>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.</li> </ol>		
<b>D. <u>Terms and Conditions of Grants</u></b>		
<p>Though the Board may authorize exceptions for specific grants, it is the general expectation of the Board that all grants:</p>		
<ol style="list-style-type: none"> <li>1. Pay all of their overhead charges as calculated and allocated by the Finance Department.</li> <li>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.</li> <li>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.</li> </ol>		

<b>Subject:</b> Policy for Accepting and Administering Grants	<b>Policy Number</b>	<b>Page</b>
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<p><b><u>Implementation</u></b></p> <p>The County Administrator shall develop and distribute an administrative procedure to promote uniform reporting and processing of grant approvals pursuant to this policy.</p> <p><b><u>Prior Policies and Procedures</u></b></p> <p>All previously adopted Board of Supervisors' Policies and County Administrative Procedures in conflict with this policy are repealed to the extent of such conflicts.</p> <p style="text-align: right;">OCT 26 1999</p>		

## 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, 2008, 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, 2009 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 2007/08, the secondary tax rate was \$0.6850 per \$100 of assessed valuation, and will be reduced to \$0.6050 for fiscal year 2008/09.

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 2007/08, the secondary tax rate was \$0.6850 per \$100 of assessed valuation, and will be reduced to \$0.6050 for fiscal year 2008/09.

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 2007/08, the secondary tax rate was \$0.6850 per \$100 of assessed valuation, and will be reduced to \$0.6050 for fiscal year 2008/09.

**Revenue Bonds.** Sewer revenue bonds may be issued to provide financing for improvements to the County's wastewater reclamation system. Such bonds are a debt obligation of Wastewater Reclamation 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 Reclamation to maintain a “bond coverage ratio” which is calculated as the product of total revenue minus operational expenses and divided by debt service costs. This resolution mandates that the “bond coverage ratio” must be at least 1.20. Through this resolution, the County establishes and maintains rates, fees and charges for service supplied by the wastewater system 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 Reclamation user fees of approximately five percent and increases in connection fees of approximately 12 percent. Fee increases under this ordinance were as follows:

	<u>User Fees</u>	<u>Connection Fees</u>
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.

Per Pima County Ordinance No. 2007-109, user fees increase nine percent on January 1, 2008 and 9.5 percent on July 1, 2008. Per Pima County Ordinance No. 2007-110, connection fees increase six percent on January 1, 2008 and 9.5 percent on July 1, 2008.

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 2008/09 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.

**Certificates of Participation – 2008.** On June 17, 2008, the Board of Supervisors approved additional financing for capital projects of Transportation and Wastewater Reclamation. Accordingly, Pima County issued \$50,000,000 principal amount of Certificates of Participation. These certificates are scheduled to be repaid over a three year term.

The Adopted Budget further provides for an additional issue of \$35,000,000 in Certificates of Participation in fiscal year 2008/2009.

**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 several loan agreements to date with the state Water Infrastructure Finance Authority (WIFA).

## Pima County FY 2008/2009 Adopted Budget

The Wastewater Reclamation Enterprise Fund has entered into these loan agreements to provide funds for the defeasance of prior sewer revenue bonds and the construction and improvement of wastewater treatment facilities.

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.
7. That the implementing political subdivision agrees to a provision requiring compliance with federal arbitrage regulations.
8. 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.
9. 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:

	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL</b>
2009	\$38,305,000	\$17,600,530	\$55,905,530
2010	33,225,000	16,031,230	49,256,230
2011	30,885,000	14,508,950	45,393,950
2012	31,750,000	13,152,350	44,902,350
2013	32,650,000	11,744,800	44,394,800
2014	31,255,000	10,305,950	41,560,950
2015	29,160,000	8,910,175	38,070,175
2016	29,750,000	7,613,056	37,363,056
2017	30,585,000	6,317,300	36,902,300
2018	27,805,000	5,012,850	32,817,850
2019	30,680,000	3,895,588	34,575,588
2020	26,430,000	2,680,000	29,110,000
2021	21,240,000	1,688,350	22,928,350
2022	<u>19,615,000</u>	<u>830,750</u>	<u>20,445,750</u>
<b>TOTALS</b>	<b>\$413,335,000</b>	<b>\$120,291,879</b>	<b>\$533,626,879</b>

**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, 2009 is as follows:

	<b>6% Limitation</b>	<b>15% Limitation</b>
Secondary Net Assessed Valuation	\$9,592,056,434	\$9,592,056,434
Debt Limit	575,523,386	1,438,808,465
General Obligation Bonds Outstanding	(413,335,000)	(413,335,000)
Assets Available for Principal	<u>8,848,528</u>	<u>8,848,528</u>
Debt Applicable to Limit	(404,486,472)	(404,486,472)
Legal Debt Margin Available	<u>\$171,036,914</u>	<u>\$1,034,321,993</u>

Legal Debt Margin Percentage:

General Obligation Bonds Outstanding      \$ 413,335,000 = 4.31%  
 Secondary Net Assessed Valuation      \$ 9,592,056,434

**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:

	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL</b>
2009	<u>\$725,000</u>	<u>\$30,450</u>	<u>\$755,450</u>
<b>TOTALS</b>	<b>\$725,000</b>	<b>\$30,450</b>	<b>\$755,450</b>

**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:

	<b>5% Limitation</b>
Secondary Net Assessed Valuation	\$8,709,214,405
Debt Limit	435,460,720
Flood Control GO Bonds Outstanding	<u>(725,000)</u>
Legal Debt Margin Available	<u>\$434,735,720</u>
Legal Debt Margin Percentage:	
Flood Control GO Bonds Outstanding	\$ <u>725,000</u> = 0.01%
Secondary Net Assessed Valuation	\$ 8,709,214,405

**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:

	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL</b>
2009	\$12,365,000	\$6,147,463	\$18,512,463
2010	12,870,000	5,651,469	18,521,469
2011	13,430,000	5,090,900	18,520,900
2012	14,015,000	4,502,813	18,517,813
2013	9,970,000	3,912,288	13,882,288
2014	10,415,000	3,517,425	13,932,425
2015	10,890,000	3,104,950	13,994,950
2016	11,400,000	2,668,388	14,068,388
2017	11,945,000	2,158,987	14,103,987
2018	12,510,000	1,648,549	14,158,549
2019	9,615,000	1,122,087	10,737,087
2020	10,080,000	756,587	10,836,587
2021	4,950,000	377,700	5,327,700
2022	<u>5,200,000</u>	<u>195,337</u>	<u>5,395,337</u>
<b>TOTALS</b>	<b>\$149,655,000</b>	<b>\$40,854,943</b>	<b>\$190,509,943</b>

**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.

	<u>PRIOR FISCAL YEAR HURF REVENUE</u>	<u>HIGHEST FUTURE DEBT SERVICE PAYMENT</u>
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	\$18,521,469

**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 2008/2009 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:

	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL</b>
2009	<u>\$1,000,000</u>	<u>\$61,180</u>	<u>\$1,061,180</u>
<b>TOTALS</b>	<b>\$1,000,000</b>	<b>\$61,180</b>	<b>\$1,061,180</b>

**LONG TERM DEBT**

**Certificates of Participation**

**Payment Source**

Payments for principal and interest on certificates of participation are made from funds transferred from Capital Projects Fund and Regional Wastewater Reclamation Fund.

**Debt Service Requirements**

The debt service requirements on certificates of participation are summarized as follows:

	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL</b>
2009	\$20,000,000	\$4,250,000	\$24,250,000
2010	34,000,000	3,250,000	37,250,000
2011	24,000,000	1,550,000	25,550,000
2012	<u>7,000,000</u>	<u>350,000</u>	<u>7,350,000</u>
<b>TOTALS</b>	<b>\$85,000,000</b>	<b>\$9,400,000</b>	<b>\$94,400,000</b>

**Summary of Debt Service Fund Expenditures**

Long Term Debt:	
General Obligation Bonds (GOB)	\$55,905,530
Flood Control GOB	755,450
Transportation Revenue Bonds	18,512,463
Transportation HELP Loans	1,061,180
Certificates of Participation	<u>24,250,000</u>
Total Long Term Debt	\$100,484,623
Fiscal and Other Charges	<u>37,000</u>
<b>Total Budgeted Debt Service Expenditures</b>	<b>\$100,521,623</b>

**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:

	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL</b>
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	<u>2,935,000</u>	<u>61,635</u>	<u>2,996,635</u>
<b>TOTALS</b>	<b>\$24,677,000</b>	<b>\$5,790,745</b>	<b>\$30,467,745</b>

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.

	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL</b>
2009	\$357,295	\$91,323	\$448,618
2010	357,295	64,799	422,094
2011	357,295	38,273	395,568
2012	<u>338,363</u>	<u>12,505</u>	<u>350,868</u>
<b>TOTALS</b>	<b>\$1,410,248</b>	<b>\$206,900</b>	<b>\$1,617,148</b>

**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:

	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL</b>
2009	\$5,955,046	\$2,422,506	\$8,377,552
2010	6,316,650	2,200,457	8,517,107
2011	7,604,514	1,948,065	9,552,579
2012	7,891,095	1,666,783	9,557,878
2013	6,936,540	1,397,140	8,333,680
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	<u>1,442,372</u>	<u>23,871</u>	<u>1,466,243</u>
<b>TOTALS</b>	<b>\$70,571,712</b>	<b>\$14,328,366</b>	<b>\$84,900,078</b>

**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 including estimated amounts for planned bond issues in fiscal year 2008/2009 are summarized as follows:

	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL</b>
2009	\$10,983,333	\$7,829,066	\$18,812,399
2010	12,252,824	7,319,461	19,572,285
2011	12,572,824	6,759,620	19,332,444
2012	13,657,824	6,165,641	19,823,465
2013	13,152,824	5,520,043	18,672,867
2014	14,182,824	4,884,051	19,066,875
2015	15,512,824	4,197,979	19,710,803
2016	7,552,824	3,442,450	10,995,274
2017	7,667,824	3,064,809	10,732,633
2018	7,787,824	2,681,418	10,469,242
2019	7,912,824	2,314,120	10,226,944
2020	8,047,824	1,938,354	9,986,178
2021	8,187,824	1,556,850	9,744,674
2022	8,332,829	1,165,740	9,498,569
2023	5,149,490	764,449	5,913,939
2024	5,314,490	523,075	5,837,565
2025	3,550,000	291,200	3,841,200
2026	<u>3,730,000</u>	<u>149,200</u>	<u>3,879,200</u>
<b>TOTALS</b>	<b>\$165,549,030</b>	<b>\$60,567,526</b>	<b>\$226,116,556</b>

**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:

	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL</b>
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	<u>2,770,000</u>	<u>138,500</u>	<u>2,908,500</u>
<b>TOTALS</b>	<b>\$29,075,000</b>	<b>\$11,653,049</b>	<b>\$40,728,049</b>

**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* values of the property by an *assessment ratio* and subtracting any constitutionally defined *exemptions*.

The *full cash value*<sup>1</sup> of each parcel of property is set by the County 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*<sup>2</sup> 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*<sup>3</sup> 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*<sup>4</sup> and *primary*<sup>5</sup> 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 16.7 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 12.05 percent.

### Endnotes

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<sup>1</sup> See Full Cash Values By Class: 2004-2008.

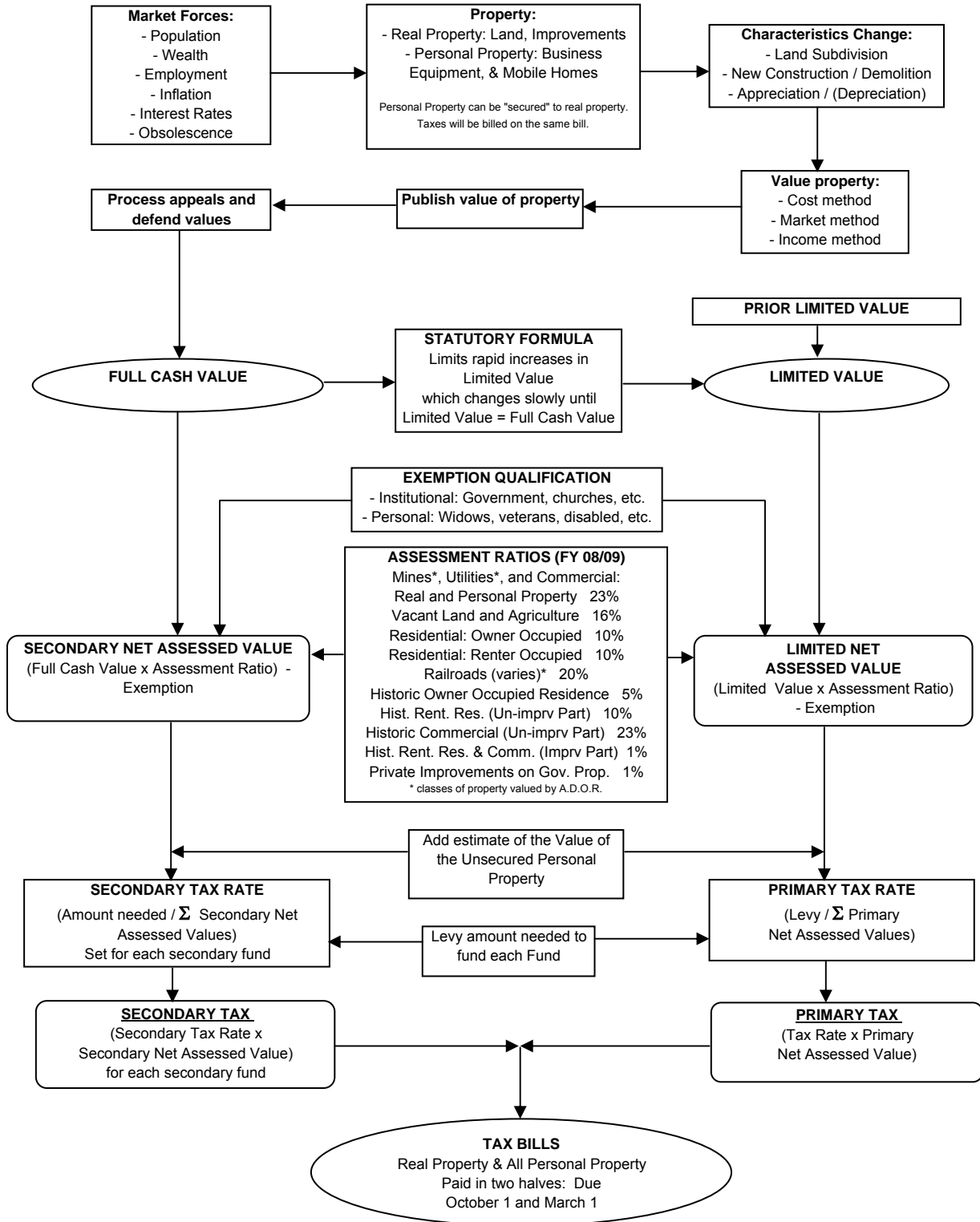
<sup>2</sup> See Limited Values By Class: 2004-2008.

<sup>3</sup> See Assessment Ratios By Class: 2004-2008.

<sup>4</sup> See Secondary Net Assessed Values By Class: 2004-2008.

<sup>5</sup> See Primary Net Assessed Values By Class: 2004-2008.

# COMPONENTS OF ARIZONA'S PROPERTY TAX SYSTEM



## FULL CASH VALUE BY CLASS FOR TAX YEARS 2004-2008

Legislative Class	2004		2005		2006		2007		2008	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
I. 1-11,13 Commercial, Mines & Utilities	5,831,044,716	12.03%	5,994,693,213	11.46%	6,950,042,918	11.61%	7,980,507,691	11.06%	9,055,112,780	10.53%
I. 11-12. Commercial & Telecommunications P.P.	1,718,637,105	3.55%	1,764,108,957	3.37%	1,761,090,145	2.94%	1,958,512,717	2.72%	2,184,716,466	2.54%
<u>All Class I Property</u>	<u>7,549,681,821</u>	<u>15.57%</u>	<u>7,758,802,170</u>	<u>14.83%</u>	<u>8,711,133,063</u>	<u>14.55%</u>	<u>9,939,020,408</u>	<u>13.78%</u>	<u>11,239,829,246</u>	<u>13.07%</u>
II. R. Vacant Land / Agricultural R.E.	6,565,270,413	13.54%	6,745,162,627	12.89%	7,981,879,531	13.33%	9,234,110,084	12.81%	10,839,757,420	12.61%
II. P. Vacant Land / Agricultural P.P.	25,069,720	0.05%	27,031,454	0.05%	37,142,434	0.06%	37,620,096	0.05%	33,586,273	0.04%
<u>All Class II Property</u>	<u>6,590,340,133</u>	<u>13.60%</u>	<u>6,772,194,081</u>	<u>12.94%</u>	<u>8,019,021,965</u>	<u>13.39%</u>	<u>9,271,730,180</u>	<u>12.86%</u>	<u>10,873,343,693</u>	<u>12.64%</u>
<u>III. Residential, Owner Occupied</u>	<u>29,140,441,666</u>	<u>60.11%</u>	<u>31,774,365,704</u>	<u>60.71%</u>	<u>36,150,457,238</u>	<u>60.36%</u>	<u>44,330,385,822</u>	<u>61.48%</u>	<u>53,600,930,756</u>	<u>62.33%</u>
<u>IV. Residential, Renter Occupied</u>	<u>4,859,819,622</u>	<u>10.03%</u>	<u>5,592,245,273</u>	<u>10.69%</u>	<u>6,531,605,677</u>	<u>10.91%</u>	<u>7,980,929,834</u>	<u>11.07%</u>	<u>9,512,500,942</u>	<u>11.06%</u>
<u>V. Railroads</u>	<u>44,043,338</u>	<u>0.09%</u>	<u>48,322,833</u>	<u>0.09%</u>	<u>47,272,238</u>	<u>0.08%</u>	<u>39,171,996</u>	<u>0.05%</u>	<u>39,441,008</u>	<u>0.05%</u>
<u>VI. Historic Owner Occupied Residential</u>	<u>280,010,199</u>	<u>0.58%</u>	<u>383,791,820</u>	<u>0.73%</u>	<u>425,092,608</u>	<u>0.71%</u>	<u>532,947,112</u>	<u>0.74%</u>	<u>717,903,605</u>	<u>0.83%</u>
<u>VII. Historic Commercial</u>	<u>1,482,314</u>	<u>0.00%</u>	<u>3,624,325</u>	<u>0.01%</u>	<u>3,553,067</u>	<u>0.01%</u>	<u>4,878,364</u>	<u>0.01%</u>	<u>6,655,003</u>	<u>0.01%</u>
<u>VIII. Historic Rental Residential</u>	<u>1,885,735</u>	<u>0.00%</u>	<u>1,764,736</u>	<u>0.00%</u>	<u>2,093,141</u>	<u>0.00%</u>	<u>2,257,492</u>	<u>0.00%</u>	<u>2,641,984</u>	<u>0.00%</u>
<u>IX. Possessory Interests</u>	<u>6,832,222</u>	<u>0.01%</u>	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
All Property	48,474,537,050		52,335,110,942		59,890,228,997		72,101,321,208		85,993,246,237	
Percent Change from Previous Year	9.12%		7.96%		14.44%		20.39%		19.27%	

Sources: Pima County Clerk of the Board of Supervisors' "Abstract by Legislative Class," for all years.  
 Abbreviations: R.P. - Real Property, P.P. - Personal Property, R.E. - Real Estate.

**LIMITED VALUES BY CLASS FOR TAX YEARS 2004-2008**

Legislative Class	2004		2005		2006		2007		2008 <sup>1</sup>	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
I. 8-11, 13. Commercial, Mines & Utilities R. P.	5,661,172,864	12.11%	5,854,154,644	11.56%	6,497,342,049	11.51%	7,308,652,785	11.36%	8,359,244,792	11.43%
I. 11-12. Commercial & Telecommunications P.P.	1,728,331,100	3.70%	1,763,660,346	3.49%	1,760,303,077	3.12%	1,946,962,701	3.02%	2,005,790,771	2.74%
<u>All Class I Property</u>	<u>7,389,503,964</u>	<u>15.81%</u>	<u>7,617,814,990</u>	<u>15.05%</u>	<u>8,257,645,126</u>	<u>14.63%</u>	<u>9,255,615,486</u>	<u>14.38%</u>	<u>10,365,035,563</u>	<u>14.17%</u>
II. R. Vacant Land / Agricultural R.E.	6,014,295,914	12.87%	6,156,354,847	12.16%	6,704,647,742	11.88%	7,443,253,638	11.57%	8,355,692,158	11.43%
II. P. Vacant Land / Agricultural P.P.	25,276,104	0.05%	27,016,510	0.05%	37,119,347	0.07%	37,502,194	0.06%	40,415,754	0.06%
<u>All Class II Property</u>	<u>6,039,572,018</u>	<u>12.92%</u>	<u>6,183,371,357</u>	<u>12.21%</u>	<u>6,741,767,089</u>	<u>11.95%</u>	<u>7,480,755,832</u>	<u>11.63%</u>	<u>8,396,107,912</u>	<u>11.49%</u>
<u>III. Residential, Owner Occupied</u>	<u>28,413,619,617</u>	<u>60.78%</u>	<u>31,190,803,007</u>	<u>61.60%</u>	<u>34,974,190,615</u>	<u>61.97%</u>	<u>40,161,510,519</u>	<u>62.41%</u>	<u>45,689,108,412</u>	<u>62.48%</u>
<u>IV. Residential, Renter Occupied</u>	<u>4,602,322,299</u>	<u>9.85%</u>	<u>5,227,374,538</u>	<u>10.32%</u>	<u>6,023,851,910</u>	<u>10.67%</u>	<u>6,951,475,037</u>	<u>10.80%</u>	<u>8,067,979,725</u>	<u>11.03%</u>
<u>V. Railroads</u>	<u>38,620,427</u>	<u>0.08%</u>	<u>44,836,516</u>	<u>0.09%</u>	<u>45,063,416</u>	<u>0.08%</u>	<u>35,902,186</u>	<u>0.06%</u>	<u>35,439,085</u>	<u>0.05%</u>
<u>VI. Historic Owner Occupied Residential</u>	<u>260,703,135</u>	<u>0.56%</u>	<u>362,391,142</u>	<u>0.72%</u>	<u>390,389,319</u>	<u>0.69%</u>	<u>456,856,689</u>	<u>0.71%</u>	<u>561,193,622</u>	<u>0.77%</u>
<u>VII. Historic Commercial</u>	<u>1,090,101</u>	<u>0.00%</u>	<u>3,123,821</u>	<u>0.01%</u>	<u>3,118,137</u>	<u>0.01%</u>	<u>3,557,985</u>	<u>0.01%</u>	<u>5,611,553</u>	<u>0.01%</u>
<u>VIII. Historic Rental Residential</u>	<u>1,723,628</u>	<u>0.00%</u>	<u>1,551,843</u>	<u>0.00%</u>	<u>1,764,740</u>	<u>0.00%</u>	<u>1,984,944</u>	<u>0.00%</u>	<u>2,022,669</u>	<u>0.00%</u>
<u>IX. Possessory Interests</u>	<u>6,853,705</u>	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
All Property	\$46,747,155,189		\$50,631,267,214		\$56,437,790,352		\$64,347,658,678		\$73,122,498,541	
Percent Change From Previous Year	8.90%		8.31%		11.47%		14.02%		13.64%	

Sources: Pima County Clerk of the Board of Supervisors' "Abstract by Legislative Class," for all years.

Note: <sup>1</sup>Values from the 2008 Abstract have been adjusted to the Net Assessed Value appearing on the Levy Limit Calculation Worksheet.

## ASSESSMENT RATIOS BY CLASS FOR TAX YEARS 2004-2008

Legislative Class	2004	2005	2006	2007	2008
I. 1-13 Commercial, Mines, Utilities - Real & Personal Property	25.00%	25.00%	24.50%	24.00%	23.00%
II. Vacant Land/Agricultural - Real & Personal Property	16.00%	16.00%	16.00%	16.00%	16.00%
III. Residential, Owner Occupied	10.00%	10.00%	10.00%	10.00%	10.00%
IV. Residential, Renter Occupied	10.00%	10.00%	10.00%	10.00%	10.00%
V. Railroads	21.00%	21.00%	22.00%	21.00%	20.00%
VI. Historic Noncommercial (Note 1)	5.00%	5.00%	5.00%	5.00%	5.00%
VII. Historic Commercial (Note 2)	1.00%	1.00%	1.00%	1.00%	1.00%
VIII. Historic Rental Residential (Note 2)	1.00%	1.00%	1.00%	1.00%	1.00%
IX. Possessory Interests	1.00%	1.00%	1.00%	1.00%	1.00%
Weighted Average Assessment Ratio of Secondary	13.10%	12.94%	12.85%	12.65%	12.38%
Weighted Average Assessment Ratio of Primary	13.09%	12.93%	12.78%	12.66%	12.47%

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 2004-2008**

Legislative Class	2004		2005		2006		2007		2008	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
I. 8-11, 13. Commercial, Mines & Utilities R. P.	1,453,945,172	25.87%	1,495,463,905	24.71%	1,702,480,070	24.78%	1,914,895,588	23.29%	2,081,473,246	21.69%
I. 11-12. Commercial & Telecommunications P.P.	413,203,951	7.35%	422,402,374	6.98%	409,755,652	5.96%	452,579,359	5.51%	453,661,230	4.73%
<u>All Class I Property</u>	<u>1,867,149,123</u>	<u>33.22%</u>	<u>1,917,866,279</u>	<u>31.69%</u>	<u>2,112,235,722</u>	<u>30.74%</u>	<u>2,367,474,947</u>	<u>28.80%</u>	<u>2,535,134,476</u>	<u>26.42%</u>
II. R. Vacant Land / Agricultural R.E.	363,250,951	6.46%	387,348,663	6.40%	473,541,124	6.89%	601,487,673	7.32%	715,416,651	7.46%
II. P. Vacant Land / Agricultural P.P.	3,400,515	0.06%	3,616,738	0.06%	5,175,675	0.08%	5,765,884	0.07%	5,346,068	0.06%
<u>All Class II Property</u>	<u>366,651,466</u>	<u>6.52%</u>	<u>390,965,401</u>	<u>6.46%</u>	<u>478,716,799</u>	<u>6.97%</u>	<u>607,253,557</u>	<u>7.39%</u>	<u>720,762,719</u>	<u>7.52%</u>
<u>III. Residential, Owner Occupied</u>	<u>2,877,594,368</u>	<u>51.20%</u>	<u>3,154,764,574</u>	<u>52.14%</u>	<u>3,592,188,566</u>	<u>52.29%</u>	<u>4,410,687,100</u>	<u>53.66%</u>	<u>5,334,745,214</u>	<u>55.60%</u>
<u>IV. Residential, Renter Occupied</u>	<u>484,955,731</u>	<u>8.63%</u>	<u>555,380,099</u>	<u>9.18%</u>	<u>652,713,510</u>	<u>9.50%</u>	<u>797,586,456</u>	<u>9.70%</u>	<u>950,749,698</u>	<u>9.91%</u>
<u>V. Railroads</u>	<u>9,249,102</u>	<u>0.16%</u>	<u>10,147,793</u>	<u>0.17%</u>	<u>10,399,898</u>	<u>0.15%</u>	<u>8,226,125</u>	<u>0.10%</u>	<u>7,888,196</u>	<u>0.08%</u>
<u>VI. Historic Owner Occupied Residential</u>	<u>13,929,007</u>	<u>0.25%</u>	<u>21,284,455</u>	<u>0.35%</u>	<u>23,153,379</u>	<u>0.34%</u>	<u>28,455,813</u>	<u>0.35%</u>	<u>45,070,586</u>	<u>0.47%</u>
<u>VII. Historic Commercial</u>	<u>370,579</u>	<u>0.01%</u>	<u>375,773</u>	<u>0.01%</u>	<u>338,267</u>	<u>0.00%</u>	<u>486,086</u>	<u>0.01%</u>	<u>246,432</u>	<u>0.00%</u>
<u>VIII. Historic Rental Residential</u>	<u>188,575</u>	<u>0.00%</u>	<u>165,666</u>	<u>0.00%</u>	<u>209,316</u>	<u>0.00%</u>	<u>225,751</u>	<u>0.00%</u>	<u>264,198</u>	<u>0.00%</u>
<u>IX. Possessory Interests</u>	<u>68,323</u>	<u>0.00%</u>	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	\$5,620,156,274	\$6,050,950,040	\$6,869,955,457				\$8,220,395,835	\$9,594,861,519		
Percent Change From Previous Year	7.64%		7.67%		13.54%		19.66%		16.72%	

Sources: Pima County Clerk of the Board of Supervisors' "Abstract by Legislative Class," for all years.  
 Abbreviations: R.P. - Real Property, P.P. - Personal Property, R.E. - Real Estate.

**PRIMARY NET ASSESSED VALUE FOR TAX YEARS 2004-2008**

Legislative Class	2004		2005		2006		2007		2008 <sup>1</sup>	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
I. 8-11, 13. Commercial, Mines & Utilities R. P.	1,411,647,857	26.08%	1,460,588,573	24.97%	1,591,573,968	24.61%	1,754,175,478	23.86%	1,922,635,822	23.33%
I. 11-12. Commercial & Telecommunications P.P.	411,943,870	7.61%	422,290,221	7.22%	409,562,820	6.33%	449,896,362	6.12%	435,623,369	5.29%
<u>All Class I Property</u>	<u>1,823,591,727</u>	<u>33.69%</u>	<u>1,882,878,794</u>	<u>32.19%</u>	<u>2,001,136,788</u>	<u>30.94%</u>	<u>2,204,071,840</u>	<u>29.97%</u>	<u>2,358,259,191</u>	<u>28.62%</u>
II. R. Vacant Land / Agricultural R.E.	298,890,167	5.52%	319,532,991	5.46%	354,488,545	5.48%	422,738,665	5.75%	486,936,666	5.91%
II. P. Vacant Land / Agricultural P.P.	3,432,956	0.06%	3,614,344	0.06%	5,173,230	0.08%	5,746,900	0.08%	6,118,012	0.07%
<u>All Class II Property</u>	<u>302,323,123</u>	<u>5.59%</u>	<u>323,147,335</u>	<u>5.52%</u>	<u>359,661,775</u>	<u>5.56%</u>	<u>428,485,565</u>	<u>5.83%</u>	<u>493,054,678</u>	<u>5.98%</u>
<u>III. Residential, Owner Occupied</u>	<u>2,805,801,628</u>	<u>51.84%</u>	<u>3,096,602,265</u>	<u>52.94%</u>	<u>3,474,658,680</u>	<u>53.73%</u>	<u>3,995,335,563</u>	<u>54.33%</u>	<u>4,546,560,603</u>	<u>55.18%</u>
<u>IV. Residential, Renter Occupied</u>	<u>459,238,565</u>	<u>8.48%</u>	<u>519,000,732</u>	<u>8.87%</u>	<u>601,941,408</u>	<u>9.31%</u>	<u>694,636,372</u>	<u>9.45%</u>	<u>806,355,576</u>	<u>9.79%</u>
<u>V. Railroads</u>	<u>8,110,288</u>	<u>0.15%</u>	<u>9,415,670</u>	<u>0.16%</u>	<u>9,913,949</u>	<u>0.15%</u>	<u>7,539,464</u>	<u>0.10%</u>	<u>7,087,816</u>	<u>0.09%</u>
<u>VI. Historic Owner Occupied Residential</u>	<u>12,971,322</u>	<u>0.24%</u>	<u>18,057,463</u>	<u>0.31%</u>	<u>19,440,158</u>	<u>0.30%</u>	<u>22,745,061</u>	<u>0.31%</u>	<u>27,954,627</u>	<u>0.34%</u>
<u>VII. Historic Commercial</u>	<u>272,526</u>	<u>0.01%</u>	<u>299,793</u>	<u>0.01%</u>	<u>272,282</u>	<u>0.00%</u>	<u>318,730</u>	<u>0.00%</u>	<u>196,913</u>	<u>0.00%</u>
<u>VIII. Historic Rental Residential</u>	<u>172,365</u>	<u>0.00%</u>	<u>146,766</u>	<u>0.00%</u>	<u>176,476</u>	<u>0.00%</u>	<u>198,493</u>	<u>0.00%</u>	<u>202,268</u>	<u>0.00%</u>
<u>IX. Possessory Interests</u>	<u>68,536</u>	<u>0.00%</u>	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
All Property	\$5,412,550,080		\$5,849,548,818		\$6,467,201,516		\$7,353,331,088		\$8,239,671,672	
Percent Change From Previous Year	7.77%		8.07%		10.56%		13.70%		12.05%	

Sources: Pima County Clerk of the Board of Supervisors' "Abstract by Legislative Class," for all years.

Note: <sup>1</sup>Values from the 2008 Abstract have been adjusted to the Net Assessed Value appearing on the Levy Limit Calculation Worksheet.

**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 <sup>(1)</sup>		Collected through June 30, 2007 <sup>(1)</sup>	
				Amount	Percent of Original Levy	Amount	Percent of Adjusted Levy
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	-987	259,583	250,929	96.3%	259,564	100.0%
2004-05	281,172	-729	280,443	271,841	96.7%	280,613	100.1%
2005-06	302,127	-489	301,638	292,019	96.7%	301,653	100.0%
2006-07	330,240	-1,271	328,969	318,520	96.5%	318,520	96.8%

Source: Pima County Comprehensive Annual Financial Report, June 30, 2007.

<sup>(1)</sup> 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<sup>(1)</sup>**  
 (Per \$100 Net Assessed Value)

<b>Fiscal Year</b>	<b>Pima County</b>	<b>Pima Flood Control District<sup>(2)</sup></b>	<b>County Free Library</b>	<b>State of Arizona</b>	<b>Education Assistance</b>	<b>Junior College District</b>	<b>City of Tucson</b>	<b>City of South Tucson</b>	<b>Central AZ Water Conservation District<sup>(3)</sup></b>
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
2008/09	4.0374	0.2935	0.3393	0.0000	0.0000	1.1355	0.9601	0.2143	0.1000

<sup>(1)</sup> Some rates apply to limited areas or base measures.

<sup>(2)</sup> The Flood Control District Tax Levy applies only to real property.

<sup>(3)</sup> Under the Central Arizona Water Conservation District is a Ground Water Replenishment District with a per Acre Foot Water Fee of \$178.00 in fiscal year 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, \$265.00 in 2007/08, and \$305.00 in 2008/09.

**PIMA COUNTY POPULATION  
CITIES & TOWNS AND  
UNINCORPORATED AREAS: 1995 - 2007<sup>1</sup>**

Year	Incorporated Towns & Cities		Unincorporated Pima County		Total Pima County	
	Population	Annual % Change	Population	Annual % Change	Population	Annual % Change
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%
2007	642,870	2.18%	360,365	2.35%	1,003,235	2.24%

<sup>1</sup> Sources: Pima Association of Governments, *Population Estimates, 1980 – 2005*, for population from 1992 through 2000, Arizona Department of Economic Security, Research Administration, Population Statistics Unit, *Estimates for Arizona's Counties, Incorporated Places and Balance of County*, for population from 2001 through 2006, and the Arizona Department of Commerce, Population Statistics Unit, *Population Estimates for Arizona's Counties, Incorporated Places and Balance of County*, for 2007 population.

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 - 2007, 2010, 2020, 2030, 2040, 2050**

Year	Arizona	Pima County		Maricopa County		Other Counties	
	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%
2007	6,500,194	1,003,235	15.43%	3,907,492	60.11%	1,589,467	24.45%
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 April 1, 2000, census population: *Tables DP-1. Profile of General Demographic Characteristics: 2000*, for Arizona, Maricopa, and Pima Counties, U. S. Bureau of the Census.

Source for July 1, 2001, to July 1, 2006, population estimates: *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, 2007, population estimates: *Population Estimates for Arizona's Counties, Incorporated Places and Balance of County*, Arizona Department of Commerce, 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 Security, Research Administration, Population Statistics Unit, March 31, 2006.

**PIMA COUNTY  
POPULATION & EMPLOYMENT: 10-YEAR HISTORY**

<b>Year</b>	<b>Population as of July 1</b>	<b>Total Employment</b>	<b>Unemployment Rate</b>	<b>Natural Resources &amp; Mining</b>	<b>Construction</b>	<b>Manufacturing</b>	<b>Private Service Providers</b>	<b>Government Services</b>
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	405,800	5.3%	1,100	22,900	28,600	216,800	75,700
2004	931,835	417,900	4.6%	1,300	24,000	28,400	226,400	76,900
2005	957,635	419,900	4.4%	1,400	25,700	28,300	234,200	77,100
2006	981,280	431,500	3.9%	1,600	27,900	28,100	245,700	76,300
2007	1,003,235	440,300	3.7%	1,800	26,400	27,500	249,600	77,900

Sources: Calendar year employment and unemployment rate information from U.S. Department of Labor, Bureau of Labor Statistics. Population estimates for 1998 through 2000 are 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*. Estimate for July 1, 2007, is from the Arizona Department of Commerce, 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.

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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	
Bank of America Building	33 N. Stone Avenue	

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**County Administration**

Supervisor District 1	Ann Day	130 W. Congress St, 11 <sup>th</sup> Fl	740-2738
Supervisor District 2	Ramón Valadez	130 W. Congress St, 11 <sup>th</sup> Fl	740-8126
Supervisor District 3	Sharon Bronson	130 W. Congress St, 11 <sup>th</sup> Fl	740-8051
Supervisor District 4	Raymond Carroll	130 W. Congress St, 11 <sup>th</sup> Fl	740-8094
Supervisor District 5	Richard Elías	130 W. Congress St, 11 <sup>th</sup> Fl	740-8126
Assessor	Bill Staples	115 N. Church Ave, 3 <sup>rd</sup> Fl	740-8172
Clerk of the Board	Lori Godoshian	130 W. Congress St, 5 <sup>th</sup> Fl	740-8449
County Administrator	C. H. Huckelberry	130 W. Congress St, 10 <sup>th</sup> Fl	740-8751
Elections	Brad R. Nelson	3434 E. 22nd Street Tucson, AZ 85713	351-6830
Finance & Risk Management	Tom Burke	130 W. Congress St, 10 <sup>th</sup> 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, 4 <sup>th</sup> Fl	740-8672
Information Technology	Bill Glasner	150 W. Congress St, 5 <sup>th</sup> Fl	740-8308
Procurement	George Widugiris	130 W. Congress St, 3 <sup>rd</sup> Fl	740-8161
Recorder	F. Ann Rodriguez	115 N. Church Ave, 1 <sup>st</sup> Fl	740-4350
Treasurer	Elizabeth Ford	115 N. Church Ave, 1 <sup>st</sup> Fl	740-8775

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**Community & Economic Development**

Community & Economic Development Admin	Hank Atha	130 W. Congress St, 10 <sup>th</sup> Fl	740-3992
Community Development & Neighborhood Conservation	Margaret Kish	2797 E. Ajo Way Tucson, AZ 85713	243-6745
Community Resources Recreation	Chris Bartos	2500 E. Ajo Way Tucson, AZ 85713	434-1301
Education/Teen Center	Art Eckstrom	2797 E. Ajo Way Tucson, AZ 85713	243-6741
Community Services, Employment & Training	Art Eckstrom	2797 E. Ajo Way Tucson, AZ 85713	243-6741
Economic Development & Tourism	Tom Moulton	33 N. Stone Ave, 7 <sup>th</sup> Fl	243-7353
County Free Library	Nancy Ledebor	101 N. Stone Ave, 4 <sup>th</sup> Fl	594-5601
School Superintendent	Dr. Linda Arzoumanian	130 W. Congress St, 4 <sup>th</sup> Fl	740-8451
Stadium District	Chris Bartos	2500 E. Ajo Way Tucson, AZ 85713	434-1301

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**PIMA COUNTY GOVERNMENT  
ADDRESSES & TELEPHONE NUMBERS**

**Justice & Law Enforcement**

Clerk of the Superior Court	Patricia A. Noland	110 W. Congress St, 1 <sup>st</sup> Fl	740-3201
Constables	Vince Roberts, Admin Constable	32 N. Stone Ave, 1 <sup>st</sup> Fl	740-5442
County Attorney	Barbara LaWall	32 N. Stone Ave, 14 <sup>th</sup> Fl	740-5622
Indigent Defense	Isabel Garcia, Legal Defender	32 N. Stone Ave, 8 <sup>th</sup> Fl	740-5775
Indigent Defense	Robert Hirsch, Public Defender	33 N. Stone Ave, Ste 2100	243-6800
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 Maria Felix	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	Lindy Funkhouser	130 W. Congress St, 10th Fl	740-8311
Public Fiduciary	Anita Royal	10 E. Pennington, 2 <sup>nd</sup> 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, 4 <sup>th</sup> Fl	740-3155

**Medical Services**

Institutional Health	Dr. Fred Miller	3950 S. Country Club Rd, Ste 300 Tucson, AZ 85714	243-8373
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	Mary Tyson	33 N. Stone Ave, 7 <sup>th</sup> Fl	243-7162
Development Services	Carmine DeBonis, Jr.	201 N. Stone Ave, 1 <sup>st</sup> Fl	740-6506
Environmental Quality/ Solid Waste Management	Ursula Kramer	150 W. Congress St, 1 <sup>st</sup> Fl	740-3352
Facilities Management	Reid H. Spaulding	150 W. Congress St, 5 <sup>th</sup> Fl	740-3014
Fleet Services	Frank Samaniego	1301 S. Mission Rd Tucson, AZ 85713	740-2670
Graphic Services	Susan Beebe	17 E. Pennington, 1 <sup>st</sup> 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, 10 <sup>th</sup> Fl	740-8480
Regional Flood Control District	Suzanne Shields	97 E Congress, 3 <sup>rd</sup> Fl	243-1881
Transportation	Priscilla Cornelio	201 N. Stone Ave, 3 <sup>rd</sup> Fl	740-6340
Regional Wastewater Reclamation	Michael Gritzuk	201 N. Stone Ave, 8 <sup>th</sup> Fl	740-6549